Curriculum for the University Certificate Programme

Master of Business Administration
Leadership in Digital Transformation

of the Graz University of Technology

Change

The curriculum of the University Certificate Programme Leadership in Digital Transformation was decided by the Curricular Committee for Doctoral Programmes and University Certificate Programmes and approved by the Senate of Graz University of Technology during its meeting on May 17, 2022, in accordance with § 56 Universities Act 2002, Federal Law Gazette I No. 120/2002 as amended.

The change to this curriculum was approved by the Senate of Graz University of Technology at the meeting of June 27, 2022.

The legal basis for this university certificate programme is the Universities Act (UG 2002) as amended by the Federal Law Gazette I No. 93/2021, as well as the Legal Regulations for Academic Affairs of the Statutes of Graz University of Technology in the currently applicable version, as amended.

Change history

Version	In effect as of	Brief description of the change
01	*June 24, 2021*	*First submission*
02	*May 07, 2022*	*Revision (amendment to the Universities Act/UG-Novelle 2021)*
03	*August 04, 2022*	*Revision (amendment to the Universities Act/UG-Novelle 2021)*

Curriculum for the University Certificate Programme Leadership in Digital Transformation

Curriculum 2022

General provisions

§ 1 Object of certificate programme and qualification profile

(1) Object of the university certificate programme:

Against the background of profound digital transformation, companies are facing a rapidly growing need for specialised and executive personnel who understand the key digital technologies relevant to the companies and know how to harness these technologies in order to optimise the digital strategy and realign a company.

The interdisciplinary University Certificate Programme Leadership in Digital Transformation is intended to help cater precisely for this requirement. The aim is to enable academically founded and, at the same time, practice-driven qualification of professionals from different functional areas and industries in the field of digital transformation at a strategic and operative level. For this purpose, it offers a forward-looking vision of leadership in the spirit of agile, innovative action and management, establishes a new understanding of collaboration and management, analyses new strategies and business models in times of rapid and disruptive changes, and examines the impact of future technologies on changes in corporate behaviour and organisation in order to be successful in volatile markets. The aim is to harness the future-oriented research activities of TU Graz in the fields of digitalisation and cutting-edge technologies, that have been additionally strengthened by the Fields of Expertise since 2014. The programme is intended for project managers, middle-management executives in line and interface management positions, technological but also commercial or strategic decision-makers, consultants to all industries and sectors in the various spheres of digital transformation.

Based on an extensive market analysis focusing on German- and English-speaking countries in the EU zone, the university certificate programme has three major features:

- Interdisciplinary, cross-sectoral further training that specifically addresses a range of different protagonists and their heterogeneous work contexts in the realm of digital transformation.
- An integrated consideration of the levels of strategy/business model and business process/technology: Suitable attention is given to the interactions between the different levels in the dynamic and complex system of a company and network of value creation and to the various protagonists involved.
- A high degree of flexibilisation by means of an individual choice of different specialisations in the research-based fields of excellence while at the same time ensuring a high level of practical relevance by means of transfer projects.

In addition to the integrated transfer project in the core modules, in which the transfer tasks relate directly to the students' specific company, compulsory elective management and application-oriented modules within the possible specialisations and the final master's thesis in the university certificate programme offer additional opportunities for individualisation tailored to the needs of the students and their companies with regard to specific industries or companies.

The structure of the university certificate programme is modular, consisting of basic economic and technological modules worth a total of 20 ECTS credit points each, core modules worth 35 ECTS credit points and compulsory elective modules forming part of the specialisation, including the master's thesis, worth 35 ECTS credit points. Altogether, the university certificate programme comprises 90 ECTS credit points, is part-time and has a minimum duration of three semesters.

The university certificate programme is intended for engineers, scientists and graduates in social sciences, economic sciences and/or law with a first degree or similar academic qualification wishing to acquire complementary skills in the broad sphere of implementing digital transformation projects and digital transformation processes.

