

Curriculum of

**Master of Science in International Business, Language,
and Culture**

Cand.merc.int.

**University of Southern Denmark
Flensburg
2011**

Revised 28 September 2011, translated into English August 2012

Introduction

This master of science integrates social science and humanities disciplines in such a way that students will be able to pass the German Master of Science in Organizational Management (comprising 120 ECTS) as well as the Danish master of Science described in this curriculum (also comprising 120 ECTS) within a 4 semester period.

As a result of close cooperation between the University of Flensburg (UF) and the University of Southern Denmark, the two master programs are in many respects complementary. Thus the cand.merc.int. study program has been organized with such a degree of flexibility that, allowing for existing requirements as to the content of disciplines, examinations, and other study activities, students may combine the disciplines offered by both institutions.

In order to make it possible for students to specialize in a field of their own choice, the study program comprises a number of compulsory disciplines (within the social science as well as within the humanities field, including a primary foreign language), a number of 'optional' compulsory disciplines (i.e. the curriculum offers a choice between one of a number of disciplines within the social science field and an additional foreign language), and finally a number of optional courses.

Subject to prior approval by the Study Board, students may choose their optional courses among disciplines offered by the other master programs of the University of Southern Denmark as well as among disciplines offered by the International Institute of Management (Internationales Institut für Management) at the UF. Further, subject to prior approval students may choose to study abroad for a semester and to pass their optional courses at the foreign university.

The study program has been organized in such a way that, subject to certain requirements as to optional courses, students may pass the German Master of Science in Organizational Management at the UF in parallel with the Master of Science described in this curriculum.

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Program-specific part

I. Rules applying to the Master of Science in business, language, and culture – cand.merc.int.

The University of Southern Denmark offers the Master of Science in International Business, Language, and Culture in accordance with Ministerial Order No. 814 of 29 June 2010 on university level BA and Master programs. It is offered as a common study program (cf. Art. 1) in accordance with Ministerial Order No. 931 of 5 October 2005 on Parallel Courses and Common Study Programs.

A. Goals and academic requirements

Art. 1. Academic requirements and structure

The Master of Science in international business, language, and culture is a 2-year full-time study program comprising 120 ECTS, offered in cooperation with the UF. Thus students **may** choose to complete parts of their study program at the UF, as stipulated in the overview of disciplines and examinations in Articles 6A and 6B.

The goal of the study program is to provide students with a number of subject-specific and subject-related competences - including business language and business economics competences.

The Master of Science represents the highest academic level to be attained by the student within the specific field. Thus the MSc candidate will have obtained subject-specific as well as job-specific competences qualifying him or her to carry out a variety of job functions.

Further, the goal of the MSc is to provide students with competences enabling them to identify business economic and business communication problems occurring in internationally oriented private and public enterprises and organizations, and to work out solutions to the problems identified.

Any Master level program qualifies candidates for applying for a PhD scholarship.

The program aims to provide the candidates with the following competences:

General competences:

The aim is to enable the candidates to

1. delineate and define subject-specific problems at a high scientific level
2. thoroughly examine, analyze, and solve subject-specific problems, applying relevant subject-specific theories and methods and taking into account the results of current international research
3. systematize complex knowledge and data, making a well-founded choice of aspects essential to the problem in hand

4. evaluate the theories and methods of the subject field from a critical point of view
5. apply concepts in a precise and consistent manner
6. reason at a scientific level
7. initiate and complete a subject-specific dialogue
8. focus on the solution of problems in a coherent way
9. critically review and assess the sources applied and provide documentation using references, notes, and a bibliography
10. apply written and/or oral language in a subject-related, concise, and correct way
11. mediate scientific knowledge and discuss complex scientific problems in such a way as to make the results relevant and understandable to various target groups
12. manage complex situations demanding novel solutions, in workplace or development contexts, and cooperate with others while receiving as well as giving criticism in a constructive way
13. work in an independent, disciplined, structured, and goal-oriented way, complying with deadlines and formal requirements
14. apply information technology as a tool for information search as well as for oral and written communication
15. understand and apply subject-specific texts in English and in Scandinavian languages
16. communicate about subject-specific themes in a foreign language.

Subject-specific competences

These competences are related to the core knowledge of the subject field and can be divided, in accordance with the qualification framework stipulated by the Danish educational authorities, into knowledge, skills, and competences.

