



# Master's Degree Certificate

Bundeswehr University, Munich

Mr. Jan Maximilian Eberl

born in Wesel on 23 August 1982  
after having passed, on 3 August 2012, all the examinations required in  
the university course of study in

\_\_\_\_\_ Economics and Organizational Sciences  
\_\_\_\_\_


is awarded the academic degree of

\_\_\_\_\_ Master of Science (M.Sc.)  
\_\_\_\_\_

The individual examination results are listed in a  
separate certificate.

Neubiberg, 30 September 2012



  
\_\_\_\_\_  
President

## Master-Zeugnis

Herr Jan Maximilian Eberl  
geboren am 23. August 1982 in Wesel  
hat die Master-Prüfung im Studiengang

### Wirtschafts- und Organisationswissenschaften

der Fakultät für Wirtschafts- und Organisationswissenschaften

in dem Vertiefungsfeld Entwicklung zukunftsfähiger Organisationen  
entsprechend der an der Universität der Bundeswehr München geltenden  
Prüfungsordnungen abgelegt und bestanden. Der Studiengang umfasst  
120 ECTS-Leistungspunkte. Die Einzelergebnisse der Master-Prüfung  
sowie die Gesamtnote sind nachfolgend zusammengestellt.

Neubiberg, den

30. September 2012



Der Vorsitzende des  
Prüfungsausschusses des Studiengangs  
Wirtschafts- und  
Organisationswissenschaften

Prof. Dr. Rossen-Stadtfeld



Gesamturteil

gut bestanden

Gesamtnote

2,24

Die Master-Arbeit behandelt das Thema

Die Anwendbarkeit implizierter Lernmechanismen bei der Replikation organisationaler Routinen

Bemerkungen

Eventuell zusätzlich geleistete Module, die nicht in die Berechnung der Gesamtnote einfließen, sind im Transcript of Records aufgeführt.

Der Studiengang ist durch die Akkreditierungsagentur ACQUIN akkreditiert.

Neubiberg, den

30. September 2012



Prüfungsamt der Universität der Bundeswehr  
München

*1022*  
Tokar, RHS'in

**Erläuterungen:** Das Gesamturteil einer bestandenen Prüfung lautet bei einer Gesamtnote von:  
1,00 bis 1,20 = mit Auszeichnung bestanden, wenn keine Wiederholung der Abschlussarbeit in Anspruch genommen wurde, sonst  
1,00 bis 1,50 = sehr gut bestanden,  
1,51 bis 2,50 = gut bestanden,  
2,51 bis 3,50 = befriedigend bestanden,  
3,51 bis 4,00 = ausreichend bestanden.

<sup>1</sup> Gemäß den Regelungen des Bayerischen Hochschulgesetzes werden die Modulgrößen in ECTS-Leistungspunkten (ECTS-LP) angegeben (European Credit Transfer and Accumulation System). Ein ECTS-LP entspricht einer studentischen Arbeitsleistung von 25 - 30 Stunden. In den Intensivstudiengängen der Universität der Bundeswehr München entspricht ein ECTS-LP einer studentischen Arbeitsleistung von 30 Stunden.

**Transcript of Records**

**Stand** 19.10.2012

**Seite:** 1

<b>Name des Studierenden:</b>	<b>Jan Maximilian Eberl</b>
Geburtsdatum und -ort:	23.08.1982 in Wesel
(angestrebter) Abschluss:	Master of Science
Studiengang:	Wirtschafts- und Organisationswissenschaften
Matrikelnummer:	1080460