(2) Qualification profile:

In the course of the programme, graduates will develop a digital and innovative mode of thinking which enables them to implement and apply sustainable operational concepts in their professional environment. They will acquire new perspectives, cutting edge technologies, practical tools and new (digital) skills enabling them to think differently and beyond the boundaries of their discipline, develop new strategies, new digital and data-driven business models, implement changes and manage technology-driven innovations. As a result, graduates will successfully negotiate the challenges posed by digitalisation in complex business environments undergoing radical change and have a profounder understanding of implementing new technologies and developing new business models in the digital context.

In the University Certificate Programme Leadership in Digital Transformation, students will develop a digital mindset with the skills required to successfully plan and implement digital transformation processes in the company. They will develop digital transformation strategies that concern both (specialist) departments and the entire company. The postgraduate programme offers a specific combination of know-how from the fields of business management and computer science and takes a holistic view of ongoing transformation in the digital sphere. The aim is to develop specialist and methodological expertise along with social and personal skills. Specifically, students are intended to benefit from an integration and intermixing of different industries and sectors that reflects the broad, dynamic range of topics involved.

Graduates will understand the strategic interplay of artificial intelligence, collaboration tools and agile organisations with an increased level of self-organisation and the resulting change in the role of management and can thus actively implement the leadership concepts of the future, for example Leadership On Demand or Blended Collaboration, i.e. collaboration between humans and machines.

After obtaining their master's degree, graduates will be prepared for demanding tasks in interdisciplinary project teams. They will devise digital business models, reflect on limits and possibilities in deploying technology-based solutions. They will be able to assess the benefit of different technologies for solving entrepreneurial questions in their company and thus be capable of initiating and managing change and innovation projects. Working in a team, they can represent the business management and/or technological side of digital transformation in companies but can also understand and assess the positions of other departments.

(3) Demand for the university certificate programme and relevance:

Digital transformation of companies requires a company-wide commitment to this subject and thus a critical mass of qualified specialists and executives. These specialists and executives require the knowledge needed to assess which (digital) technologies are relevant to their particular sphere (department/processes) and the company and, ultimately, to the overall industry or value network and which potentials for innovation this entails for their own business model.

Digitalisation thus not only concerns all functional areas of a company, i.e., all departments and their heads, particularly in view of the fact that this group has to take important strategic decisions in the context of digitalisation. Besides management skills, this above all requires technological expertise and understanding and a certain “ear for technology”. Particularly in technology-based companies, these crossover skills can be crucial for non-engineers and non-industrial engineers wishing to take the next step up into middle and top management. In contrast to traditional MBA programmes, where the main focus is on qualifying engineers and scientists in the field of business economics and management, there is no equivalent “reverse” training available for social and economic scientists, i.e., technical training for (young) managers coming from a business background.

But successful digital transformation requires new digital skills in order to be able to communicate across discipline boundaries. The digitalisation strategy is typically handled by a company’s CEO and CIO, with a new role increasingly coming into play, that of the Chief Digital Officer with an appropriate IT background. But given that all managerial functions along the value chain are affected by digital transformation – not only in technology-oriented companies – specialists and executives in all areas (purchasing, research and development, production, marketing, human resources, finances, logistics, etc.) – not just IT specialists, but also business management or mechanical engineering graduates – will in future require the technology and management knowledge connected with digital transformation and a basic or deeper understanding of digital transformation. In particular, the option of choosing a specialisation additionally caters for this fact and this requirement.

§ 2 Certificate programme organiser

(1) The organiser of the university certificate programme is Graz University of Technology, specifically the Institute of General Management and Organisation.

(2) Organisation of the university certificate programme is handled in cooperation with TU Graz *Life Long Learning*.

