

**Certificate regulations of the Otto Beisheim School of Management (Otto-Beisheim-Hochschule, WHU) –**

**for the executive education program  
“Management Essentials Program”**

**dated September 11, 2019**

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## 1. Scope of validity

These certificate regulations govern the examinations within the “Management Essentials Program” executive education program (hereinafter referred to as MEP) at the Otto Beisheim School of Management (Otto-Beisheim-Hochschule, WHU), hereinafter referred to as “WHU”. They govern the requirements for the award of the certificate.

## 2. Admission to the executive education program

- (1) Admission to the MEP at the WHU is open to anyone who
  1. holds a general or subject-specific higher education entrance qualification (*Hochschulreife*) or an equivalent foreign school leavers' qualification,
  2. has successfully completed the final examinations in a degree program at a university in Germany or an equivalent final examination overseas; pursuant to section 35 (1) in conjunction with section 65 (1)-(2) of the relevant Universities Act (HochSchG), applicants may be admitted on the basis of their professional aptitude without a first degree subject to prior consultation. The Examination Committee is responsible for ensuring compliance with the applicable special admission requirements under relevant universities legislation and the procedure for assessing these requirements. The provisions set out in these certificate regulations apply accordingly to the process of verifying the special admission requirements;
  3. can demonstrate vocational experience of at least two years after graduation,
  4. submits a substantive motivation letter that illustrates the applicant's reasons and motivation for taking part in MEP,
  5. presents a fully completed application form and
  6. has adequate written and spoken English-language skills at C1 level (or equivalent).
- (2) Admission may be rejected if
  1. the preconditions set out in para. 1 are not satisfied or
  2. the documents are incomplete.
- (3) The Program Director decides on admission to the MEP. The Program Director may involve an advisory committee such as the Curriculum Committee in the decision on admission.
- (4) By taking the initial module assessment, the application for admission to the certificate examination is deemed made.

## 3. Curriculum Committee

- (1) The Curriculum Committee takes decisions on the strategic orientation, content-related design, and further development of the MEP.
- (2) The Curriculum Committee is made up of voting members comprising the Program Director, a full-time WHU professor, and a non-academic WHU employee. The Executive Committee appoints the members of the Curriculum Committee and notifies the Senate thereof.
- (3) The members of the Curriculum Committee are publicized via the standard university channels.

#### **4. Objective, scope, and structure of the MEP**

- (1) The MEP executive education program provides its participants with the knowledge and skills needed to engage in demanding international management tasks in the field of general management. Participants are expected to have an overview of the interrelationships within their subject and be able to autonomously apply scientific methods and lessons learned to solving practical problems.
- (2) The MEP executive education program awards credit points in accordance with the European Credit Transfer System (ECTS credits), which correspond to the time input that is usually required to attend the course, for preparation and follow-up of the teaching materials, examination preparation, and completion of assessed elements. The participants at WHU must assume a workload of 30 hours for each ECTS credit. The six ECTS credits of the MEP thus entail around 180 hours of work.
- (3) The MEP courses are provided in the form of modules. "Module" refers to discrete teaching units that are geared to one another in terms of subject matter and timing. The ECTS credits for a module are only awarded after the module is successfully completed.
- (4) A total of six ECTS credits are acquired for the MEP. The executive education program comprises the following module (for a detailed overview, see Annex):
  1. Module 1: "General Management Fundamentals" in face-to-face study at the WHU and private study (e-learning) with a total of six ECTS credits for the whole module;
- (5) The duration of the MEP program is a maximum of 24 months. During this period the individual courses are run as compact face-to-face units. See the overview in the Annex for details of the program components. The dates and duration of the individual teaching units will be published prior to the start of the program via the standard university channels.
- (6) The tuition language is English.

#### **5. Structure and objective of the certificate assessment**

- (1) The certificate assessment is completed in parallel to the certificate program and comprises examinations on module 1.
- (2) The certificate assessment is deemed passed once the ECTS credits from module 1 have been completed.
- (3) In the assessed elements, participants are required to demonstrate that they are able to identify issues from the examined area using methods learned during the course and can identify approaches to a solution with no significant deficiencies within a limited time and with limited materials.

