

**RULES OF ORGANISATION AND OPERATION  
INTERNATIONAL BUSINESS SCHOOL**

These rules and regulations were adopted by resolution No. 2/2025 of the Senate  
on 25 June 2025

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## **1 General Regulations**

Name of the school:

a) In Hungarian: IBS Nemzetközi Üzleti Főiskola

b) In English: International Business School

Short name of the school: IBS

Official seat of the School: 1031 Budapest, Záhony u. 7.

Official campus of the School: 1031 Budapest, Záhony u. 7.

International Business School (hereinafter referred to as: School) is a non-governmental higher education institute operating in the territory of Hungary, a legal entity with a self-government.

The School performs its activities pursuant to Act No. 204 (2011) on national higher education (hereinafter referred to as HE Act), Act No. 175 (2011) on the Freedom of Association, Non-profit Status and the Operation and Support of Civil Organizations (hereinafter referred to as Civil Act), and the Deed of Foundation issued by its founder, PRO IBS Educational Service and School Maintaining LLC (1031 Budapest Záhony u. 7.), updated in accordance with the HE Act currently in effect.

Pursuant to Section 94(5) of the HE Act, the Maintainer defines the legal status of International Business School as a public benefit organisation in the Deed of Foundation in effect since 6 April 2020.

Pursuant to Section 78(3) of the HE Act, the School maintains a collaborative partnership with The University of Buckingham with a view to delivering joint programmes.

## **2 Maintainer /owner management, management bodies**

In accordance with the laws and the present Rules and Regulations, the Maintainer, the faculty and staff interest groups, and the student union bodies jointly participate in the decision-making process necessary to accomplish the School's tasks.

### **2.1 Maintainer / owner management**

The Maintainer manages, and ensures the operation of, the School

- a) in accordance with the HE Act. and other relevant laws and regulations,
- b) without infringing the School's autonomy,
- c) subject to the regulations and goals set down in the Deed of Foundation,
- d) with professionalism and business/financial rationality,

e) with a view to providing a safe, financeable, and prudent management/operation.

The Maintainer carries out its tasks as regulated in Sections 8 and 73 of the HE Act. Section 75 of the HE Act provides for a legal remedy in case of any unlawful maintenance measure.

In view of the dispositive regulation in Section 14(4) of the HE Act, the organizational and operational rules and regulations of the School do not establish a separate body, an Economic Council for the preparation of the Maintainer's decisions and the supervision of the implementation of the strategic decisions with economic relevance.

#### Supervisory Board

By the Maintainer's decision, a Supervisory Board (hereinafter: SB) operates in the institution (Civil Act, Section 40).

The members of the SB shall be appointed by the Maintainer for a term of 4 years, and the members shall accept the mandate by means of a separate declaration, at the same time declaring the existence of any conflict of interest (Civil Act, Section 38(3)). Members may be reappointed.

The SB elects its own Chair and lays down its own rules of procedure, the basic rules governing the establishment, powers and operation of the Board being laid down in the School's Deed of Foundation in effect at the time.

The members of the SB may be recalled by the Maintainer at any time without justification, in which case a new member must be appointed within 60 days.

The operation of the SB shall be governed by the relevant provisions of the Deed of Foundation and Section 41 of the Civil Act.

#### Strategic Steering Committee

As an expression of governance by the Maintainer/owners, the institution operates a Strategic Steering Committee (SSC) to support strategic decision making in the School and to provide professional support for, and control of, its operations.

The SSC has a maximum of 5 members, appointed by the Maintainer from among the former and current leaders of the School. By the Maintainer's appointment, members of the SSC from 1 February 2025 are the Founding Rector as Chair, the first Rector Emeritus to receive the title as Co-Chair, the Rector, and the CEO. The Chair and the Co-Chair shall designate in writing, as an annex to the Rules of Organisation and Operation, who will represent them in the event of their permanent, i.e. a period exceeding 3 calendar months, incapacity to act. The Rector's and CEO's terms of membership shall coincide with the duration of their terms of appointment as leaders of the institution.

Members of the SSC may be entitled to remuneration for their activities. The existence and the amount of such remuneration shall be decided by the Maintainer.

The SSC shall decide autonomously on its own rules of procedure.

A member of the SSC may, to the extent necessary for the performance of their duties, consult the institution's files and documents and request information from senior executives of the institution.

The SSC shall exercise its powers and functions as a body, except for the powers delegated by the Chair to a member, for which the body shall exercise ex post accountability rights. The duties of the SSC shall include, primarily but not limited to:

- a) monitoring the legal compliance, operating license, accredited status of the institution and initiating the necessary actions as deemed necessary to ensure full and long-term legal, accreditation, and validation compliance;
- b) commenting on and approving the institution's strategic objectives and overseeing its business activities;
- c) approving and overseeing the institution's investment, domestic or international expansion plans;
- d) monitoring the efficient and effective use of the institution's resources and protecting its solvency and assets;
- e) examining the soundness of the annual budget plan, approving it and monitoring its implementation in the interim.

The SSC respects the autonomy of the higher education institution in the content and methods of research and teaching, as guaranteed by the Fundamental Law.

## 2.2 Founding Rector

The Senate of the IBS International Business School established the title of Founding Rector at its meeting on 3 November 2011 and bestowed the title on Dr István Tamás, the founder and first Rector of the institution.

The Founding Rector is the honorary head of the institution, is invited to Senate meetings and meetings of the governing body, and, if so invited, presides over Senate meetings and other traditional and/or official events, and represents the institution at public and other celebrations, events, cultural and educational events. The title of Founding Rector also entitles the holder to use the title of Rector Emeritus (see below) and confers on them the corresponding rights.

## 2.3 Rector Emeritus

The Senate may confer the title of Rector Emeritus or Rector Emerita (hereinafter jointly: Rector Emeritus) in recognition of their activities at the institution on a person who has previously held the office of Rector at the institution and who wishes to continue to contribute to the work of the institution by virtue of their international prestige, outstanding professional knowledge and experience.

