



**Program-Specific Regulations
for the Master's Program
„Modern Leadership“ (MBA)**

Version: 18 August 2025

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Preamble

These program-specific regulations for the non-consecutive, continuing education Master's program „Modern Leadership“ (MBA) supplement the framework study and examination regulations for Master's programs of the NBS – Northern Business School dated June 28, 2024, in its applicable version.

§ 1

Start of Studies, Standard Study Duration, Special Admission Requirements

- (1) The start of studies for the „Modern Leadership“ (MBA) program (part-time/online) is possible in the summer and winter semesters.
- (2) The implementation of the program may depend on a minimum number of ten participants. The decision of the implementation of the program is made by the rectorate. A negative decision will be announced no later than four weeks before the start of the program.
- (3) In accordance with the admission regulations, the enrolment takes place in the first semester at the start of studies, unless previous study and examination credits or equivalent achievements are recognized.
- (4) In addition to the admission regulations, for the Master's program „Modern Leadership“ (MBA), a completed undergraduate degree with 210 credit points is required, of which up to 30 credit points can be demonstrated through professional experience or further academic training. Details are regulated by the admission regulations. Proficiency in English at a B2 level of the Common European Framework of Reference for Languages is also required (proven by certification, such as TOEFL, IELTS, DAAD Language Certificate, or university entrance qualification). Furthermore, at least one year of relevant professional experience must be demonstrated.
- (5) The standard duration of study for the „Modern Leadership“ (MBA) is four semesters in part-time. It includes the theoretical study semesters, exams, and the time allocated for the final thesis. To ensure a successful completion of the program within the standard study period and to avoid overburdening students, it is recommended that part-time students do not exceed a weekly workload of 30 hours.

§ 2

Study Objectives

The NBS – Northern Business School provides broad technical knowledge and the ability to recognize practical management challenges, develop alternative solutions, assess their contributions to outcomes, and successfully implement the chosen solution in practice through application-oriented teaching. Assuming responsible tasks requires not only technical knowledge but also cross-disciplinary thinking, teamwork, and decision-making competence. Future professionals and executives must integrate the contents and goals of modern management into the objectives and processes of companies and organizations, lead employees, and collaborate with other management disciplines. Accordingly, the program is also aimed at imparting key qualifications and fostering personal development. At the end of the program, students should be able to independently, efficiently, and within a given time frame solve practical problems by combining scientific methods with situational parameters.

§ 3

Academic Degree, Credits

- (1) Upon successful completion of the Master's examination, the academic degree "Master of Business Administration (MBA)" is awarded.
- (2) The Master's program "Modern Leadership" (MBS) comprises 90 credits.
- (3) In the certificate, it will be documented that the study program was taught in English.

§ 4

Structure of the Master's Program "Modern Leadership" (MBA, part-time/online)

- (1) Structurally, the "Modern Leadership" (MBA, part-time/online) program can be divided into three focus areas: "Leadership", "People & Culture" and "Business Planning". The first three semesters provide comprehensive theoretical and research-based knowledge for aspiring managers. In the fourth semester, students are expected to write their Master Thesis and defend it in the subsequent Master Colloquium.
- (2) The topic of the Master Thesis can be assigned once the student has gathered 60 credits and successfully completed all modules of any preparatory courses required by the admission regulations.

Study and Examination Plan for the Master's Program "Modern Leadership" (MBA)

Semester 1

Module	Workload/Teaching*	Examination type	Credits
PM 1.1 Leadership & Business Modelling	150/48	Oral Exam (online)	5
PM 1.2 Business Ethics & ESG	150/48	Written assignment & presentation (online)	5
PM 2.1 New Work	150/48	Portfolio	5
PM 2.2 Communication & Interaction	150/48	Presentation (online)	5
PM 3.1 Law & Compliance	150/48	Oral Exam (online)	5
Total	750/240		25

* In this study program, teaching is divided between online attendance and online teaching; details can be found in the module descriptions.

Semester 2

Module	Workload/Teaching	Examination type	Credits
PM 1.3. Business Psychology	150/48	Oral Exam (online)	5
PM 1.4 Sustainable Leadership	150/48	Project assignment & presentation (online)	5
PM 2.3 Diversity & Intercultural Manage- ment	150/48	Presentation (online)	5
PM 3.2 Strategy & Change	150/48	Portfolio	5
Total	600/192		20

Semester 3

Module	Workload/Teaching	Examination type	Credits
PM 1.5 AI Leadership & Future Tech	150/48	Project assignment & presentation (online)	5
PM 2.4 Coaching & Supervision	150/48	Project assignment & presentation (online)	5
PM 3.3 Project & Innovation Management	150/48	Oral Exam (online)	5
PM 3.4 Trends & Megatrends	150/48	Presentation (online)	5
PM 4.0 Master Project	150/48	Presentation (online)	5
Total	750/240		25

Semester 4

Module	Workload/Teaching	Examination type	Credits
PM 5.1 Master Thesis	480/0/0	Master Thesis	16
PM 5.2 Master Colloquium	120/0/0	Colloquium (online)	4
Total	600/0		20
Total Workload/Contact/Self Study	2700/672		90

§ 5 Entry into Force

These program-specific regulations shall enter into force on the day following their approval by the Authority for Science, Research, Equality and Districts of the Free and Hanseatic City of Hamburg. They shall apply for the first time to students who begin their studies at the NBS – Northern Business School in summer semester of 2026.

Hamburg, 18 August 2025

Signed, the Rector