(3) Cooperation partners (internal and external)
The following partners have contributed or will contribute to the project:

- Professors of TU Graz, particularly at the Faculties of Mechanical Engineering and Economic Sciences, Computer Science and Biomedical Engineering, Civil Engineering Sciences, Architecture
- Other universities by means of a contribution to specialisation

- Know Center, research centres for Data-Driven Business and Artificial Intelligence, Pro2Future
- Representatives from practice: Integrated Consulting Group – input towards elaborating the concept

The range of courses in this continuing education programme is based primarily on know-how from research at TU Graz and individual institutes, know-how from the Know Center and expertise from the *Life Long Learning* organisational unit at TU Graz as the planning and coordinating unit. On the other hand, a practical perspective is contributed by experienced representatives of various sectors and industries, with the addition of expertise from other universities (as part of specialisation). Individual representatives of these partner organisations from practice and science will be enlisted as guest lecturers, lecturers and module leaders.

§ 3 Duration and scope of the certificate programme

(1) Commensurate with the European Credit Transfer and Accumulation System, the various units are assigned ECTS credit points that reflect the students' workload. One ECTS credit point corresponds to 25 full hours of workload, including both the share of self-study and the semester course hours.

(2) The university certificate programme lasts 3 semesters with a total scope of 90 ECTS credit points. The structure of the university certificate programme is explained in detail in § 9.

§ 4 Course language

(1) On the one hand, the German-speaking world, above all Austria (specifically the south-east region), is viewed as the target market. On the other, the companies based in the target market operate within the overall context of international competition. Therefore, as a general rule all courses are held in English. Some courses, instruction materials or specialisation modules may be offered in German if all participants have the necessary knowledge of German.

(2) The programme director is responsible for determining whether the participants have the necessary knowledge of the language of instruction (see § 7 (4)).

§ 5 Forms of teaching and learning

The University Certificate Programme Leadership in Digital Transformation is offered as a part-time certificate programme based on a blended learning concept and a modular programme architecture. By offering block-based courses preceded by additional distance teaching units, it is possible to cater specifically for the needs of working students. In addition, a virtual teaching and learning environment (TeachCenter) provides opportunities for networking with lecturers and other students outside of in-person units and accompanies the autonomous part of the three-stage learning set-up. The specific teaching methods are indicated in the respective module descriptions. In accordance with the directive on "Online Teaching at Graz University of Technology" (RL 94000 VILE 078-01), online teaching is used freely as a didactic

tool for lectures or for the lecture component of a lecture with integrated exercises (VU) in accordance with the applicable directives of TU Graz.

Didactic principles and forms of teaching/learning:

On the one hand, the didactic challenges and, at the same time, potentials arise from the heterogeneous, interdisciplinary target group with varying previous knowledge and work contexts. On the other, they lie in the goal of promoting the development of decision-making skills for use in the specific context of operation and work on the basis of sound scientific principles. At the same time, the participants already have a wide range of professional experience which constitutes a valuable resource for learning with and from each other (from peers).

The programme is based on the following didactic principles:

- "Constructive Alignment", i.e., learning goals, teaching/learning methods and mode of examination are already coordinated to match each other when planning a course,
- Adult education principles in the spirit of life-long, primarily autonomous learning; learning from peers,
- Whenever it makes sense, the aim is to deploy problem-oriented learning linked to the participants' different work contexts, with a high level of participant activity and interactive learning, and
- Support for informal learning and networking.

Forms of teaching and learning

- In the **pre-module (online stage)**: Independent work is offered on the basic literature and acquisition of principles in preparation for the in-person stages as an asynchronous distance learning element in the form of various e-learning formats.

- During the **in-person stage** of the modules: Interactive lessons in different forms, mixture of front-of-class, question-based and discussion-based teaching, exercises, simulations, laboratories; case studies from practice integrated into modules, with special attention given to different perspectives (interdisciplinary) and work contexts/functional areas and with much time devoted to joint discussion (whole-class, in groups).

- Theoretical input from the teacher is illustrated and consolidated with the aid of examples. Participants work on other tasks during in-person time, either on their own or in groups, preparing and following up by means of self-study.

- During the **transfer stage** of the modules/**transfer project, tasks**: Work on a defined problem in the particular module in individual work. An application-oriented transfer project rounds off the didactic concept of each module and is devoted to actual corporate tasks performed by the students. This ensures that a link is made to their own work context/functional area (e.g., HR, production, etc.) but also to the particular industry.