Knowledge:

The candidates will obtain:

- knowledge of complex linguistic, business communication (internally as well as externally related), and business economics problems occurring in relation to internationally oriented private and public enterprises and organizations
- knowledge of legal, political science, and economic matters in their target language region(s)
- comprehension of the processes of regionalization and globalization taking place within the international economic system.

The candidates will understand the concepts, theories, methods, practice, and scientific problems of their field of knowledge, and they will be able to apply their knowledge in a reflective manner as well as to communicate it at a reflective level in their target language.

Skills

The candidates will be able to:

- understand and analyze legal and economic problems in the target languages
- analyze internal and external factors influencing business communication

- thoroughly analyze, get an overview of, and organize a large quantity of material in the fields of language and business economics
- account for and analyze communicative and cultural differences as well as develop and apply communication theories that include cultural sensitivity
- present their own projects in the fields of language and/or business economics to various target audiences
- produce and revise their own texts in their target languages, adapted for various communicative situations, and translate texts into and from the target languages in question
- provide scientifically sound argumentation for suggested solutions to problems related to marketing or social science
- enter into a dialogue on subject-specific themes, based on adequate application of the concepts, models, theories, and methods acquired in business economics, marketing, or social science disciplines
- identify, analyze, and solve strategic, industrial marketing, or social science problems, applying relevant theories and methods
- develop, implement, and control International Marketing programs, allowing for global integration as well as national accountability.

Competences:

The candidates will be able to:

- Manage complex and unpredictable job and development situations requiring novel solutions, including
 - entering without effort into negotiations and case management in national and international enterprises, institutions, and organizations
 - analyzing, evaluating, and solving tasks related to the international activities of enterprises as well as to the linguistic, communicative, and mediation tasks arising out of them
 - providing their own solutions to economic and trade-related problems in specific political or economic contexts
 - identifying, analyzing, and providing solutions to complex linguistic and business economic problems in internationally oriented private and public enterprises and organizations
 - developing, implementing, and managing international marketing programs, allowing for global integration as well as national accountability.

The candidates will be able to:

- initiate and carry out, on their own, subject-specific as well as interdisciplinary cooperation, and assume professional responsibility, including
 - acting independently and reflectively in intercultural negotiations
- take responsibility for their own subject-specific learning and specialization

The Master of Science in International Business, Language, and Culture comprises constituent discipline elements (90 ECTS) and optional courses (30 ECTS).

The constituent discipline elements comprise:

Humanities profile:

Humanities disciplines:	35 ECTS
Social science disciplines:	25 ECTS
Final thesis:	30 ECTS

Social science profile:

Humanities disciplines:	25 ECTS
Social science disciplines:	35 ECTS
Final thesis:	30 ECTS

Art. 2. Structure of the study program

The structure of the study program allows students to choose either a primarily social science or a primarily humanities profile.

The following social science disciplines are compulsory for all students:

- Strategic Marketing
- International Marketing
- Comparative Economic Systems
- Social Research and Methodology

The following humanities disciplines are also compulsory for all students:

- Foreign language I (oral and written proficiency; Danish, German, or English as foreign languages)
- Business Communication/Intercultural Communication

In addition to the above compulsory disciplines, students may choose either a humanities or a social science group of disciplines, providing them with one of the two profiles mentioned above.

EITHER

- Humanities profile disciplines (10 ECTS):
 - Foreign language II (oral proficiency; Danish, German, or English as a Foreign Language), cf. the text in italics in the table below

OR

- Social science profile disciplines (10 ECTS)
 - **Option 1):** Strategic Management – lectures PLUS Strategic Management - cases
 - **Option 2):** Media Management Basics
 - **Option 3):** Human Resource Management PLUS Industrial Relations: An International Perspective

- **Option 4):** Consumer Marketing PLUS Business Marketing (cf. the text in italics in the table below)

Humanities profile:

Optional courses/ Study period abroad/ Internship	Compulsory SOCIAL SCI- ENCE DISCIPLINES	Compulsory HUMANITIES DISCIPLINES	FINAL THESIS
20 ECTS Social sci- ence disciplines + 10 ECTS Social sci- ence OR 10 ECTS humanities disciplines (These 10 ECTS may be obtained via an internship)	Strategic Marketing (5 ECTS)	Foreign language I (Danish, German, or English):	The final thesis must deal with a social sci- ence subject (and may include a communica- tive aspect)
	International Marketing (5 ECTS)	Oral proficiency (10 ECTS) + Written proficiency (5 ECTS)	
	Comparative Economic Systems (10 ECTS)	Business Communication and Intercultural Communication (10 ECTS)	
	Social Research and Meth- odology (5 ECTS)	<i>Foreign language II (Danish, German, or English):</i> <i>Oral proficiency (10 ECTS)</i>	
30 ECTS	25 ECTS	35 ECTS	30 ECTS

Social science profile:

Optional courses/ Study period abroad/ Internship	Compulsory SOCIAL SCI- ENCE DISCIPLINES	Compulsory HUMANITIES DISCIPLINES	FINAL THESIS
20 ECTS Social sci- ence disciplines + 10 ECTS Social sci- ence OR 10 ECTS humanities disciplines (These 10 ECTS may be obtained via an internship)	Strategic Marketing (5 ECTS)	Foreign language I (Danish, German, or English):	The final thesis must deal with a social sci- ence subject (and may include a communica- tive aspect)
	International Marketing (5 ECTS)	Oral proficiency (10 ECTS) + Written proficiency (5 ECTS)	
	Comparative Economic Systems (10 ECTS)	Business Communication and Intercultural Communication (10 ECTS)	
	Social Research and Meth- odology (5 ECTS)		
	<i>Option 1): Strategic Man- agement – lectures (5 ECTS) + Strategic Management - cases (5 ECTS)</i> <i>OR</i> <i>Option 2): Media Manage-</i>		

	<i>ment Basics (10 ECTS)</i> <i>OR</i> <i>Option 3): Human Resource Management (5 ECTS) + Industrial Relations: An international perspective (5 ECTS)</i> <i>OR</i> <i>Option 4): Consumer Marketing (5 ECTS) + Business Marketing (5 ECTS)</i>		
30 ECTS	35 ECTS	25 ECTS	30 ECTS

Art. 3. Admission requirements

Anyone who has acquired a BSc in International Business Administration and Modern Languages with German/Danish and/or English as foreign languages (depending on the foreign language(s) chosen at MSc level), and anyone who has acquired corresponding qualifications via other study programs, subject to approval by the University of Southern Denmark, qualifies for admission to the study program.

Art. 4. Admission

In the event of the number of applicants exceeding the number of studentships, students are selected on the basis of the grade obtained for their BSc project.

Art. 5. Final thesis

The Master of Science in International Business, Language, and Culture confers on the graduate the degree title cand.merc.int. (candidatur/candidata mercaturae internationalis) - Master of Science (MSc) in Business, Language, and Culture.

B. Overview of disciplines and examinations

Art. 6A. Overview of disciplines and examinations (Humanities profile)

Discipline		Number of lessons per week				Examination	Internship	ECTS points	Institute responsible	CAN be studied at UF	
Title of discipline	Description in Article	1st	2nd	3rd	4th	At end of semester					
Social science disciplines											
Strategic Marketing	11	2		Optional courses		1		5	IFG		
International Marketing	12		2			2		5	IFG		
Comparative Economic Systems	13	3				1		10	IFG		
Social Research and Methodology	14		2			2		5	IFG		
Humanities disciplines – Foreign languages											
Foreign language I – German, Danish, or English (oral AND written proficiency)	19 (German)	3	4				2		15	IDK	
	20 (Danish)	3	4				2				
	21/22 (English)	3	3				1 + 2				
Foreign language II – German, Danish, or English (oral proficiency) (Humanities profiling discipline)	19 (German)	3	4				2		10	IDK	
	20 (Danish)	3	4				2				
	21 (English)	2	2			1 + 2					
Humanities – Communication disciplines:											
Intercultural Communication	23	2									
Business Communication	24		2								
Optional courses											
Optional courses	25			X			X	30	IFG/IDK/UF	X	
Final thesis											
Final thesis	26				X			30	IFG/IDK/UF	X	

IFG = Institut for Grænseregionsforskning (Department of Border Region Studies) / IDK = Institut for Design og Kommunikation (Institute of Design and Communication) / UF = Universitæt Flensburg (University of Flensburg)