#### **6. Examination Committee**

- (1) An Examination Committee will be convened to organize the certificate assessment and perform the duties arising under these certificate regulations. The Examination Committee is made up of the chairperson and deputy chairperson who must both be full-time teaching staff at the WHU, and at least one non-academic WHU employee as well as one student from the post-experience programs or one participant of the WHU's Executive Education programs. The student or course participant takes part in the meetings in an advisory role. At the recommendation of the chairperson of the Examination Committee, associate lecturers and experts may take part in the meetings in an advisory capacity.
- (2) The Examination Committee reaches decisions by a majority of its members who are entitled to vote. In the event of an equal number of votes, the chairperson will have the

casting vote. The members of the Examination Committee have the right to observe the conduct of examinations.

- (3) The members of the Examination Committee are obliged to secrecy, including after their membership of the Committee comes to an end. The meetings of the Examination Committee take place behind closed doors.
- (4) The Examination Committee will be deployed by the Senate at the recommendation of the MEP Program Director. The term of office of the members of the Examination Committee is two (2) years, and the term of office of the student or course participant is one semester. Re-election is permissible.
- (5) The members of the Examination Committee will be announced via the standard university channels.

### **7. Examiners and observers**

- (1) Examinations may be conducted by all university lecturers, emeritus professors, assistant professors, honorary professors, supernumerary professors, adjunct professors, visiting professors and visiting scholars, habilitated academics, academic staff, teaching staff for special requirements, associate lecturers as well as persons with practical vocational experience who are commissioned by the WHU Senate or the competent committees of partner universities with the conduct of courses in the certificate program.
- (2) Assessed elements may only be evaluated by persons who themselves are qualified to at least the level being determined by the assessment or hold an equivalent qualification. Examiners should have taught during the certificate section preceding the examination.
- (3) Only persons who themselves are qualified to at least the level being assessed for the relevant examination field or hold an equivalent qualification may act as observers. The observers are appointed by the examiners.
- (4) As a rule, examinations are conducted by the examiners who have delivered the corresponding courses. The examiners are appointed by the Examination Committee, which may transfer this task to the chairperson of the Examination Committee.
- (5) The Program Director agrees the learning outcomes, examination types and examination grades of the module with the respective teaching staff.

### **8. Examination periods and examination dates**

- (1) All assessed elements to be completed must be finalized by the end of the last teaching session of the MEP.
- (2) In conjunction with the Program Director, the chairperson of the Examination Committee stipulates the dates for the individual examinations and retakes and publicizes the examination dates via the standard university channels. In exceptional cases the chairperson of the Examination Committee may alter the dates after publication. The Examination Committee must ensure that certificates of achievement and examinations can be completed within the timescales set down in these certificate regulations.

### **9. Examination areas and type of certificate examination**

- (1) In the module assessments the participants are required to demonstrate that they are able to identify selected issues from the examined area using common methods from their subject area and can identify approaches to a solution with no significant deficiencies within

a limited time and with limited materials. Particular emphasis is to be placed on using scientific methods to solve practical issues.

- (2) The certificate assessment covers the certificate elements set out in section 4 para. 4. The courses specified in the applicable overview (see Annex) form the subject matter of the module assessment and are a component of the module grade.
- (3) The modules usually comprise multiple mandatory or elective courses. The module examinations are conducted in parallel to the learning components. The module assessments cover the material of the respective mandatory and elective courses.
- (4) If courses cannot be held due to the absence of teaching staff, they must be made up for in an adequate manner that is reasonable for the participants. Compensatory activities such as online courses, written work, and the like are possible. Details will be decided by the Examination Committee.
- (5) Module assessments may also consist of combinations of several different part assessments that together must be equivalent to the requirements of an assessed element pursuant to para. 1. The content that is relevant to each individual sub-assessment must be clearly defined. The type and weighting of the individual sub-assessments are based on the type of the respective course, specified by the MEP Program Director, and publicized in good time prior to the start of the course via the standard university channels. The attainment of the learning objectives can be assessed via:

1. Individual examination

The lessons learned by the participants from the courses can be established via individual assessments. As a rule, the individual assessment is performed in the form of a written examination (paper). 45 minutes are usually specified for each course. If additional sub-assessments are included in the module assessment, the time required for the individual examination is reduced accordingly.