The award of the title of Rector Emeritus is decided by the Senate by a simple majority on the basis of a proposal from the Rector in office.

The holder of the title of Rector Emeritus shall be involved in the cultivation and development of the institution's educational, scientific and cultural policy and international relations. They may also be called upon to take part in other tasks of the institution.

The holder of the title of Rector Emeritus shall be entitled to use the infrastructure of the institution for their work in the manner laid down by the Rector in office.

The title of Rector Emeritus may be revoked by the Senate if the holder's conduct or academic or public activities are detrimental to the reputation of the institution or they become otherwise unworthy of the title.

## 2.4 Senate

The Senate is the highest leading, strategic decision-making and/or opinion-forming body of the School in educational matters, which defines the institution's fundamental educational and research tasks, their professional and organizational terms and conditions and their development directions and monitors the execution of the strategic decisions.

### Composition of the Senate

On basis of the permissive provision of Section 94(2) of the HE Act, the composition of the Senate differs from the composition prescribed by Section 12(7) of the HE Act.

a) Ex-Officio Member and President: Rector

b) Permanent (Non-Voting) Member: Founding Rector

c) Further Ex-Officio Members:

- Chief Executive Officer
- Pro-Rector(s)
- Chair of the Learning and Teaching Committee
- Secretary General

d) Elected Members:

- four persons elected by the faculty (instructors and researchers);
- one person, representing the staff of the School, who is employed in a non-teaching and non-researcher role;
- two elected student representatives delegated by the management of the Student Union.

A member of the Senate, except for the representatives of the Student Union, can only be a person who is employed by the School as an instructor or a researcher or in another position.

Members of the Senate shall exercise their voting rights solely in person. Members of the Senate who are subject to the conflict-of-interest clause of Section 38 of the Civil Act cannot vote in the given question.

The representative of the Maintainer and the minute-taker of the Senate, the School's Legal Adviser are permanent non-voting invitees of the Senate.

Elected faculty members serve on the Senate for four years from the date of their election and are eligible for re-election for a further four years. The term of office of student members shall be as laid down in the Charter of the Student Union.

Members of the Senate shall declare any conflict of interest pursuant to Section 37(2) b) of the Civil Act at the same time as they obtain their mandate based on the present Rules and shall declare their positions held in other public benefit organisations.

A person who is the chair or a member of the SB as defined in the School's Deed of Foundation, detailed in Section 2.1.1 of these Rules, or their relatives, shall not be a member of the Senate.

If for any reason the term of office of a member of the Senate elected by the faculty and staff is terminated, the full-time faculty of the School may elect a new member to fill the vacancy for the remainder of the term. In the event of the premature termination of the term of office of a student member elected to the Senate, the student body concerned shall elect a new member for the remainder of the term. The non-election shall not affect the functioning and powers of the Senate.

#### Election of members of the Senate

The date for the election of the members of the Senate shall be fixed by the Rector within 60 days of the expiry of their term of office.

The Rector shall propose the persons to be delegated by the faculty, and the CEO those delegated by non-teaching-or-research staff.

On the basis of the Rector's proposal, the persons on the list of nominees shall be required to make a declaration of acceptance. In the event of rejection of the nomination, the list of nominees shall be supplemented as appropriate.

The list of candidates includes 8 candidates for the seats of members of the Senate elected by the teaching staff (4 persons) and 3 candidates for the seats of representatives of other staff (1 person). The list of candidates shall be published by the Secretary General on the internal electronic mail system, together with the date and place of the vote and a ballot paper.

Those entitled to vote may cast their votes on the day of the vote at the place designated by the Secretary General by completing the ballot (the list of candidates) sent to them by electronic mail (by placing a + or x next to the name of the candidate corresponding to the number of Senate seats). Staff members holding teaching posts shall vote for 4 of the 8 candidates on the list, and staff members holding other posts shall vote for 1 of the 3 candidates on the list.

If a voter makes a new nomination (by adding a new candidate to the list of candidates and simultaneously deleting a candidate from the original list), the vote cast for the candidate shall be valid only if the nomination is subsequently confirmed and accepted by the candidate. Accordingly, all employees of the School have the right to vote, and thus the right to nominate, provided that only persons employed by the School may be nominated

Membership of the Senate shall be awarded to the four plus one person receiving the highest number of votes in the ballot. The vote is valid if at least 50 percent of those eligible to vote participate.

Voting shall be by secret ballot, and the voter shall place the ballot paper, which they have filled in and placed in an envelope (either in advance or in a polling booth provided on the premises), in the duly sealed ballot box at the polling station, together with the signature on the attendance sheet. The ballot box shall be opened by a panel of three members (the Rector's designated representative, the Secretary General and the Legal Adviser), who shall simultaneously record the minutes, count the votes, and announce the result of the ballot by electronic mail.

### Powers of the Senate

The detailed list of the Senate's powers is as stipulated in Section 12(2)-(5) of the HE Act, which the School accepts with the addition that the provisions of Act No. 175 (2011) on the Right of Association, the Public Benefit Status and the Operation and Support of Non-Governmental Organisations (Civil Act), the Senate, as the supreme decision-making body, shall also adopt the annual report (its annex on public benefit, pursuant to Section 37(2) d) of the Civil Act).

The statutory list of Senate competences applies to the School with the amendment that the Senate does not exercise its competences under Section 12(3)(d), (ec), (ed), (f), (g), and (hc), in view of the statutory discretion given in Section 94(2) of the HE Act.

The Senate may establish standing or ad hoc committees and elect their members and officers in order to facilitate its own functioning and to perform and prepare specific tasks, or on the basis of a mandatory provision of law. The detailed rules governing the functioning and procedure of the committees shall be laid down in the rules of procedure of the committees, which shall be drawn up by the committees themselves and submitted to the Senate for approval.