- **Master's thesis:** individual work on a problem (management or technology) from practice, particularly from the participants' (future) work context, thus permitting further individualisation and tailoring of the course.

- **Characteristics of the entire programme:**
  The overall programme is characterised by a significant amount of accompanied and autonomous self-study during the online stage in the pre-module (worth up to 1.5 ECTS credit points) and by specific support in the form of selected "blended learning" units and the use of the "TeachCenter" e-learning platform. At the same time, in-person study is emphasised in each module during the in-person stage.

Other resources

- Targeted networking and dialogue events between practice and science for a wider audience, e.g., Onboarding Conference, Midterm Conference with presentation of selected projects, presentation of the master's theses, use of the Know-Center services (e.g., Summer Academy).

Admission

§ 6 Admission requirements

(1) The requirement for admission to the University Certificate Programme Leadership in Digital Transformation is proof of one of the following qualifications:

a) Graduation from an internationally recognised university certificate programme in a technical, scientific, economic or legal degree programme or similar academic qualification,
b) Graduation from an internationally recognised bachelor's degree programme in a technical, scientific, economic or legal degree programme or similar academic qualification and at least three years of professional experience.

§ 7a Application and admission procedure

(1) The maximum number of places available for one iteration of the programme is set at twenty-five by the academic director of the certificate programme based on didactic and organisational considerations. If the number of applicants meeting the admission requirements is greater than the number of available places, places will be assigned in chronological order upon receipt of the stipulated programme fee in accordance with § 16.

(2) Application for a place is to be made in writing to the academic director of the certificate programme and consists of an application form, fully completed and signed, proof of identity and proof of fulfilment of the required admission requirements (degree certificate for a degree programme, employment testimonials). Application for a place does not in itself constitute any right to actual participation. The academic director of the certificate programme and the Vice Rector for Academic Affairs are entitled to refuse applicants.

(3) The procedure for awarding a place consists of preliminary screening of application documents by the Life Long Learning organisational unit, review by the academic programme director and, where necessary, an application interview. An entrance examination with the purpose of meeting the criteria is intended to be held particularly for applicants with no academic degree (§ 6 (2)).

(4) Applicants have adequate knowledge of the language (cf. § 6 (4)), either thanks to internationally recognised language certificates or school-leaving certificates (e.g., matriculation certificate, completion of a course of studies in the pertinent language of instruction) or in the course of verification by the academic director of the certificate programme. No proof must be furnished if the language of instruction is the applicant's first language.

(5) The decision regarding fulfilment of the admission requirements is taken for applicants pursuant to § 6 (1) on the basis of a three-person rule involving the academic director of the certificate programme, the director of the *Life Long Learning* organisational unit and the Vice Rector for Academic Affairs.

(6) Places are awarded in writing by the academic director of the certificate programme. Admission to the university certificate programme as a non-degree programme student is performed by the Rectorate, administered by the Registrar's Office organisational unit.

§ 7b Recognition of previously acquired ECTS credit points

(1) ECTS credit points acquired in previous training can be credited if:
   a) they were acquired at TU Graz or at an educational facility recognised by Graz University of Technology as equivalent;
   b) the contents and learning outcomes are acknowledged as creditable by the academic director in cooperation with the course directors of the university certificate programme.

(2) The maximum amount that may be credited is 20 ECTS credit points. ECTS credit points cannot be credited for the core modules and the master's thesis module.

Course content and examination regulations

§ 8 Types of courses

The types of course offered at Graz University of Technology are governed by § 4 of the Legal Regulations for Academic Affairs of the Statutes of Graz University of Technology, as amended.

§ 9 Structure of the degree programme, modules, courses and semester allocation

(1) Structure of the university certificate programme

With the aim of offering future executives complementary basic training in computer science and basic technological training for individuals with a background in social or economic science

and, on the other hand, in order to enable specialists/executives with a background in technology or science to acquire basic management expertise, the university certificate programme is divided as follows: into management-themed basic modules, “Fundamentals in Management”, and basic modules related to computer science, “Fundamentals in Computer Science”.