Art. 6B. Overview of disciplines and examinations (Social science profile)

Discipline		Number of lessons per week				Examination	Internship	ECTS PO-INTS	Institute responsible	CAN be studied at UF	
Title of discipline	Description in Article	1st	2nd	3rd	4th	After period					
Social science disciplines											
Strategic Marketing	11	2		Optional courses		1		5	IFG		
International Marketing	12		2			2		5	IFG		
Comparative Economic Systems	13	3				1		10	IFG		
Social Research and Methodology	14		2			2		5	IFG		
Social science profiling disciplines: 1 of 4 options (total of 10 ECTS):											
Option 1):											
Strategic Management – lectures	15A		3			1		5	UF	(X)	
Strategic Management – cases	15B		2			2		5	UF		
Option 2):											
Media Management Basics	16		3+2			2		10	UF	(X)	
Option 3):											
Industrial Relations: An international perspective	17A	2			1		5	UF	(X)		
Human Resource Management	17B		2+2		2		5	UF			
Option 4):											
Consumer Marketing	18A	2			1		5	IFG			
Business Marketing	18B		2		2		5	IFG			
Humanities disciplines – Foreign languages											
Foreign language I – German, Danish, or English (oral AND written proficiency)	19 (German)	3	4		2		15	IDK			
	20 (Danish)	3	4		2						
	21/22 (English)	3	3		1+2						
Humanities disciplines – Communication disciplines											
Intercultural Communication	23	2									
Business Communication	24		2			2		10	IDK		
Optional courses											
Optional courses	25			X			X	30	IFG/IDK/UF	X	
Final thesis											
Final thesis	26				X			30	IFG/IDK/UF	X	

IFG = Institut for Grænseregionsforskning (Department of Border Region Studies) / IDK = Institut for Design og Kommunikation (Institute of Design and Communication) / UF = Universitæt Flensburg (University of Flensburg)

X = the individual student may take the course either at UF or at SDU

(X) = in case the student chooses the set of disciplines as his or her profiling disciplines, it must be passed at the UF

Art. 7A. Overview of examinations (Humanities profile)

Examination, references, etc.							
Discipline:	Examination form	Grading	Duration	Marking	Semester	ECTS points	Descr. in Art.
Social science disciplines							
Strategic Marketing	Written assignment	External	2 hours	7-point grading scale	1st	5	11
International Marketing	Written assignment OR fixed-term home assignment	External	Written assignment: 4 hours Fixed-term home assignment: 48 hours	7-point grading scale	2nd	5	12
Comparative Economic Systems	Home assignment	External	-----	7-point grading scale	1st	10	13
Social Research and Methodology	Home assignment	Internal, 1 examiner	-----	7-point grading scale	2nd	5	14
Humanities disciplines – Foreign languages							
German as a Foreign Language I (15 ECTS):							
German (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	1st	1 (of 10)	19
German (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	2nd	1 (of 10)	19
German (oral proficiency)	Oral examination	External	40 min. incl. grading: 40 min. time for preparation	7-point grading scale	2nd	8 (of 10)	19
German (written proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	1st	0.5 (of 5)	19
German (written proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	2nd	0.5 (of 5)	19
German (written proficiency)	Written examination	External	5 hours	7-point grading scale	2nd	4 (of 5)	19
German as a Foreign Language II (10 ECTS):							
German (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	1st	1 (of 10)	19
German (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	2nd	1 (of 10)	19
German (oral proficiency)	Oral examination	External	40 min. incl. grading: 40 min. time for preparation	7-point grading scale	2nd	8 (of 10)	19
Danish as a Foreign Language I (15 ECTS):							
Danish (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	1st	1 (of 10)	20
Danish (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	2nd	1 (of 10)	20
Danish (oral proficiency)	Oral examination	External	40 min. incl. grading: 40 min. time for preparation	7-point grading scale	2nd	8 (of 10)	20
Danish (written proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	1st	0.5 (of 5)	20
Danish (written proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	2nd	0.5 (of 5)	20