The Senate shall monitor the implementation of its decisions through its committees or members.



The Senate may request that the heads of the School's organizational units report on matters determined by the Senate. Any member of the Senate may initiate a request, specifying the subject matter. The Senate shall decide on the proposal by a simple majority.

#### Operation of the Senate

The Senate exercises its powers at its meetings. The Senate shall meet as necessary, but at least twice per academic year (Section 96(6) a) of the HE Act).

The meeting shall be convened by the President of the Senate with the agenda proposed in advance. The agenda shall be sent to those concerned via the School's internal mailing system and/or, if necessary, by post. The meeting may also discuss an item that has been approved by the members of the Senate on the motion of a member of the Senate.

The School shall inform the public of the order of business of Senate meetings by posting the notice of Senate meetings (including the time and place of the meeting) on the notice board at the School's seat on the 8th day prior to the meeting.

An extraordinary meeting of the Senate shall be convened within 15 days if requested in writing by one third of the members of the Senate or by the Maintainer, stating the item to be placed on the agenda.

The President may invite to the meeting or to the discussion of specific items on the agenda, with the right to take the floor, a person who is not a member or a permanent invitee of the Senate.

The members of the Senate and those invited shall be notified eight days before the ordinary meeting and three days before the extraordinary meeting, with the proposals and preparatory documents being sent.

The Senate shall have a quorum when at least 60% of its members are present. In the absence of a quorum, the meeting shall be reconvened within eight days. A reconvened meeting with an unchanged agenda shall constitute a quorum if more than one third of the members of the Senate are present.

The Senate adopts the proposed motion if more than half of the Senate members present vote in favour of it, unless a higher proportion of votes is required by law. In the event of a tie, the President of the Senate shall have a casting vote. If, because of abstentions or for any other reason, there is no majority as aforesaid, the Senate shall not take a decision. In such cases, the Senate shall decide what action to take.

The adoption of the School's Rules of Organisation and Operation shall require the affirmative vote of more than half of all the members of the Senate.

The Senate shall decide on personnel matters by secret ballot.

The Senate shall meet in public. The public may be restricted (closed session, secret ballot) only by a vote of more than 50% of the Senate members present and only if the public meeting would infringe

- the right to privacy,
- trade secrets in connection with the business activities of the institution, or
- legitimate interests in intellectual property.

Meetings of the Senate shall be chaired by the Rector or, at the request of the Rector, by the Founding Rector present. At meetings of the Senate, the President shall provide information on decisions taken on matters of major importance to the School and on measures to implement the decisions of the Senate.

The members of the Senate and permanent invitees with the right of deliberation may put questions to the Rector and the CEO of the School and to the heads of the invited teaching and administrative units on any matter within their remit. The questioner must receive an oral answer at the meeting or a written answer within eight days thereafter. The written answer shall be sent simultaneously to the members of the Senate.

The minutes of the meeting and the extracts from the minutes containing the resolutions and decisions of the Senate shall be drawn up by the School's Legal Adviser and signed by the President of the Senate and the Secretary General.

The decisions of the Senate shall be communicated to the parties concerned through the School's internal mailing system and, if necessary, by post.

The School shall keep a (chronological) register of the proposals, minutes and decisions of the Senate meetings, which shall show the content, date, scope and the number of votes for and against the decisions of the Senate. The contents of the records of the Senate meetings are public and can be inspected by anyone - by prior arrangement – at the School's Secretary General or the Legal Office (Section 37(3) of the Civil Act).

In exceptional, urgent, and necessary cases, the Senate may take decisions outside the Senate meeting. In this case, the Secretary General shall send the draft decision, the draft resolution and the related proposal to all Senate members via electronic mail in such a way and with such content that the question/proposal/proposal can be decided by the Senate members by means of a yes/no abstention type of response.

The result of the resolution outside the Senate meeting can be aggregated on the basis of the electronic reply message of the Senate members, taking into account the deadline for reply given in the request. The absence of a reply from a member of the Senate shall be deemed an abstention from voting, unless the documents referred to in the following paragraph are signed in person by the member with a different content.

The decision taken outside the meeting and the votes/responses to it shall be signed by the members of the Senate in person at the General Secretary's office on a separate printed document, in addition to their electronic reply messages.

The rules on the filing and storage of documents (minutes, resolutions) relating to Senate meetings shall apply mutatis mutandis to the filing and storage of decisions taken outside the meeting.

The Secretary General shall be responsible for the administrative tasks (preparation and conduct) relating to the operation of the Senate.

The Rector shall send the current Rules of Organisation and Operation, as amended by the Senate, to the Education Office.

## **2.5 Secretary General**

The Secretary-General

- a) as the Secretary of the Senate, participates in the preparation of Senate meetings, organises and supervises the implementation of administrative decisions, ensures that the relevant organizational units, managers, employees and students are informed of the decisions and resolutions of the Senate;
- b) is the main organiser of the election of Senate members, coordinates institutional support for the periodic elections to the Student Union;
- c) liaises with the ministerial and other bodies/authorities responsible for the public supervision and coordination of education, with partner institutions in Hungary, and with professional bodies in higher education;
- d) carries out the duties of the Data Protection Officer, as mandated by the CEO.

## **3 Senior Management of the School**

The Rector and the CEO shall represent the School as legal representatives vis-à-vis third parties and before courts and other authorities within the framework of the Deed of Foundation, following the division of tasks and responsibilities defined in these Rules of Organisation and Operation. They shall, however, be jointly responsible for

- a) the implementation of the short- and medium-term strategic plan of the institution,
- b) the preparation of the institutional budget for the academic year in the form and content set out in Annex 6 and its full and timely preparation for approval by the governing board,
- c) the implementation of major development projects across the academic year, such as, but not limited to, the involvement of new collaborative, franchising partners, the expansion of the portfolio of offerings, international expansion, which have been approved by the Board of Governors/ownership.

