



# Re-Accreditation Full-time & Part-time MBA – Report



## General Information

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**Name and Address of School:**

Frankfurt School of Finance & Management gGmbH  
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**Name of President of the School (there is no parent institution):**

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**Programme Management:**

Prof. Dr. Horst Löchel, Programme Director  
Prof. Dr. Michael Grote, Academic Director

**Study Programme:**

Full-time & Part-time MBA (MBA)

**Date of Programme Audit:**

26.02.2021 (programme presentation)  
05.03.2021 (programme assessment of auditor group)  
13.04.2021 (decision on programme accreditation by the Continuous Improvement Committee)

**Auditors:**

External Faculty:	Prof. Dr. Kai Peters, Pro-Vice-Chancellor Coventry University
Business representative:	Christian Zahn, McKinsey Carsten Lebtig, Managing Director, Orrington Ventures
Student:	Zinzile Dube, Full Time MBA, Intake 2020 Bastian Stank, Part Time MBA, Intake 2020
External Student:	Jasmin Arian, Universidade NOVA de Lisboa
Alumni:	Tanita Martin, Class of 2017, Customer Success Manager, Microsoft Dr. Carlos Andrés Martínez Cristancho, Class of 2021, Evonic

**Audit Result:**

In the conformity check ("formale Kriterien") all criteria were fulfilled. In the assessment of the curriculum and concept part ("fachlich-inhaltliche Kriterien") not all criteria were fulfilled and one condition regarding the insufficient information about diversity policies was imposed.

## Full-time & Part-time MBA Programme Profile

Degree	MBA			
Type of study	Presence	<input type="checkbox"/>	Blended Learning	<input type="checkbox"/>
	Full time	<input checked="" type="checkbox"/>	Intensive	<input type="checkbox"/>
	Part time	<input checked="" type="checkbox"/>	Joint Degree	<input type="checkbox"/>
	Dual	<input type="checkbox"/>		<input type="checkbox"/>
	Extra-occupational	<input type="checkbox"/>		<input type="checkbox"/>
	distance learning	<input type="checkbox"/>		<input type="checkbox"/>
Standard period of study in semesters	4 Semesters (Full-time), 2 Semester (Part-time)			
Number of ECTS credits awarded	60 ECTS			
Assignment of the study programme	Post-exp. master's degree			
Profile type	Application-oriented			
Start of study on (date) first year it was offered?	Full-time: 2014; Part-time: 2016			

First accreditation (date)	2014
Re accreditation (date)	12.12.2017

### 1. Programme Name and Degree

Full-time MBA (MBA)

Part-time MBA (MBA)

(Post-experience Programme)

### 2. Qualification Goals and Learning Outcomes

The Full-time and Part-time MBA has the following qualification goals and intended learning outcomes:

#### Learning Goal 1

*Knowledge and understanding (broadening, deepening and understanding knowledge)*

Graduates have an action-oriented and critical understanding of the management cycle in organizations that qualifies them to apply it to diverse tasks and functions that may form the value chain. They will draw upon sound functional and cross-functional knowledge of contemporary management concepts and disciplines, and develop innovative solutions by providing thought leadership.

#### Learning Objective 1

Students demonstrate strong theoretical and practical knowledge of the concepts of business, entrepreneurship, management and leadership, as well as the interdependencies among them.

#### Learning Objective 2

Students can identify the limitations and benefits of Business Administration concepts and models relevant to their own professional experience.

## Learning Goal 2

### *Use, application and generation of knowledge*

Graduates are able to identify opportunities, ideate innovative solutions, and implement them effectively and efficiently based on sound qualitative and quantitative research and fact-oriented analysis. By doing so they will combine independent, forward-oriented thinking management techniques for quality decision-making to address business challenges and implement effective solutions.

#### Learning Objective 1

Students will be able to define a business problem, identify and collect needed qualitative and quantitative information from a variety of scientific, professional and practical sources to reach appropriate business decisions.

#### Learning Objective 2

Students will translate learning into concrete actions, acting on identified opportunities and orchestrating the result-oriented implementation of decisions.

## Learning Goal 3

### *Communication and ability to work in a team*

Graduates have a clear understanding of the roles, responsibilities, and entrepreneurial challenges of a business leader in the light of a fast changing environment, and excel in effective executive communication, collaboration and cooperation skills. Graduates master concise and effective spoken and written communication based on know-how, emotional intelligence and intercultural sensitivity. They present, discuss and defend fact-based arguments that convince their audience, move people to congruent action and achieve positive change when necessary. As both leaders and members of teams, they set high standards, establish trust, and create an environment of collaboration and cooperation that inspires high performance.