Danish (written proficiency)	Written examination	External	5 hours	7-point grading scale	2nd	4 (of 5)	20
Examination, references, etc.							
Discipline:	Examination form	Grading	Duration	Marking	Semester	ECTS points	Descr. in Art.
Danish as a Foreign Language II (10 ECTS):							
Danish (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	1st	1 (of 10)	20
Dansk (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	2nd	1 (of 10)	20
Dansk (oral proficiency)	Oral examination	External	40 min. incl. grading: 40 min. time for preparation	7-point grading scale	2nd	8 (of 10)	20
English as a Foreign Language I (15 ECTS):							
English, oral proficiency (Law, legal terminology, and legal language use)	Oral examination	External	20 min. incl. grading: 20 min. time for preparation	7-point grading scale	1st	5	21
English, oral proficiency (Global politics and economics)	Oral examination	External	20 min. incl. grading: 20 min. time for preparation	7-point grading scale	2nd	5	21
English, written proficiency	Written examination	External	4 hours	7-point grading scale	2nd	5	22
English as a Foreign Language II (10 ECTS):							
English, oral proficiency (Law, legal terminology, and legal language use)	Oral examination	External	20 min. incl. grading: 20 min. time for preparation	7-point grading scale	1st	5	21
English, oral proficiency (Global politics and economics)	Oral examination	External	20 min. incl. grading: 20 min. time for preparation	7-point grading scale	2nd	5	21
Humanities – Communication disciplines:							
Intercultural Communication	Combined examination	Internal, 2 examiners	40 min. incl. grading	7-point grading scale	2nd	10	23
Business Communication							24
Optional courses							
Optional courses	Depending on discipline	Depending on discipline	Depending on discipline	Depending on discipline	Depending on discipline	Total: 30	25
Final thesis							
Final thesis	Written report plus oral defense	External	Oral defense: 60 min.	7-point grading scale	4. semester	30	26
ECTS-points in total:						120	

Art. 7B. Overview of examinations (Social science profile)

Examinations written in *italics* are taken at the UF

Discipline:	Examination, references, etc.						
	Examination form	Grading	Duration	Marking	Semester	ECTS points	Descr. in Art.
Social science disciplines							
Strategic Marketing	Written examination	Internal, 1 examiner	2 hours	7-point grading scale	1st	5	11
International Marketing	Written examination OR fixed-term home assignment	External	Written examination: 4 hours Fixed-term home assignment: 48 hours	7-point grading scale	2nd	5	12
Comparative Economic Systems	Home assignment	External	-----	7-point grading scale	1st	10	13
Social Research and Methodology	Home assignment	Internal, 1 examiner	-----	7-point grading scale	2nd	5	14
Social science profile: 1 of 4 options below (10 ECTS in total)							
<i>Strategic Management - lectures</i>	<i>Written examination OR Active participation</i>	Internal, 1 examiner	<i>Written examination: 2 hours</i>	<i>Pass/Fail</i>	<i>2nd</i>	<i>5</i>	<i>15A</i>
<i>Strategic Management – cases</i>	<i>Active participation</i>	Internal, 1 examiner	-----	<i>Pass/Fail</i>	<i>2nd</i>	<i>5</i>	<i>15B</i>
<i>Media Management Basics</i>	<i>Active participation</i>	Internal, 1 examiner	-----	<i>Pass/Fail</i>	<i>2nd</i>	<i>3</i>	<i>16</i>
	<i>Written examination</i>	Internal, 1 examiner	<i>1.5 hours</i>	<i>Pass/Fail¹</i>	<i>2nd</i>	<i>7 (of 10)</i>	<i>16</i>
<i>Industrial Relations: An international perspective</i>	<i>Active participation</i>	Internal, 1 examiner	-----	<i>Pass/Fail</i>	<i>1st</i>	<i>5</i>	<i>17A</i>
<i>Human Resource Management</i>	<i>Active participation</i>	Internal, 1 examiner	-----	<i>Pass/Fail</i>	<i>2nd</i>	<i>5</i>	<i>17B</i>
Consumer Marketing	<i>Written examination</i>	Internal, 1 examiner	2 hours	7-point grading scale	<i>1st</i>	5	18A
Business Marketing	<i>Written examination OR Home assignment with non-fixed subject</i>	Internal, 1 examiner	Written examination: 4 hours	7-point grading scale	2nd	5	18B
Humanities disciplines – Foreign languages							
German as a Foreign Language I (15 ECTS):							

¹ The grading takes place according to the German grading scale, and the assessment is recorded as either Pass or Fail