After completing four basic modules worth a total of 20 ECTS credit points in order to acquire the respective complementary or missing skills, students will build and broaden their knowledge in the core modules of the university certificate programme in the field of digital transformation, worth 35 ECTS credit points.

Students can additionally individualise and customise the university certificate programme by choosing a specialisation in highly relevant fields of application, for example Digital and Sustainable Production or Future Mobility and Mobility Systems, a connected transfer project and the master’s thesis.

Thanks to the structure of the programme and the opportunity of choosing different training tracks on the curriculum, companies will also have the interesting prospect of sending (young) executives with different previous qualifications (technology/business) into the further training programme as a kind of “tandem,” which brings additional advantages with regard to transferring knowledge into the company.

This creates a company-wide way to achieve digital transformation for key employees and young executives across departmental boundaries.

Particularly in the context of digitalisation, transparent communication across departments and knowledge transfer between staff and executives plays a crucial role. Knowledge transfer poses a particular challenge to companies.

Transferring the knowledge needed for digital transformation and passing on existing IT expertise to as many employees as possible is therefore one of the key factors in implementing extensive digital transformation. Therefore, certain modules and combinations of modules in this university certificate programme may also be combined to create shorter formats.

Given sufficient free places, it is thus also possible to offer shorter formats for new target groups within the scope of this university certificate programme. Aside from the aforementioned “tandem” version, this gives companies the opportunity of qualifying additional players at different levels of hierarchy in the context of digital transformation.

(2) Modules

The modules of the university certificate programme in the curriculum are listed below. With the basic modules, students can choose either Fundamentals of Management or Fundamentals in Computer Science: they may also, however, combine modules from different Fundamentals with each other.

Ultimately, four modules from the possible eight compulsory elective modules in Fundamentals of Management and Fundamentals in Computer Science must be chosen.

The core modules are compulsory modules. This also applies to the modules to be completed within the selected specialisation.

Courses may be either compulsory courses or compulsory elective courses. The allocation of courses to semesters constitutes the standardised curriculum:

	Module name[1]	Course types[2]	ECTS	Sem.
Basic modules (A)			**20**	
Fundamentals in Management				
A 1.1	General Management	VO,VU,PT	5	1
A 1.2	Strategic Management	VO,VU,PT	5	1
A 1.3	Business Administration	VO,VU,PT	5	1
A 1.4	Accounting and Controlling	VO,VU,PT	5	1
Fundamentals in Computer Science				
A 2.1	Introduction to Computer Science	VO,VU,PT	5	1
A 2.2	Data Science and Management	VO,VU,PT	5	1
A 2.3	Software Engineering	VO,VU,PT	5	1
A 2.4	Applied CS: Applied Software Engineering and Artificial Intelligence	VO,VU,PT	5	1
Core modules (B)			**35**	
B 1	Digital Economy	VO,VU,PT	5	1
B 2	Innovation Management	VO,VU,PT	5	1
B 3	Advanced Digital Technologies	VO,VU,PT	5	2
B 4	Organisational Change	VO,VU,PT	5	2
B 5	Digital Strategies and Business Modelling	VO,VU,PT	5	2
B 6	Applied Digital Transformation	VO,VU,PT	5	2
B 7	Agile Leadership Lab	VO,VU,PT	5	2
Specialisation modules (C1–C6)			**15**	
Digital Transformation and Entrepreneurial Leadership				
C 1.1	Technology Entrepreneurship	VO,VU,PT	5	2
C 1.2	Intrapreneurship and Entrepreneurial Expertise	VO,VU,PT	5	3
C 1.3	Leadership in the Digital Transformation	VO,VU,PT	5	3
Digital and Sustainable Production				
C 2.1	Smart Factory	VO,VU,PT	5	2
C 2.2	Sustainable Production	VO,VU,PT	5	3
C 2.3	Additive Manufacturing	VO,VU,PT	5	3
Future Mobility and Management				
C 3.1	Digitisation in Mobility and Transport	VO,VU,PT	5	2
C 3.2	Vehicle Technologies	VO,VU,PT	5	3
C 3.3	Mobility Systems	VO,VU,PT	5	3
Smart and Sustainable Business Economics				
C 4.1	Sustainable Business Economics Lab	VO,VU,PT	5	2
C 4.2	Smart Logistics	VO,VU,PT	5	3
C 4.3	Technology Marketing and Circular Economy	VO,VU,PT	5	3
Digital Marketing and Sales				
C 5.1	Digital Customer Journey	VO,VU,PT	5	2
C 5.2	User Experience Design	VO,VU,PT	5	3
C 5.3	Marketing Technologies	VO,VU,PT	5	3