Modul-Nr.	Bezeichnung	Note	ECTS	Status	Datum
<b>6</b>	<b>Master of Science - WOW 2010</b>		<b>120</b>	<b>BE</b>	<b>03.08.2012</b>
<b>7</b>	<b>Kernfeld (Pflichtmodule)</b>	<b>2,84</b>	<b>38</b>	<b>BE</b>	<b>02.04.2012</b>
1898	Bewertung und internationale Rechnungslegung	3,00	8	BE	22.12.2011
189811	Bewertung und internationale Rechnungslegung	3,00	8	BE	22.12.2011
1931	Führung und Kundenbeziehungsmanagement	3,00	6	BE	26.03.2012
193111	Führung und Kundenbeziehungsmanagement	3,00	6	BE	26.03.2012
1932	Organizational Behavior und Strategisches Management	2,00	6	BE	19.12.2011
193211	Organizational Behavior und Strategisches Management	2,00	6	BE	19.12.2011
1933	Wissenschaftliche Methoden	4,00	6	BE	02.04.2012
193311	Empirische Sozialforschung: schriftliche Befragung	4,00	4	BE	02.04.2012
193315	Wissenschaftliche Methoden	3,70	2	BE	25.03.2011
1937	Rahmenbedingungen für unternehmerisches Handeln	3,00	6	BE	05.04.2011
193711	Rahmenbedingungen unternehmerisches Handeln	3,00	6	BE	05.04.2011
2446	Unternehmensstrategie und Markterfolg	2,00	6	BE	11.07.2011
244611	Unternehmensstrategie und Markterfolg	2,00	6	BE	11.07.2011

**Transcript of Records**

Stand 19.10.2012

Seite: 2

Jan Maximilian Eberl

Modul-Nr.	Bezeichnung	Note	ECTS	Status	Datum
<b>9</b>	<b>Vertiefungsfeld Entwicklung zukunftsfähiger Organisationen</b>	<b>2,27</b>	<b>28</b>	<b>BE</b>	<b>31.12.2011</b>
1956	Management im globalen Kontext	2,70	8	BE	08.07.2011
195611	Internationales Management und Konzernführung	2,70	3	BE	30.06.2011
195612	Interkulturelles Management und Umgang mit kultureller Komplexität	1,70	3	BE	30.06.2011
195613	Außenhandel und internationaler Wettbewerb	3,70	2	BE	08.07.2011
<b>1957</b>	<b>Wahlpflichtmodul Hauptvertiefung EZO</b>	<b>1,70</b>	<b>12</b>	<b>BE</b>	<b>31.12.2011</b>
195711	Change Management und Management Beratung HV	1,30	4	BE	31.12.2011
195715	Personalentwicklung und Management Development HV	1,70	4	BE	31.12.2011
195716	Umwelt und Verkehr	2,00	4	BE	16.12.2011
<b>1959</b>	<b>Management des Humanpotentials</b>	<b>2,70</b>	<b>8</b>	<b>BE</b>	<b>31.03.2011</b>
195911	Arbeitsrecht	3,00	2	BE	22.03.2011
195912	Organisationskultur und Kulturbewusstes Management	2,30	3	BE	31.03.2011
195913	Strategisches Personalmanagement und Personalcontrolling	2,70	3	BE	31.03.2011
<b>11</b>	<b>Vertiefungsfeld Management öffentlicher Aufgaben</b>	<b>2,88</b>	<b>20</b>	<b>BE</b>	<b>12.01.2012</b>
1969	Staatsaufgaben: Bestimmung, Entfaltung und ökonomische Analyse	2,70	8	BE	31.03.2011
196911	Staatsaufgaben: Bestimmung, Entfaltung und ökonomische Analyse	2,70	8	BE	31.03.2011
<b>1975</b>	<b>Ökonomische und rechtliche Aspekte der Staatsfinanzen</b>	<b>3,00</b>	<b>8</b>	<b>BE</b>	<b>12.07.2011</b>
197511	Ökonomische und rechtliche Aspekte der Staatsfinanzen	3,00	8	BE	12.07.2011
<b>1998</b>	<b>Wahlpflichtmodul Nebenvertiefung MÖA</b>	<b>3,00</b>	<b>4</b>	<b>BE</b>	<b>12.01.2012</b>
199812	Management des Gesundheitswesens: Sektorbezogene und sektorübergreifende Aspekte NV	3,00	4	BE	12.01.2012