### 3.1 Rector

The Rector shall be the legal representative of the School; they shall lead and represent the School and shall act in this capacity in all matters not assigned by law, the Deed of Foundation, or the Rules of Organisation and Operation to another person or body. The Rector is responsible for the lawful and proper functioning of the School's core activities.

The person of the Rector-designate shall be submitted by the Maintainer together with their proposal to the Prime Minister for appointment as Rector from among the professors at the School (pursuant to Sections 64(2) c) and 73(3) e) of the HE Act). The Rector's mandate can be filled without a maximum age limit, can be extended more than twice, and the Maintainer is not obliged to invite public applications.

The Rector of the School shall be appointed by the Prime Minister on the basis of the recommendation and the proposal of the Maintainer, provided that the relevant statutory conditions are met. In view of the decision of the Maintainer in the School's Deed of Foundation that the Maintainer defines the School as a public benefit organisation, the rules on conflicts of interest contained in Sections 38 and 39 of the Civil Code shall apply to the Rector in view of their higher management position. Similarly to the other members of the Senate, their declaration on the subject shall be obtained.

With regard to the Rector, the employment powers are exercised by the Maintainer / owner. The Rector's term of office shall be between 3 and 6 years, which may be extended several times, subject to the Senate's right to give its opinion (Section 37(5) of the HE Act). The Prime Minister's rules governing the appointment of the Rector shall apply to the extension(s).

The Rector's duties and powers:

- a) to organise, direct, and continuously develop the teaching and research activities,
- b) to direct, in principle, the student recruitment and admission process,
- c) to exercise a right of agreement with the CEO regarding the academic aspects of the main directions for the expansion of the School's international development directions and specific plans,
- d) to develop, in consultation with the CEO, the necessary content and educational organisation processes for the preparation of courses not leading to a bachelor's or master's degree or a doctorate, in particular with regard to the new types of domestic and international offerings that may follow or precede changes in the industry,
- e) to appoint Pro-Rectors and, in that capacity, exercise the right of direction over them,
- f) to organise and direct the work of the standing committees referred to in point 4 of these Rules of Organisation and Operation.

The Rector shall be responsible for the proper functioning of the core activities of the School, exercising the rights of an employer over the faculty, research and teaching staff, as well as the rights of the principal in connection with visiting faculty contracts. The Rector shall be authorised, with the agreement of the CEO, to determine the salary or other entitlements of such staff members and persons holding a contract.

The Rector shall be responsible in particular for the maintenance of existing national and international relations and cooperation and for ensuring that the institution's existing and planned training programmes comply with the relevant legal provisions and accreditation and validation requirements. The Rector is also responsible for overseeing the whole of teaching and research, in particular the development of programmes and teaching materials, the regular updating of teaching methodology, the allocation of tutors and teachers to subjects, the provisions for their continuous professional development and the supervision of the back office necessary for the smooth running of educational activities.

The Rector may appoint a deputy or deputies on a case-by-case basis or for a specific range of matters, or delegate certain of their powers to another employee of the School. In the performance of their duties and in the exercise of their powers listed above, the Rector shall have the general powers of direction and action; they may not, however, give instructions to the Senate, the CEO, the interest groups of the School, or the Student Union.

The Rector appoints the Pro-Rector(s), the Heads of the Centre for Education and Research, the Centre for Students Services, the Centre for Quality Assurance and Enhancement and, based on the CEO's recommendation, the Heads of the other Centres, the Secretary General, and Chief Officers listed in Section 3.5 for a term of four years. The appointments may be renewed several times. In making the appointments and in renewing them, the Rector shall take into account the opinion of the Senate, which shall be obtained by a decision, on the persons concerned. The Rector shall designate the person who shall transmit to the Higher Education Information System the electronic data transmission required by law in a certified manner. The Rector shall ensure that the above-mentioned positions are filled on a permanent basis, and shall appoint a new, even acting, manager to replace the departing managers immediately, but no later than 15 days after the vacancy occurs.

In cases appealed under the law or the School's regulations, the Rector has the power of appeal, unless otherwise provided by law or the School's regulations.

The Rector, together with the CEO, shall be responsible for the preparation of the School's budget for the academic year in the form and content prescribed in Annex 6, and for its full and timely preparation for approval by the Maintainer.

In this regard, the Rector, in coordination with the CEO, shall:

- a) ensure that the draft annual budget of the School is prepared in the content and form set out in Annex 6.

- b) send the draft budget for preliminary consultation to the representative of the Maintainer and directly to the members of the Maintainer currently registered in the company register by 12 June of the year concerned at the latest.
- c) ensure that the preliminary consultation can be carried out as quickly as possible; cooperating directly with the representative of the Maintainer and any other persons or experts appointed by the Maintainer and providing the information, data and additional documentation required for the successful conduct of the preliminary consultation in full and without delay;
- d) ensure that any recommendations or changes requested by the representative of the Maintainer during the preliminary consultation are incorporated into the draft annual budget;
- e) send/hand over the updated draft budget based on the consultations to the representative of the Maintainer for approval by the General Assembly of the Maintainer no later than 24 June of the year concerned.

In the event of the Rector's incapacity, absence, conflict of interest, or in case of a temporary vacancy in the position, the CEO shall be entitled to represent the Rector.

### 3.2 Chief Executive Officer

The Chief Executive Officer (CEO) is responsible for the operation of the School in accordance with the expectations of the Maintainer and the owners as well as the educational and research objectives set out by the Senate. The CEO acts as the responsible manager and legal representative of the School in respect of the tasks defined in the School's Deed of Foundation and its regulations.

The CEO is appointed by the Maintainer. In view of the decision of the Maintainer in the School's Deed of Foundation to define the School as a public benefit organisation, the rules on conflicts of interest set out in Sections 38 and 39 of the Civil Code shall apply to the CEO in view of their senior position – a declaration of conflict of interest must be obtained as for the other members of the Senate.