Digitisation and Energy Management				
C 6.1	Future Integrated Energy Systems	VO,VU,PT	5	2
C 6.2	Energy Economics and Innovations	VO,VU,PT	5	3
C 6.3	Industrial Energy Systems Transformation	VO,VU,PT	5	3
Master's thesis and final examination before a committee			**20**	
		Total	**90**	

[1] The knowledge, methods and skills taught in the modules are described in Appendix I.
[2] Allocation of course type: VO – online stage; VU – in-person stage, PT – transfer project

§ 10 Examination regulations

(1) A course certificate is issued in accordance with § 74 (1) Universities Act (UG 2002) for completion of each course within a module. The person responsible for the course must announce the examination mode before the course begins. In addition, an overall assessment is given for each module.

(2) Examinations for courses held in the form of lectures (VO) must cover the entire contents of the course. Examinations may be oral only, written only, a combination of written and oral, or computer-assisted.

(3) Courses held in the form of lectures with integrated exercises (VU), exercises (UE), seminars (SE) shall be assessed continuously on the basis of contributions made by students and/or by means of periodical achievement reviews. The assessment shall, at any rate, consist of at least two examinations.

(4) An examination pass or fail is assessed in accordance with § 72 (2) Universities Act (UG 2002).

(5) Students may resit examinations in accordance with § 28 of the Legal Regulations for Academic Affairs of the Statutes of Graz University of Technology, as amended.

(6) Module grades are to be determined by

1. multiplying the grade of each examination result in connection with the module with the ECTS credit points of the corresponding course,
2. adding the values calculated according to lit. (1),
3. dividing the result of the addition by the sum of the ECTS credit points of the courses, and
4. rounding the result of the division to a whole-numbered grade if required. The grade is rounded up if the decimal place exceeds 5. Otherwise, the grade is rounded down.
5. A positive module grade may only be awarded if each individual examination performance has been assessed as positive.
6. In accordance with lit. (1) to (4), examinations in which the assessment only confirms the successful / unsuccessful participation must not be included in this calculation.

§ 11 Recognition of courses and achievements

According to § 78 Universities Act (UG 2002), the recognition of examinations can be carried out by the scientific course management at the request of the student. Depending on the academic course management, this may be accompanied by an additional check of the applicant's level of knowledge. Any recognition of study credits shall not decrease the programme fee to be paid.

§ 12 Master's thesis

(1) The master's thesis serves as proof of the ability of the student to work on scientific topics independently and must also be acceptable in terms of content and methodology. The task of the master's thesis must be chosen so that it is possible and reasonable for the student to complete the work within six months. The master's thesis begins at the beginning of the third semester as part of the selected specialisation.

(2) The content of the master's thesis is based on current studies, analyses and developments in the specialist field of the university certificate programme and may be handled on a theoretical and/or practical basis. The topic of the master's thesis is assigned to a module. The master's thesis may be performed in cooperation with a partner from the business world and/or make reference to the student's professional activity.

(3) The master's thesis must be registered in writing with the scientific course management before the start of processing. The subject with the selected specialisation and the name of the person supervising the master's thesis must be stated along with the name of the institute. The choice of subject and the supervisor must in any case be agreed in advance with the academic director of the certificate programme.