2. Other examination forms

These are specified by the course lecturers and may comprise for example:

- Active teamwork / project work / seminar papers  
The percentage weighting for a project paper or seminar paper (both as individual or group assessments) will be specified by the examiner and communicated to the participant when the topic is issued. Project papers and seminar papers may also be issued as group tasks. The course leader decides on the selection, the combination form, and the scope of the assessed element and its evaluation in conjunction with the Program Director. In the event of group work the interaction of a group is evaluated using the outcomes obtained for assessed sub-elements. It must be ensured that the examinable contribution by the individual participant can be clearly distinguished and assessed on objective criteria.
- Case studies or assessed elements equivalent to case studies (assignment)  
The period for preparing the case study will be determined by the course examiner. The preparation may be undertaken individually or in a group. In the case of group work it must be ensured that the examinable contribution by the individual participant can be clearly distinguished and assessed on objective criteria. Written papers may be checked for plagiarism.
- Oral contributions  
A maximum proportion of 20 percent of the module assessment grade may be awarded for contributions made during the course.
- Oral examination  
Oral examinations should not exceed five minutes per ECTS credit of the respective course for each candidate and must not exceed 45 minutes. The

examiner will include an observer in the oral examination pursuant to section 7 para. 3. The examiner decides the grade for an oral examination in agreement with the observer. The key subject matter and the outcome of the examination must be recorded in a transcript. The transcript must be included in the participants' examination file. Candidates for oral examinations may be grouped together in examination groups of a maximum of five persons. At the request of the candidate, the WHU's equal opportunities officer will attend the examination. In the case of oral assessments, participants enrolled on the same certificate course are permitted to attend as spectators if the candidate does not object. Participants taking the same examination are not permitted. If a proper examination procedure cannot be guaranteed, the number of spectators may be limited, or they may be entirely excluded from the examination.

- (6) At the request of the lecturer, further forms of performance assessment may be permitted. Any such application must be submitted to the Program Director prior to the start of the module. The lecturer must be promptly notified of the decision. The Examination Committee will decide in the event of a dispute.
- (7) The decision regarding the assessed elements to be completed for a course and their inclusion in the module assessment and the module grade in accordance with section 10 will be taken by the lecturer in consultation with the Program Director in agreement with the chairperson of the Examination Committee. This decision will be publicized in good time prior to the start of the respective course via the standard university channels.
- (8) Assessed elements not successfully completed within a module under section 5, no. 2 may be offset against successfully completed assessed elements pursuant to para. 5, no. 2. Individual assessments not successfully completed pursuant to para. 5, no. 1 may only be offset against successfully completed individual examinations within a module pursuant to para. 5, no. 1.

## **10. Examination results, calculation of the module grade, and overall grade**

- (1) A specific maximum number of points (module points/performance points) may be acquired in each module. The number of points that can be achieved is based on the number of ECTS credits of the module.
- (2) The grade for a module then results from the points obtained on the basis of a points scale stipulated by the Examination Committee (cf. para. 5). The percentage distribution of points and their grade equivalents are set out in the table in para. 5.
- (3) The Program Director should notify the candidates of their grades within eight weeks of completing the respective assessment.
- (4) A module will be deemed successfully completed if
  1. at least 50 percent of the total points achievable in the module are attained and
  2. at least 50 percent of the points possible for the individual assessments for the module are attained.
- (5) The overall grades are as follows as per the calculation method:

for an average up to 1.5	=	very good
for an average above 1.5 up to 2.5	=	good
for an average above 2.5 up to 3.5	=	satisfactory
for an average above 3.5 up to 4.0	=	adequate
for an average above 4.0	=	inadequate

The overall grade for the certificate is derived from the total of the module points attained in the certificate elements set out in section 4 para. 4 on the basis of the following evaluation scale specified by the Examination Committee:

### Calculation of the overall grade

Decimal grade	US grade	Points in %	Credit points
1	A	100.00%	300
1	A	99.00%	297
<b>1</b>	<b>A</b>	<b>98.00%</b>	<b>294</b>
1.1	A	97.00%	291
<b>1.1</b>	<b>A</b>	<b>96.40%</b>	<b>289.2</b>
1.2	A	96.00%	288
1.2	A	95.00%	285
<b>1.2</b>	<b>A</b>	<b>94.80%</b>	<b>284.4</b>
1.3	A-	94.00%	282
<b>1.3</b>	<b>A-</b>	<b>93.20%</b>	<b>279.6</b>
1.4	A-	93.00%	279
1.4	A-	92.00%	276
<b>1.4</b>	<b>A-</b>	<b>91.60%</b>	<b>274.8</b>
1.5	A-	91.00%	273
<b>1.5</b>	<b>A-</b>	<b>90.00%</b>	<b>270</b>
1.6	B+	89.00%	267
<b>1.6</b>	<b>B+</b>	<b>88.40%</b>	<b>265.2</b>
1.7	B+	88.00%	264
1.7	B+	87.00%	261
<b>1.7</b>	<b>B+</b>	<b>86.80%</b>	<b>260.4</b>
1.8	B+	86.00%	258
<b>1.8</b>	<b>B+</b>	<b>85.20%</b>	<b>255.6</b>
1.9	B+	85.00%	255
1.9	B+	84.00%	252
<b>1.9</b>	<b>B+</b>	<b>83.60%</b>	<b>250.8</b>
2	B	83.00%	249
<b>2</b>	<b>B</b>	<b>82.00%</b>	<b>246</b>
2.1	B	81.00%	243
<b>2.1</b>	<b>B</b>	<b>80.40%</b>	<b>241.2</b>
2.2	B	80.00%	240
2.2	B	79.00%	237
<b>2.2</b>	<b>B</b>	<b>78.80%</b>	<b>236.4</b>
2.3	B-	78.00%	234
<b>2.3</b>	<b>B-</b>	<b>77.20%</b>	<b>231.6</b>
2.4	B-	77.00%	231
2.4	B-	76.00%	228
<b>2.4</b>	<b>B-</b>	<b>75.60%</b>	<b>226.8</b>
2.5	B-	75.00%	225
<b>2.5</b>	<b>B-</b>	<b>74.00%</b>	<b>222</b>

Decimal grade	US grade	Points in %	Credit points
2.7	C+	72	216
2.7	C+	71	213
<b>2.7</b>	<b>C+</b>	<b>70.8</b>	<b>212.4</b>
2.8	C+	70	210
<b>2.8</b>	<b>C+</b>	<b>69.2</b>	<b>207.6</b>
2.9	C+	69	207
2.9	C+	68	204
<b>2.9</b>	<b>C+</b>	<b>67.6</b>	<b>202.8</b>
3	C	67	201
<b>3</b>	<b>C</b>	<b>66</b>	<b>198</b>
3.1	C	65	195
<b>3.1</b>	<b>C</b>	<b>64.4</b>	<b>193.2</b>
3.2	C	64	192
3.2	C	63	189
<b>3.2</b>	<b>C</b>	<b>62.8</b>	<b>188.4</b>
3.3	C-	62	186
<b>3.3</b>	<b>C-</b>	<b>61.2</b>	<b>183.6</b>
3.4	C-	61	183
3.4	C-	60	180
<b>3.4</b>	<b>C-</b>	<b>59.6</b>	<b>178.8</b>
3.5	C-	59	177
<b>3.5</b>	<b>C-</b>	<b>58</b>	<b>174</b>
3.6	D+	57	171
<b>3.6</b>	<b>D+</b>	<b>56.4</b>	<b>169.2</b>
3.7	D+	56	168
3.7	D+	55	165
<b>3.7</b>	<b>D+</b>	<b>54.8</b>	<b>164.4</b>
3.8	D+	54	162
<b>3.8</b>	<b>D+</b>	<b>53.2</b>	<b>159.6</b>
3.9	D+	53	159
3.9	D+	52	156
<b>3.9</b>	<b>D+</b>	<b>51.6</b>	<b>154.8</b>
4	D	51	153
<b>4</b>	<b>D</b>	<b>50</b>	<b>150</b>
		<b>&lt;50</b>	<b>&lt;150</b>



2.6	C+	73.00%	219
2.6	C+	72.40%	217.2

## 11. Repeating the module assessments

- (1) If the module is not successfully completed, a retest must be taken. Successfully completed module assessments may not be retaken. Retakes of assessments are taken in the form of written examinations with a duration of at least 45 minutes and only cover the part of the module assessment not successfully completed. The chairperson of the Examination Committee specifies the dates for the retakes in consultation with the Program Director. If the participant raises no objection within a week of announcement of the date, the participant will be deemed registered for the retake. The deadline for the assessment retakes may not exceed two months.
- (2) During the duration of the certificate participants will have one opportunity for a second retake of the assessment pursuant to para. 1. The application to sit a second examination retake must be submitted to the Program Director in writing without delay following announcement of the unsuccessful attempt at the first examination retake.
- (3) A module assessment, and consequently the certificate, will be deemed conclusively failed if the participant
  1. does not attain an examination result pursuant to section 10 para. 5 in the assessment and does not take timely advantage of the retake option pursuant to para. 1, or
  2. does not attain an examination result pursuant to section 10 para. 5 in the first retake pursuant to para. 1 and is not admitted to a further retake pursuant to para. 2, or
  3. is admitted to the second retake pursuant to para. 2, but does not take timely advantage thereof, or
  4. does not attain an examination result pursuant to section 10 para. 5 in the second retake.
- (4) If the certificate assessment is conclusively failed, the chairperson of the Examination Committee will issue a written notification to the participant to that effect. The Examination Committee will rule on any objections raised.