**Transcript of Records**

Stand 19.10.2012

Seite: 3

Jan Maximilian Eberl

Modul-Nr.	Bezeichnung	Note	ECTS	Status	Datum
<b>13</b>	<b>Seminarmodul</b>	<b>1,30</b>	<b>8</b>	<b>BE</b>	<b>30.06.2012</b>
1961	Seminarmodul EZO	1,30	8	BE	30.06.2012
196111	Seminar Entwicklung zukunftsfähiger Organisationen	1,30	8	BE	30.06.2012
<b>14</b>	<b>Master-Arbeit</b>	<b>1,00</b>	<b>21</b>	<b>BE</b>	<b>03.08.2012</b>
1930	Abschlussarbeit im Master-Studiengang WOW	1,00	21	BE	03.08.2012
193011	Master-Arbeit	1,00	14	BE	03.08.2012
193012	Master-Arbeit	1,00	7	BE	03.08.2012
<b>19</b>	<b>Begleitstudium studium plus</b>	<b>1,30</b>	<b>5</b>	<b>BE</b>	<b>30.12.2011</b>
1521	Seminar Studium plus	1,30	3	BE	30.06.2011
152111	Standardkurs Studium plus	1,30	3	BE	30.06.2011
1522	Training Studium plus		2	BE	30.12.2011
152256	Moderne Geschäftsethik		2	BE	30.12.2011
<b>8000</b>	<b>Notendurchschnitt</b>	<b>2,24</b>	<b>118</b>	<b>BE</b>	<b>03.08.2012</b>
<b>9000</b>	<b>Masterprüfung</b>	<b>2,24</b>	<b>118</b>	<b>BE</b>	<b>03.08.2012</b>

**Transcript of Records**

Stand 19.10.2012

Seite: 4

Jan Maximilian Eberl

Modul-Nr.	Bezeichnung	Note	ECTS	Status	Datum
-----------	-------------	------	------	--------	-------

Prüfungsamt der Universität der Bundeswehr München

Neubiberg, den 19.10.2012

**Notensystem:**

Folgendes Notensystem wird an der Universität angewendet:

1,0	1,3	sehr gut	
1,7	2,0	2,3	gut
2,7	3,0	3,3	befriedigend
3,7	4,0	ausreichend	
5,0	nicht ausreichend		

**Status:**

BE = bestanden
PV = Prüfung vorhanden
AN = angemeldet
NB = nicht bestanden
EN = endgültig nicht bestanden



## Diploma Supplement

### General Information

This Diploma Supplement was developed by the European Commission, Council of Europe and UNESCO/CEPES. The purpose of the supplement is to provide independent information to improve international transparency and fair academic and professional recognition of qualifications (diplomas, degrees, certificates, etc.).

It is designed to provide a description of the nature, level, context, content and status of the studies that were pursued and successfully completed by the individual named on the original certificate to which this supplement is appended. It should be free from any value judgements, equivalence statements or suggestions about recognition. Information in all eight sections should be provided. Where information is not provided, an explanation should give the reason.

### 1. Holder of the qualification

1.1 Family Name	Eberl	1.4 Place of Birth	Wesel
1.2 First Name	Jan Maximilian	1.5 Country of Birth	Deutschland
1.3 Date of Birth	23.08.1982	1.6 Student ID Number	1080460

### 2. Qualification

2.1 Name of Qualification	Master of Science
abbreviated	M.Sc.
2.2 Main Field(s) of Study	Wirtschafts- und Organisationswissenschaften
2.3 Institution Awarding the Qualification	Bundeswehr University, Munich
Status (Type/Control)	University Institution of the Federal Republic of Germany, branch: Ministry of Defence (MoD)
2.4 Institution Adminstrating Studies	see above
Status (Type/Control)	see above
2.5 Language(s) of Instruction	German

### 3. Level of the qualification

#### 3.1 Level of the qualification

Second Degree, 120 credit points

#### 3.2 Official Duration of Program

1 year and 9 months

#### 3.3 Applicant Requirements

Bachelor degree (at least 180 ECTS) in the same or related field with a grade of 3,0 or better. If the student has a grade ranging from 3,01 to 3,49, his or her course-specific suitability must then be established in an interview. This interview is to be carried out in accordance to the requirements of paragraph 24 of the general testing rules for the bachelor and master fields of study (Allgemeine Prüfungsordnung für die universitären Bachelor- und Master-Studiengänge) at Bundeswehr University, Munich. Or foreign equivalent.