#### Learning Objective 1

Students demonstrate convincing writing skills in research, business reports, and other forms of written business communication as well as presentations.

#### Learning Objective 2

Students will be able to express and defend their opinion on certain topics in a professional manner appropriate for their respective audience.

#### Learning Objective 3

Students are effective team leaders and team members who competently collaborate and cooperate with diverse, interdisciplinary and intercultural teams towards common tangible outcomes.

## Learning Goal 4

### *Scientific and professional self-image*

Graduates are self-aware and mindful leaders with the character needed for leading in any organizational or cultural context and in the global environment. They decide and act based on ethical considerations, comply with regulatory requirements, and enhance the well-being of their stakeholders, organizations, society and the environment.

#### Learning Objective 1

Students will reflect and develop their own leadership and management capabilities based upon understanding of ethical values, professional standards, managerial competences, and leadership styles.

#### Learning Objective 2

Students are mindful and authentic managers who act with professionalism, integrity and compliance grounded in a strong sense of ethics, an entrepreneurial mind-set and an enlightened self-awareness in their roles as leaders and members of business and society.



### 3. Target Group/Student Profile

The full- and part-time MBA targets young international and national professionals with business leadership potential who aim to deepen their management expertise, boost their leadership skills, and expand their network across industries and countries. The programme is open to candidates who should have at least 3 years postgraduate professional experience and a high academic level measured by GMAT and the Bachelor degree. Students have typically studied business, economics, engineering or science. Some others have acquired bachelor-equivalent professional qualifications in technical and business professions. Their professional and managerial track records assure that they are having personal, first-hand exposure to the problems of management and leadership. Part-time students have the opportunity to stay fully employed during their study.

### 4. Curriculum (e.g.: main learning content, practical relevance, student mobility, specializations, for POMs and MBAs: explanation of connection between professional qualification and study program concept, etc...)

The MBA aims to be one of the leading MBA programmes in Europe and Germany. Its value proposition is a transformational learning experience and comprehensive career development. It offers young ambitious, international oriented professionals state-of-the-art general management and specialized education at the financial and business hub of Germany and continental Europe. Recruitment focus of the full time version are participants from overseas (Asia, North and Latin America), whereas the part time offering concentrates on German and international professionals in and around Germany.

The programme builds on five elements: core courses, electives, skill courses, thesis, and career development. The later includes German language courses, KODE-interviews, Executive Talks 'In the Boardroom', career and start up fairs, company visits as well as personal and professional development workshops, career counselling and individual coaching. For students without an academic or professional business background, the programme offers introductory courses in Economics, Statistics, Accounting, Finance and Scientific Writing.

The so-called management cycle is the leading narrative for the core courses. In a consecutive flow of fourteen courses clustered in seven modules, students learn the key elements of the management cycle: to grasp business opportunities, to create sustainable value for the company, to implement strategies in an efficient way, and to improve and adjust actions. One of the modules is offered abroad at a leading business schools; at SDA Bocconi in Milan, Italy, for the full-time and at CEIBS in Shanghai, China, or at BI Norwegian Business School in Oslo for the part-time programme.

Furthermore, the programme offers seventeen electives clustered in three concentrations: Finance, Management, and Technology that enable the students to specialize in their area of interest and career perspective. In addition, the students have the chance to participate in another five non-for-credit technical and personal skill courses that comprises the toolbox for managers: Project management, Presentation Skills, Design Thinking, Managerial Finance, and Intercultural Management. For the Master Thesis the students can either work on a Consultancy Project for companies, an Entrepreneurial Business Plan for a start-up or a Research Project. The programme is concluded with simulation game SIGMA CHALLENGE as capstone course.

### 5. Didactic Concept

The didactical concept of both programmes follows the concept of 'Participant Centered Learning' developed by Harvard Business School. This concept follows the vision that 'Management is an art not a science' and 'learning is doing not listening'. Therefore, students are always encouraged to get involved in the lectures with, for instances, the discussion of business relevant case studies, group and individual presentations, co-operations with companies during the courses and the thesis. Students are always guided to critically assess and to come up with their own ideas. The programme requires independent thinking and decision making for business related issues where there is no right or wrong anymore. Given the global context of business today, the programme has a strong international focus.

#### 6. Study Format (presence, blended-learning, 3-day module, etc...)

The MBA is a general management programme that is offered in two versions with the same curriculum. While in the full-time programme lectures are scheduled frequently over the week, the courses of the part-time programme are scheduled on extended weekends (Friday until Sunday). The normal duration of the programme is two semesters (12 months) for the full-time accelerated programme and 4 semesters (21 months) for the part-time programme. From 2021, the part-time programme will be offered in Frankfurt, Hamburg and Munich. The electives are jointly offered for both the full and the part-time format.