## 12. Absence, withdrawal, cheating, violation of exam procedure

- (1) An assessed element as set out under section 9 para. 5 may be taken subsequently if the participant asserts valid reasons for not being able to take the assessment such within the period specified by the lecturer. The same applies if the participant asserts valid reasons for not being able to attend on an examination date. In order to take an assessed element subsequently, the participant must obtain the consent of the lecturer and Program Director prior to expiry of the deadline up to which the assessment is to be taken. If the participant is able to take the assessment subsequently, the Examination Committee may, in consultation with the Program Director and the lecturer, determine the period within which the missing assessment or any substitute performance set by the lecturer must be completed.
- (2) Under section 10 para. 5 an assessed element as set out under section 9 para. 5 will be graded "inadequate" (5.0) if the participant fails to attend an examination or if he or she withdraws after the start of the examination without valid reasons or the Program Director does not acknowledge reasons for the withdrawal from the examination. The same applies if an assessed element is not completed within the specified time allowed.

- (3) The reasons asserted for the withdrawal or absence must be communicated and demonstrated to the Program Director immediately, i.e. without culpable delay, in writing prior to the start of the assessed element. In the event of illness of the participant a medical certificate must be provided. The illness of a child or family member for whom the participant is primarily the sole caregiver is deemed equivalent to the illness of the participant. If a participant aborts a commenced examination on health grounds, he or she must immediately obtain a medical certificate and submit this to the Program Director. If the reasons are acknowledged, a new date will be agreed. In the event of a repeat occurrence, the Program Director may demand that a medical certificate is presented. Any adverse decisions taken by the Program Director must be promptly communicated to the course participant. The chairperson of the Examination Committee decides on any appeal.
- (4) If the participant attempts to influence the result of his or her examination performance by deception or the use of prohibited aids, the corresponding assessed element will be deemed graded as "inadequate" (5.0). A participant who disrupts the orderly conduct of the examination may be excluded from continuing the assessment by the respective examiner or invigilator; in this case the corresponding assessed element will be deemed graded as "inadequate" (5.0). Assessed elements that are graded as "inadequate" (5.0) in line with the cases set out here must be repeated. If there is no opportunity for this assessed element to be retaken pursuant to section 11 para. 2, the certificate examination will have been conclusively failed. The provisions of section 11 para. 1 apply accordingly to the scheduling of and registration for the repeat examination. In serious cases, for example a demonstrable intentional case of plagiarism in part of the work, the Examination Committee may exclude the participant from taking further assessed elements and thus from the program as a whole. The participant may raise an objection against such exclusion within a month and request that the decisions of the Examination Committee be reviewed.
- (5) Adverse decisions of the Examination Committee must be communicated to the participant immediately in writing, with reasons, and must include information on legal remedies. The participant must be given the opportunity for a hearing. The participant has a one-month deadline to apply in writing for a review of adverse decisions by the Examination Committee. The decision of the Examination Committee is final. In the event of an equal number of votes, the chairperson of the Examination Committee has the casting vote.

### **13. Deadlines**

- (1) If a prescribed deadline for registering for or taking an examination depends on the performance times of the MEP, extensions and interruptions will not be taken into account if they were due to
  1. illness, a disability, or other reasons for which the participant is not at fault or
  2. pregnancy or child-rearing; in these cases, it must be possible at least to take advantage of the periods in accordance with sections 3, 4, 6 and 8 of the German Maternity Protection Act (*Mutterschutzgesetz*) as well as in accordance with the German Child Benefits Act (*Bundeserziehungsgeldgesetz*) during parental leave;
  3. care for a family member who requires care.
- (2) Evidence relating to para. 1 and 2 must be provided by the course participant.