Such persons may be appointed as a CEO, who have at least three years' management experience in a higher education institution or a company, and a higher education qualification.

The power of employment for the CEO rests with the Maintainer. The term of office of the CEO shall be indefinite. The term of office of the CEO shall have no age limit, and the Maintainer shall not be obliged to invite applications from the public.

To the extent necessary for the performance of their duties, and in cases with significant and appreciable business, strategic and/or reputational consequences, the CEO shall exercise the right of approval in respect of the powers of the Rector.

The responsibilities and powers of the CEO are described in these Rules of Organisation and Operation. The CEO may appoint a deputy or deputies on a case-by-case basis or for a specific range of matters, or delegate certain of their powers to another member of staff of the School. In the performance of their duties and in the exercise of their powers, the CEO shall have general powers of direction and action in accordance with the law, the provisions of the Deed of Foundation, and these Rules. They may not, however, instruct the Senate, the Rector, the interest groups of the School, or the Student Union.

The responsibilities of the CEO include, but are not limited to:

- a) run the institution and lead the commercial/operational work organisation of the School,
- b) be responsible for the underpinning, development of the School's strategic decisions and the implementation of the institutional strategy in line with the explicit intentions of the Maintainer/owner,
- c) be responsible for the economic, financial, accounting, labour, legal, administrative, HR and IT activities of the institution, for the management of the institution's assets, including operational, service and procurement matters, and manages the operation of the institution in these areas,
- d) be responsible for the continuous development of the institution's operations, both in administrative management and, in liaison with the Rector, in its core activities,
- e) oversee the operation of the international student recruitment network,
- f) oversee, in agreement with the Rector in academic matters, the development of international institutional relations for market expansion,
- g) to take the initiative in the preparation of courses not leading to a bachelor's or master's degree or doctorate, in particular with regard to new types of domestic and international offerings following, and sometimes preceding, changes in the industry, and to develop the necessary content and organisational background processes in consultation with the Rector,
- h) be responsible for the development of corporate relations, the coordination of institutional student career services, and the effective use of the alumni base,
- i) act on issues of organisational development and modernisation,
- j) be responsible for preparing the necessary strategic and management measures and proposals in the above areas and, in this context, exercise the right of approval for the Rector's decisions and measures concerning the management, organisation and operation of the institution which are not included in the adopted annual budget and which have financial and economic consequences; such approval shall be a condition for the validity and entry into force of such decisions,

- k) ensure the efficient management of the resources at the School's disposal, so that the institution's management can guarantee the fulfilment of its core tasks in both the short and the long term,
- l) exercise the rights of ownership in the companies in which the School participates,
- m) ensure the performance of duties of the most senior commercial officer,
- n) exercise the rights of employer over all other than faculty, research and teaching staff employed by the School,
- o) in the performance of their duties, fulfil their obligations of cooperation and information vis-à-vis the Rector; in the event of unresolved disagreement between the two, the majority decision of the SSC shall prevail.

The CEO is responsible for the preparation of the annual accounts and its annexes in the form and content specified by the Accounting Act and, together with the Rector, for the preparation of the annual budget, in the form and content specified in Annex 6, and for its full preparation for approval by the Maintainer within the time limits specified.

The Rector, together with the CEO, shall be responsible for the preparation of the School's budget for the academic year in the form and content prescribed in Annex 6, and for its full and timely preparation for approval by the Maintainer.

In preparing and approving the annual accounts of the institution, the CEO shall

- a) ensure that the annual accounts of the institution are drawn up in the form and content prescribed. In this context, they shall make a separate declaration on any free-of-charge transfers of assets to the institution, including details thereof, if the total book value of these transfers exceeds HUF 10 million for the year in question.
- b) In preparing the approval of the annual accounts, they shall send/hand over them without delay to the representative of the Maintainer in such a way that the approval of the Maintainer can be obtained within the statutory time limit.
- c) The Rector and the CEO shall make a joint proposal to the owner in the context of the preparation and approval of the institution's budget for the academic year, in accordance with the Rector's terms of reference.

The CEO may request a professional report from any educational-research or service or functional department of the institution, with the exception of the Rector, or from the Heads of such departments.

In the event of the CEO's incapacity, absence, conflict of interest, or in case of a temporary vacancy in the position, the Rector shall be entitled to represent the CEO.

In the event of the incapacity, absence, conflict of interest, or in case of a temporary vacancy in the position of both the CEO and the Rector, the President and the Co-President of the SSC shall be jointly entitled to represent the CEO.



### 3.3 Management Board

The Management Board is the deliberative, advisory, decision-preparation and, at the initiative of the CEO and/or the Rector, ad hoc decision-making body of the School.

The members of the Management Board with voting rights are: the CEO (Chair), the Rector (Co-Chair), the Heads of the Centre for Education and Research and, Centre for Student Services, Centre for Marketing and Admission, and Centre for Quality Assurance and Enhancement, and from among the other designated senior managers those invited by the CEO. The minimum number of members of the Management Board shall be 5 and the maximum 9.

The agenda of the Management Board shall be set by the CEO. The Management Board shall decide by simple majority on matters submitted for decision by the CEO or the Rector. In the event of a tie or in case of no resolution, the Chair and the Co-Chair shall make a decision.

### 3.4 Centres and Heads of Centres

The Heads of the Centres direct the operation of the Centres, i.e. the fundamental organisational units of the School, exercise the rights of immediate superiors over the staff of the Centres, may give instructions to staff in the context of their employment, may make proposals to the CEO and the Rector concerning the staff, their employment and remuneration, and contribute to the work of the Management Board as a member or ad hoc participant, reporting on request to the Management Board on the implementation and results of the tasks falling within their competence.

#### Centre for Education and Research

The basic tasks of ensuring the quality of education, providing professional and methodological guidance, and coordinating scientific activities are carried out by the Centre for Education and Research. In addition, the Centre organises and coordinates the activities of the teaching staff and carries out all practical organisational and development activities related to teaching and research.