### Programme Accreditation at Frankfurt School

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Programme accreditation at Frankfurt School is conducted by means of cluster audits, where sensible. Related academic programmes move through the audit process together. This allows for individual programme assessments, but also for cross-programme takeaways and identifying cross-programme improvement measures where necessary. The Full-time and Part-time MBA is part of a cluster audit, together with the Executive MBA and the MBA in International Healthcare Management.

The aim of the audit is to assure the compliance with legal regulations and quality standards, to evaluate the programmes curriculum with its learning outcomes and to continuously improve and develop the academic programme to meet Frankfurt School's claim for excellence. It is conducted as follows:

- (1) The Quality Assurance Officer of Frankfurt School conducts one part of the audit, assessing whether the academic programme is compliant with all relevant regulations and standards.
- (2) An external auditor group assesses the programme's curriculum and concept, the programme delivery and the continuous improvement of the programme. The external auditor group is composed of relevant stakeholders and peers, taking different perspectives into account.

The assessment is based on the self-report of the respective programme, including the relevant documentation. As a result of the assessment, the following can be imposed:

- Criterion is fulfilled
- Recommendation: Criterion is overall fulfilled but there is room for thought/improvement
- Condition: Criterion is not fulfilled

An overall positive assessment leads to the accreditation of the respective academic programme.

The underlying regulations of the audit are:

- Studienakkreditierungsverordnung des Landes Hessen (Musterrechtsverordnung)
- Hessisches Hochschulgesetz (HHG)
- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)
- ECTS Guidelines
- Lisbon Convention
- Frankfurt School: General Course and Examination Regulations (GCER) and Specific Programme Regulations, Bylaws
- Qualifikationsrahmen für Deutsche Hochschulabschlüsse (HQR)
- Deutscher Qualifikationsrahmen/Europäischer Qualifikationsrahmen (DQR/EQR)
- AACSB 2020 Guiding Principles and Standards
- MBA Accreditation Criteria
- EQUIS Standards & Criteria

Due to the current COVID 19 situation, on-site visits were conducted online.

## Results

### (1) Conformity Check

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In the conformity check ("formale Kriterien") all criteria were fulfilled. The quality assurance officer did not impose any conditions, but some recommendations were made, dealing with the following topics: (1) modularisation is questionable especially regarding coherency of the study unit, workload distribution, module responsibility and competence oriented assessments, (2) specification of relevant job experience on which the programme built on, (3) responsibilities of admission process and admission decision, (4) distribution of ECTS points across the semester, (5) a clearer template for the qualification of external lectures.

The quality assurance officer recommends the re-accreditation of the Full-time and Part-time MBA.

### (2) Assessment Curriculum and Concept

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The overall impression of the Full-time and Part-time MBA was positive, but in the assessment of the curriculum and concept part ("fachlich-inhaltliche Kriterien") not all criteria were fulfilled. The external auditor group imposed one condition, arising from insufficient information about diversity policies in the documentation and on the website.

In addition, several recommendations were made concerning the following topics: (1) increase ESG-related content, (2) increase international opportunities, (3) include the skill of remotely collaborating into the LG, (4) unclear module descriptions, teaching support for younger faculty (case method, MBA teaching methods), (5) unclear workload assessment, improve course evaluation system, (6) improve the invisibility of cooperation partners.

The external auditor group recommended the re-accreditation of the Full-time and Part-time MBA.

## Decision of Programme Accreditation

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Based on the results of

- (1) the conformity check by the Quality Assurance Officer and
- (2) the assessment of the external auditor group

the Accreditation & Continuous Improvement Committee decided on the re-accreditation of the Part-time and Full-time MBA on 13 April 2021.

With six votes in favour, the following decision was made:

**The Part-time and Full-time MBA will be accredited for a period of 8 years (until 30 April 2029) and the seal of programme accreditation of the "Akkreditierungsrat" will be awarded. A "Kompaktverfahren" has to be conducted after 4 years (until 30 April 2025). The MBA curriculum will also have to be reviewed by the Curriculum Committee MBA programmes to determine if the modules form coherent study units or if they need to be revised.**

Programme Management was given 6 weeks' time (until 25 May 2021) to formally object against this decision or against conditions and recommendations. No objections were raised.

Programme Management has to define the improvement measures and their implementation. Within one year Programme Management has to present the results to the Accreditation and Continuous Improvement Committee (by April 2022).