### **14. Provisions for people with disabilities or chronic health conditions**

- (1) If the participant demonstrates that, due to a chronic condition or disability as defined at section 2 para. 1 German Social Code IX (SGB IX), he or she is not able to complete the assessed element in full or in part in the envisaged form or within the assessment periods set down in these regulations, the chairperson of the Examination Committee will allow an

extension of the preparation time for the assessed element or the deadlines for taking examinations or completing equivalent assessment elements in a form that meets the participant's needs. The same shall apply to course achievements.

- (2) If decisions of the chairperson of the Examination Committee pursuant to para. 1 are disputed, the disability officer or another expert must be involved.
- (3) The submission of suitable evidence may be requested to demonstrate a chronic condition or disability.

### **15. Certificate and transcript of records**

- (1) Participants who have successfully completed the certificate examination will be given a transcript of records in German and English and a certificate that confirms their successful participation in the MEP. The transcript of records contains the grades of the module assessments and the overall grade as a US letter grade and German decimal grade. The transcript of records confirms completion of the requisite assessed elements and sets out the overall grade as well as the examination date (day of the last assessment). The documents are signed by the Dean of the WHU and the Program Director of the MEP.
- (2) The university will issue a Certificate Supplement (CS) in German and English, similar to the "Diploma Supplement (DS) model" developed by the European Union/Council of Europe/UNESCO. This contains in particular information about the university, type of the qualification, certificate program, admission requirements, certificate requirements, certificate procedure, grading system, and the German study system. The text agreed between KMK and HRK as amended from time to time is used for the presentation of the national education system (DS section 8).
- (3) If the certificate assessment is conclusively failed, the chairperson of the Examination Committee will issue to the participant a written notification which must include information on legal remedies.
- (4) Participants who leave the university without a certificate will on request be provided with a summary certification of all completed certificate and assessed elements from the Program Director.
- (5) The documents set out in paras. 1, 2 and 4 will only be issued if the course fees for the program have been paid in full as contractually required.

### **16. Invalidity of the certificate assessment**

- (1) If the participant has cheated during an examination and if this fact becomes known following the issue of the transcript of records, the Examination Committee may retrospectively correct the grades for the assessed element that the participant cheated in and declare the examination to be unsuccessfully completed in full or in part. The assessed element may not be retaken.
- (2) If the preconditions for admission to an examination were not satisfied without the participant seeking to conceal such, and if this fact only becomes known following issue of the transcript of records, this defect will be rectified by the examination being successfully completed. If the participant intentionally obtained admission by wrongful means, the Examination Committee shall rule accordingly. The burden of proof regarding the intentional conduct is incumbent on the Examination Committee.
- (3) The participant must be given the opportunity to speak prior to the ruling.
- (4) The incorrect certificate, the transcript of records and the certificate supplement must be revoked and a new one issued where necessary. A decision pursuant to para. 2 sentence 2 is not permissible after a period of five years following the date of the certificate.

## **17. Participants' right to information**

- (1) On request to the Program Director, participants will be notified of the partial results of an assessment prior to its conclusion.
- (2) The grading of all assessed elements must be documented in writing. Following completion of an assessment, participants have a right to view their own corrected examination papers, examination protocols for oral examinations, evaluations of written papers, and other documentation that serve to evaluate their certificate performance completed in the course of their participation in the certificate program at WHU. If participants object to a grade, they may communicate such to the examiner and request justification for their grading. If the examiner does not provide a justification, the participants may apply to the chairperson of the Examination Committee for such justification to be provided within four weeks with a written reasoning of the disputed points. This is without prejudice to the provisions of section 12.

## **18. Entry into force**

These regulations for the certificate assessment of the "General Management Plus Program" executive education program at the Otto Beisheim School of Management (Otto-Beisheim-Hochschule, WHU) will take effect on the day following publication in the WHU's gazette. They apply to all participants enrolled on the MEP at the WHU and who have commenced the MEP after September 11, 2019.

Vallendar, September 11, 2019

Prof. Dr. Markus Rudolf  
Dean of  
WHU – Otto-Beisheim-Hochschule

**Annex**  
**for the executive education program**  
**“Management Essentials Program”**

**A. Module 1: “Management Essentials” (6 ECTS credits)**

Choice of three out of four mandatory courses:

1. Strategy Essentials (2 ECTS-credits)
2. Financial Literacy (2 ECTS credits)
3. Leadership Essentials (2 ECTS credits)
4. Winning with Innovation (2 ECTS credits)