The Centre for Education and Research

- a) supervises the educational activities of the School, including the supervision of the individual programmes and academic areas; as the direct superior of the Programme Directors and the Academic Area Leaders, it exercises managerial authority, gives them instructions and makes proposals to the Rector concerning their persons, employment and remuneration;
- b) is responsible for the development and delivery of quality educational programmes to students, continuously improving the quality of existing programmes; and may propose the introduction of new programmes, taking into account market trends;

- c) monitors the research activities of the School, both by assisting in the establishment and operation of research teams supported financially and organisationally by the institution and by supervising the implementation of individual research plans. The Centre shall continuously assess and inform the relevant academics of relevant external cooperation and funding opportunities, and provide financial and technical assistance for the production of publications; it shall verify their performance, manage their contracts and invoices.
- d) supports the continuous improvement of the quality and content of the School's educational programmes, in cooperation with the Centre for Quality Assurance and Enhancement and with partner institutions at home and abroad;
- e) oversees the implementation of the School's UpSkill skills development programme;
- f) maintains the School's credit transfer database;
- g) supervises the operation of the library, proposes the necessary improvements, exercises professional supervisory powers as the direct superior of the Head of the Library and its staff, gives instructions to them and makes proposals to the Rector concerning their personnel, employment and remuneration. The Library's operating rules shall be laid down in specific regulations;
- h) assists in the administration of students' academic affairs, as provided for in the regulations of the School; and
- i) cooperates with the Student Union in order to improve the quality of the School's programmes.

#### Centre for Student Services

The Centre for Student Services organises, administers, services and monitors the educational and examination activities of the School; provides information and services to the students of the School on their academic and other matters; keeps records of their data and academic results; and carries out student counselling.

#### The Centre for Student Services

- a) in cooperation with the Centre for Education and Research and the Centre for Quality Assurance and Enhancement, it contributes to national and international accreditation and validation procedures, the planning of the annual teaching calendar, the allocation of teachers, the preparation of the School's timetable and examination schedule, the preparation and administration of examinations and the organisation of final examinations;
- b) informs students about matters concerning them, is available to them during office hours and online, manages their enrolment and registration, maintains and updates their personal records, registers their credits and academic results in the Neptun system, manages their student card and student loan, prepares and monitors their

course enrolment, manages their applications, monitors their work placements and their progress in the thesis;

- c) produces headcount data and statistical reports;
- d) keeps track of the lessons delivered, maintains the class registers and assists in the verification of the teaching records;
- e) organises applications for Erasmus students, organises the School's international and exchange (mobility) contacts;
- f) issues degrees and diploma supplements;
- g) administers the language examinations that can be taken at the School.
- h) operates the student counselling service for personal and academic matters and assists international students with special issues.
- i) supervises student clubs and operates the student mentoring scheme.

#### Centre for Marketing and Admissions

The Centre carries out the marketing activities of the School and coordinates the recruitment process. In this capacity

- a) recruits new students, both nationally and internationally;
- b) prepares and carries out the organisational and administrative tasks related to recruitment, on the basis of the recruitment policy, up until the enrolment of new students;
- c) designs and produces publications to be published by the School,
- d) continuously updates the School's website and handles all of its external communicational channels;
- e) assists international applicants in all matters not related to education or educational administration;
- f) organises events within and outside the School, and represents the School at educational exhibitions in Hungary and abroad.

#### Centre for Quality Assurance and Enhancement

The Centre for Quality Assurance and Enhancement measures, monitors, and controls the tasks and processes of the operative partner centres, and proposes the optimisation and improvement of these. On the basis of an annual work plan agreed with the CEO and the Rector, the Centre shall, in this capacity

- a) coordinate quality enhancement and assurance activities at institutional level and ensures that they are fully documented;

- b) manage and develop the content of the quality handbook in force at any given time and submits proposals for its amendment;
- c) plan, measure and monitor quality enhancement at institutional level, propose to the Rector and the CEO the interconnection of institutional databases and the development of dashboards, and thus the establishment of a data-driven management culture at an institutional level;
- d) initiate the continuous improvement of the quality and content of the School's educational programmes and monitor their compliance with accreditation and validation requirements, both at the main campus and at other campuses, in cooperation with the Centre for Education and Research and with partner institutions at home and abroad;
- e) have the power of initiative for quality enhancement and contributes to the dissemination of a quality culture at institutional level;
- f) collect and disseminate the latest national and international quality standards and solutions;
- g) coordinate institutional tasks in national and international accreditations and validations;
- h) liaise with national and international quality organisations;
- i) coordinate student career tracking on the basis of the alumni's voluntary data submission;
- j) coordinate the annual risk assessments.

### 3.5 Chief officers

#### Chief HR Officer

##### The Chief HR Officer

- a) performs human resource management tasks;
- b) coordinates labour and personnel records;
- c) ensures compliance with labour legislation and relevant internal regulations;
- d) coordinates the annual follow-up of the individual development plans, on the basis of which the annual training and development needs are determined, and coordinate the implementation of internal and external training;
- e) supervises the activities of the Secretary General;
- f) supervises the operation of the Legal Office, which represents the School in legal matters;

- g) operates the School's internal whistleblowing system.

#### Chief Data Officer

##### The Chief Data Officer

- a) coordinates administrative, educational and examination processes at the institutional level, in collaboration with the heads of the centres;
- b) develops and implements the data strategy, including the planning of data collection, storage, processing and analysis;
- c) is responsible for data security, including data protection, regulating data access, and developing data protection policies;
- d) ensures data quality, including the accuracy, reliability and completeness of the data, and ensures data integrity;
- e) designs and oversees data management and architecture, taking into account the data lifecycle, the integration of data sources and the movement of data within the institution;
- f) contributes to the development and promotion of a data culture within the institution.