### 4. Contents and the results achieved

#### 4.1 Mode of Study

Full-time

#### 4.2 Program Requirements

The master's program in business administration & organizational sciences builds on the knowledge gained in the bachelor's program by integrating all of the relevant subject areas so that the student is able to solve complex problems. To this end, the master's program first seeks to provide its students with a deeper understanding of scientific methods, thus offering a firm basis for further research in the field, e.g. a PhD in business administration or economics. This provides the basis from which the general part of the program proceeds. This general part, or "core", consists of interdisciplinary modules which teach the students skills that are especially useful in leadership and management positions in private companies and public institutions. In the next stage, which is also interdisciplinary, the focus lies on skills required to (1) carry out general managerial tasks (focus: development of sustainable organizations), (2) assume financing tasks and manage risks (focus: controlling, finance, and risk management), (3) manage value chains (focus: management of market-oriented value chains), (4) manage public institutions (focus: managing public tasks), and (5) manage in an international environment (focus: law and economics on a global scale). In addition to these technical competencies, the master's program provides the necessary basis for an academic career, a career as a business consultant or a career in a public institution.

#### 4.3 Program Details

See *Transcript of Records* for a list of courses and grades and Final Examination Certificate (*Master-Zeugnis*) for subjects offered in final examinations and topic of thesis.

#### 4.4 Grading scheme

1,0 – 1,20

with distinction

("mit Auszeichnung")

1,0 – 1,50

very good

("sehr gut")

1,51 – 2,50

good

("gut")

2,51 – 3,50

satisfactory

("befriedigend")

3,51 – 4,00

sufficient

("ausreichend")

4,01 – 5,0

non sufficient / fail

("ungenügend")

#### 4.5 Overall Classification

2,24 (gut bestanden)

(based on the mean of all module grades, cf. Final Examination Certificate (*Master-Zeugnis*))

## 5. Function of the qualification

### 5.1 Access to further Study

The degree of Master of Science (M.Sc.) qualifies to apply for admission to doctoral studies. Further prerequisites for admission may be defined by the Higher Education Institution. The master's degree enables students to participate in Erasmus-Socrates exchange programs in the European Union or to become visiting scholars at other non-European universities.

### 5.2 Professional Status

The holder of the title is authorized to exercise professional work in the fields of business administration, management and economics.

## 6. Additional Information

The following paragraph provides brief information on the Bundeswehr University, Munich and its status within the system of higher education in Germany.

The Bundeswehr University, Munich is a university that falls under the portfolio of the German Ministry of Defence. The academic degrees (diploma, bachelor's, master's, doctorate, and postdoctoral lecturing qualification) awarded by the university are officially recognized by the German government and are fully equivalent to the degrees awarded by state universities in Germany. Under the university-level programs students can also choose practice orientated programs at the University of Applied Sciences (*Fachhochschule*).

The university admits students serving as officers in the German Armed Forces. In addition, officers of friendly nations are accepted, as are civilian students who have signed a contract with a professional association or federal offices.

Applicants must have completed the advanced level secondary school education (*Abitur*) generally required for enrolling at German universities and officers must pass the aptitude test required by the German Armed Forces. All officers generally sign on a 13-year term of service, which typically includes a one-and-a-half year officer training program, a course of studies at the university of between three and four years, and seven-and-a-half years of service in a military unit.

University study is divided into terms of three months each and follows a tight schedule in order to enable students to complete their studies within the time prescribed for academic studies in Germany (intensive program). Apart from their chosen field of study, students also attend courses in order to obtain additional key qualifications and soft skills (*studium plus*).

In the framework of continuing education, the Bundeswehr University, Munich offers part-time, postgraduate programs of study which cater to the needs of regular officers who are leaving the armed forces for careers in the civilian job market.

Further Information Sources: [www.unibw.de](http://www.unibw.de)

7. Certification of the Supplement

This Diploma Supplement refers to the following original documents:

Diploma certificate for master's degree (with date)

Examination certificate (with date)

Transcript of records (with date)

7.1 Place/Date of Certification Neubiberg, 30. September 2012

7.2 Certifying Official Chair of the examining board

(Name, Title)

Prof. Dr. Rossen-Stadtfeld

7.3 Official Address

Universität der Bundeswehr München

Werner-Heisenberg-Weg 39

85577 Neubiberg



8. National higher education system

The information of the national higher education system on the following pages provides a context for the qualification and the type of higher education that awarded it.