(4) After completing the master's thesis, it must be submitted for assessment in both printed and electronic form.

§ 13 Final examination before a committee

(1) The requirements for registration for the master's examination before a committee are proof of passing all modules (see § 9) and proof of a master's thesis pass (see § 12).

(2) The master's examination before a committee consists of
- presentation and defence of the master's thesis,
- an examination in the module of the selected specialisation with which the master's thesis is associated, and
- an examination in another module in accordance with § 9.

(3) The examination modules are defined by the academic director of the certificate programme. The total duration of the master's examination before a committee is usually sixty minutes and must not exceed seventy-five minutes.

(4) The examination committee for the master's examination is made up of the master's thesis supervisor, the academic director of the certificate programme and another member to be appointed by the academic director of the certificate programme. The chair is held by the scientific course management.

(5) The grade of the master's examination before a committee is determined by the examination committee in accordance with § 24 (6) of the Legal Regulations for Academic Affairs of the Statutes of Graz University of Technology, as amended.

§ 14 Completion of studies and degree certificate

(1) Upon positive assessment of all modules, the master's thesis and the master's examination before a committee, the university certificate programme is completed.

(2) A degree certificate is issued for successful completion of the university certificate programme. The degree certificate contains

1. a list of all modules according to § 9 including ECTS credit points and their assessments,
2. the title and assessment of the master's thesis,
3. the assessment of the final master's examination before a committee, and
4. the overall assessment according to § 11 of the Legal Regulations for Academic Affairs of the Statutes of Graz University of Technology, as amended.

In accordance with § 87a (2) Universities Act (UG 2002) graduates of this university certificate programme are awarded the academic degree "Master of Business Administration in Leadership in Digital Transformation", accompanied by the selected specialisation, by written notice. In accordance with § 88 Universities Act (UG 2002) holders of a master's degree are entitled to use this degree in full or abbreviated to MBA after their name.

Organisation

§ 15 Academic course management

(1) The responsible academic authority must appoint a member of the Institute of General Management and Organisation of Graz University of Technology with a teaching qualification in a pertinent subject as academic director of the certificate programme. The academic director of the certificate programme is permanently appointed by the Vice Rector for Research.

(2) The Vice Rector for Research appoints further staff members to executive academic and administrative functions at the suggestion of the director of the certificate programme and based on organisational requirements.

§ 16 Tuition fee and maximum duration of study

(1) In order to conduct the university certificate programme cost-effectively, the Rectorate will determine a certificate programme fee, adjusting it as required to budgetary needs, at the suggestion of the academic director of the certificate programme in coordination with the Life Long Learning organisational unit.

(2) The maximum study duration is twice the regular study duration, i.e., six semesters. Admission to the university certificate programme expires after the end of the maximum study duration.

(3) If the regular study duration is exceeded by a total of three semesters, an additional certificate programme fee may be levied for each further semester required in order to cover the costs of continued supervision and tuition of the student. The fee is specified in the current terms and conditions of payment and cancellation.

§ 17 Quality assurance

(1) Courses are evaluated in accordance with the directives of Graz University of Technology. The results of the course evaluations must be taken into account on an ongoing basis when appointing teaching staff.

(2) Additionally, an intermediate and final evaluation will be performed of the entire university certificate programme by means of a standardised questionnaire. The academic director of the certificate programme decides whether any corrective action is required based on the findings.

(3) The results of the evaluations must be documented in the form of a report and sent through the Life Long Learning organisational unit to the Rectorate. Moreover, a financial report must be furnished on the performance of the university certificate programme.

Final provisions

§ 18 Legal validity

This curriculum comes into effect four weeks after publication in the University Gazette of Graz University of Technology. At the same time, the curriculum for the university certificate programme “Master of Business Administration/Master of Engineering in Leadership in Digital Transformation,” University Gazette of May 27, 2021, issue 16a, becomes invalid.

Version of the curriculum:

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