#### Chief IT Operations Officer

##### The Chief IT Operations Officer

- a) oversees the institution's network infrastructure, including servers, switches, routers, firewalls, etc. and ensures adequate bandwidth and stable network connections;
- b) monitors and maintains the server fleet, performs necessary software updates and patches, and ensures the optimisation of server performance;
- c) installs and maintains database systems, ensuring the availability and security of databases;
- d) assists users with hardware and software problems, and manages user accounts and privileges;
- e) ensures the security of IT systems, for example by setting up firewalls, anti-virus and other security measures, and monitoring and responding to potential security threats;
- f) continuously monitors the performance of systems and identifies potential problems and takes the necessary actions to optimise performance;
- g) ensures that important data is backed up regularly and stored correctly.

## Chief Accountant

### The Chief Accountant

- a) organises and coordinates the preparation of the School's revenue plan and expenditure estimates, establishes and operates a controlling and management information system for budget implementation, and prepares liquidity forecasts to ensure the School's solvency, both immediate and future;
- b) ensures the organisation of the School's accounting system, the up-to-date management of cash flow and the preparation of the annual budget and accounts in the required form and within the required time limits according to Annex 6;
- c) ensures that the School's financial assets are used properly, economically and expediently, safeguards and increases the School's assets, and ensures that the School's economic and financial obligations are met and its claims are enforced;
- d) ensures the implementation of tax, financial and accounting legislation, other legislation relating to financial management, School regulations and management instructions, the observance of the provisions of such legislation, the initiation of the necessary measures to implement such legislation and the monitoring of such implementation;
- e) ensures the management and operation of the School's central archives and repository, in accordance with the provisions of specific regulations;
- f) monitors the proper use of the material and material conditions provided by the School for the operation of the Student Union;
- g) supervises payroll accounting.

## 4 Permanent Bodies of the School

### 4.1 Standing Committees elected by the Senate

The standing committees of the School listed in this subsection shall be elected by the Senate for a term of 4 years – pursuant to Sections 12(5), 42(3), 49(5) and 55(5) of the HE Act.

A diagram illustrating the committee structure is attached as Annex 5 to the present Rules of Organization and Operation.

Committee members may be elected successively.

#### Student Disciplinary Committee

The Committee exercises disciplinary powers in the first instance in student disciplinary matters (with 1/3 student participation) in accordance with the relevant provisions of the

Disciplinary Regulations annexed to the present Regulations. Disciplinary proceedings may be initiated by the Rector or the Head of Student Services.

#### Ethics and Equal Opportunities Committee

Three members of the four-member committee are elected by the Senate from among the teaching and other staff of the School. The fourth member is the President of the Student Union. The Chairperson of the Committee shall be elected by the members from among themselves.

The Committee shall be responsible for promoting the requirements and expectations of the Code of Ethics, enforcing the requirement of equal treatment at the School and monitoring the proportional representation of men and women in accordance with and with due regard to the provisions of Section 4(g) of Act No. 125 (2003). The Committee is also responsible for providing guidance on specific ethical issues when requested to do so.

#### 4.2 Committees appointed by the Rector

The chair and members of the School's committees listed in this subsection shall be appointed by the Rector for a term of four years and may be recalled by them. Committee members may be appointed for unlimited successive terms. The Academic Area Leaders, who are also members of the Learning and Teaching Committee, are appointed by the Rector on the proposal of the Head of Education and Research.

#### Learning and Teaching Committee

The Learning and Teaching Committee is a proposal-making, decision-preparing, and opinion-forming body for tasks related to teaching and scientific research at the School. The Committee is responsible for discussing and giving its opinion on proposals for the methodological development of teaching, the introduction of new programmes and modules, the approval of requests for changes to programme and module specifications, and the adoption of annual programme monitoring reports. In the case of Hungarian-language programmes, the Committee approves the grades and decides on the degree classifications after the end-of-semester meeting of the Examination Committee.

The committee is made up of the Academic Area Leaders and the Heads of Undergraduate and Postgraduate Learning and Teaching.

#### Committee for Academic and Social Affairs

The Committee for Academic and Social Affairs exercises powers in the first instance in cases of complaints related to academic (measures, decisions, and/or omissions) and social matters.

Academic matters comprise those that fall within the remit of the regulation on appealing against the decisions taken by individual examiners and/or committees.

Social matters are those in which students apply for exemptions or benefits on the grounds of family or other financial circumstances.

The members of the Committee are the Head of Student Services, the relevant Heads of undergraduate, postgraduate, or research programmes, the Chief Accountant, and three students delegated by the Student Union. The Committee is chaired by the Head of Student Services.

#### Credit Transfer Committee

The Credit Transfer Committee is a body of three members, which exercises all the powers of agreement, opinion and decision which are granted to it by the HE Act and the Study and Examinations Regulations of the School.

The members of the Credit Transfer Committee are the Head of Quality Assurance and Enhancement, the Head of Education and Research, and the Head of Student Services.

#### Programme committees

The purpose of programme committees, which are set up for each programme, is to regularly review the content of the programme and to make specific proposals for changes to improve it. The review is based on the reports of the module leaders and on comments on the intended learning outcomes, content and quality of teaching and evaluation as well as on feedback from students and faculty. The committee also takes into account drop-out rates, graduate outcomes results, and feedback from alumni. The Committee discusses and approves the annual programme monitoring report based on the above and the comments of the external examiners.

The committees are composed of the Programme Director (Chair), the Heads of undergraduate, postgraduate, or research programmes as relevant, the Academic Area Leader, and the Module Leaders of the modules taught in the programme, and student representatives studying on the programme.

#### Examination Boards

The examination boards are responsible for reviewing the marks obtained by the students and, where appropriate, modifying them. They are also responsible for approving the report drawn up by the Academic Conduct Officer. The examination boards meet every six months, and their conclusions are discussed by the Programme Committees.

The members of the examination boards are the representatives of the degree-awarding partner institution (if any), the external examiners, the Pro-Rectors, the Heads of undergraduate, postgraduate, or research programmes as relevant, the Head of Quality Assurance and Enhancement, the Academic Conduct Officer, the minute-taker, and the Module Leaders.



## **5 Rules for faculty**

The fundamental teaching tasks of the School are carried out by the School's professors, senior lecturers, lecturers, teaching assistants, graduate teaching assistants, master tutors, and guest lecturers, as well as by tutors and distinguished tutors – hereinafter collectively referred to as "faculty".

The School shall lay down in specific regulations the requirements for recruitment, promotion and continuing eligibility, in accordance with the requirements of the legislation in force. The School sets the employment age limit for faculty at 80 (eighty) years, within its authority granted by Section 31(4) of the HE Act.

The duties and job descriptions of the faculty and the compulsory teaching time are laid down in the detailed rules of the instructions issued by the Rector, in addition to the provisions of the HE Act. The School does not apply the statutory provisions on teaching time (Sections 26(1) and 34(2) of the HE Act).

The Rector shall send their proposal for the award of the title of School professor to the Maintainer of the School for the purpose of forwarding it to the Minister, who shall forward it to those entitled to award the title (Sections 27(3) and 29(3) of the HE Act).

With regard to the persons of the School professors to be appointed/recommended, and in the case of the senior lecturers to be appointed, the School does not apply the statutory requirement of tendering for a position to be held for more than one year, in accordance with the (dispositive) provision allowing for different regulation in Section 94(2) of the HE Act.

## **6 Rules for students**

The School sets out its requirements for students in separate regulations, in accordance with the requirements of the legislation in force.

The terms and conditions of the student status, the reciprocal rights and obligations of the School and the student shall be governed by the provisions of the contract of education signed at the time of enrolment, in addition to the applicable legislation and the provisions of these regulations.

In addition to the general regulations governing the rights, obligations and activities of students, students must refrain from any expression which is offensive to members of the institutional community, which causes offence or fear, which is likely to disrupt the teaching and learning work of the institution or which is incompatible with the values of the School (anti-humanist, racist, etc.). The School considers these manifestations to be a particular violation of its interests and, in view of this, is entitled to terminate the contract of education unilaterally, without notice and with immediate effect, in serious cases.

The School shall carry out its tasks in cooperation with the student communities. The Student Union is part of the School's local government. The Student Union is composed of all students enrolled at the School, regardless of the form of education they are pursuing.

The Student Union establishes its own statutes and submits them to the Senate for approval within the statutory deadline. It elects a Student Representative from among its students and is represented through this body in the exercise of the powers delegated to it by law.

The material and material conditions for the operation of the Student Union during the academic year are provided by the School within the School's budget. The lawful and proper use of the material and material resources provided is checked annually by the Chief Accountant.

The Student Union decides on all matters concerning students that are legally or statutorily assigned to the representation of the student communities, in particular, it exercises the right of consent in the case of the study and examination regulations, the tuition fee regulations, and the regulations related to student feedback through participation in the Senate, as defined in these regulations.

## **7 Rules of publicity**

In the course of the School's operations, the legally prescribed and restricted data management and use is applied, the organisational units concerned and the persons designated for Higher Education Information System data transfer are subject to the provisions of the Article V and Annex 3 of the HE Act, in accordance with the instructions for use set out therein.

The relevant organisational units of the School are obliged to handle, identify, store and destroy documents generated in the course of their operations in accordance with Act No. 66 (1995) on Public Records and the document management regulations established within the legal framework.

The forms, duration and conditions of the processing of documents concerning student status at the School are laid down in separate regulations.

The School makes its annual report publicly accessible (Civil Act, Section 37(3) d);)

The annual accounts published in the course of the performance of the public benefit activity are public and may be inspected by any person.

The documents/regulations relating to the operation of International Business School as a public benefit organisation and the use of its services may be inspected by prior arrangement with the CEO.

## **8 Entry into force**

The current text of the IBS International Business School's Rules of Organisation and Operation shall enter into force on the day of its adoption.

No other internal regulations of the School may contain provisions contrary to these Rules.

The current version of the School's Rules of Organisation and Operation was adopted by the Senate of the IBS International Business School by Resolution No. 2/2025.

Budapest, 25 June 2025

Dr Máté Márton Rác  
Rector,  
President of the Senate

## **9 Annexes**

The following regulations are annexed to and form an inseparable part of the IBS International Business School's Rules of Organisation and Operation, as set out in Annex 2 to the HE Act:

Annex No. 1: Rules and regulations relating to employment:

- 1.1. Rules on tutor's employment, progression requirements and assessment
- 1.2. Tutors' job descriptions
- 1.3. Student feedback regulation

Annex No.2: Rules and regulations relating to students:

- 2.1. Admission Rules and Regulations
- 2.2. Study and Exam Regulations
- 2.3. Provisions for Disabled Students
- 2.4. Tuition Fee Regulations
- 2.4.1-2. Tuition Fee and Benefits Regulations 1-2.
- 2.5. Student Disciplinary Regulations
- 2.6. Compensation Regulations
- 2.7. Rules on the Possibility of Reviewing Examiner / Examination Committee Decisions
- 2.8. Student Accident Prevention Policy

Annex No. 3: Institutional Quality Assurance Regulations

Annex No. 4: Organigram

Annex No. 5: Committee Structure

Annex No. 6: The Formal Framework for the School's Annual Budget

Annex No. 7: Provisions of the Chair and Co-Chair of the SSC in case of their incapacitation

Endorsement:

On 25 June 2025, the School's Legal Adviser has submitted the present amended and consolidated Rules of Organisation and Operation to the representative of the Maintainer organisation for approval in accordance with Section 73(3) ca) of the HE Act, and the Maintainer approves the Regulations with the above detailed content.

Budapest, 25 June 2025

PRO IBS LLC  
Maintainer