German (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	1st	1 (of 10)	19
German (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	2nd	1 (of 10)	19
German (oral proficiency)	Oral examination	External	40 min. incl. grading: 40 min. time for preparation	7-point grading scale	2nd	8 (of 10)	19
German (written proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	1st	0.5 (of 5)	19
German (written proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	2nd	0.5 (of 5)	19
German (written proficiency)	Written examination	External	5 hours	7-point grading scale	2nd	4 (of 5)	19
Examination, references, etc.							
Disciplines:	Examination form	Grading	Duration	Marking	Semester	ECTS-points	Descr. in Art.
Danish as a Foreign Language I (15 ECTS):							
Danish (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	1st	1 (of 10)	20
Danish (oral proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	2nd	1 (of 10)	20
Danish (oral proficiency)	Oral examination	External	40 min. incl. grading: 40 min. time for preparation	7-point grading scale	2nd	8 (of 10)	20
Danish (written proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	1st	0.5 (of 5)	20
Danish (written proficiency)	Active participation	Internal, 1 examiner	-----	Pass/Fail	2nd	0.5 (of 5)	20
Danish (written proficiency)	Written examination	External	5 hours	7-point grading scale	2nd	4 (of 5)	20
English as a Foreign Language I (15 ECTS):							
English, oral proficiency (Law, legal terminology and legal language use)	Oral examination	External	20 min. incl. grading: 20 min. time for preparation	7-point grading scale	1st	5	21
English, oral proficiency (Global politics and economics)	Oral examination	External	20 min. incl. grading: 20 min. time for preparation	7-point grading scale	2nd	5	21
English, written proficiency	Written examination	External	4 hours	7-point grading scale	2nd	5	22
Humanities – Communication disciplines:							
Intercultural Communication	Combined examination	Internal, 2 examiners	40 min. incl. grading	7-point grading scale	2nd	10	23
Business Communication							24
Optional courses							
Optional courses	Depending on discipline	Depending on discipline	Depending on discipline	Depending on discipline	Depending on discipline	Total of 30	25
Final thesis							
Final thesis	Written report plus oral defense	External	Oral defense: 60 min.	7-point grading scale	4th	30	26
ECTS-points in total:						120	

C. Specific definitions and rules governing examinations

This part contains specific definitions, rules applying to examinations, and rules applying to internships.

Art. 8. Parallel courses / common study programs

In accordance with Art. 10 of Ministerial Order No. 931 of 5 October 2005 on Parallel Courses and Common Study Programs, the University of Southern Denmark may deviate from the regulations of

- Ministerial Order No. 857 of 1 July 2010 on Examinations
- Ministerial Order No. 250 of 15 March 2007 on the Grading Scale and Other Forms of Assessment of University Education

For this master program, the following stipulations are deviated from:

- Since a minimum of 50% of the ECTS points offered by the University of Southern Denmark are graded by means of external examinations, as for the social science profile of the master program, less than 1/3 of the total number of ECTS points are graded by means of external examinations (cf. Art. 10 of Ministerial Order No. 931 of 5 October 2005 on Parallel Courses and Common Study Programs).
- In accordance with Section 2, Art. 10 of Ministerial Order No. 931 of 5 October 2005 on Parallel Courses and Common Study Programs, if the final thesis is taken at the UF, it will not be in the form of an external examination.
- The marking Pass/Fail may be applied to more than 1/3 of the total number of ECTS points earned via the master program (cf. Section 4 of Art. 10 of Ministerial Order No. 931 of 5 October 2005 on Parallel Courses and Common Study Programs).

In addition the following rules apply:

In accordance with Art. 7 of Ministerial Order No. 931 of 5 October 2005 on Parallel Courses and Common Study Programs, students who take a discipline at the UF do not have the option of passing a re-examination at the University of Southern Denmark in the discipline in question, NEITHER in

- disciplines which MUST be passed at the UF
- NOR
- disciplines which MAY be passed at the UF

In accordance with Art. 5 of Ministerial Order No. 931 of 5 October 2005 on Parallel Courses and Common Study Programs, the students are granted a minimum of 2 attempts at passing a given examination at the UF.

Art. 9. General rules

The General rules applying to the Humanities at the University of Southern Denmark (Part IV) contain definitions of

- ECTS points
- Characters
- Standard pages

In addition, they contain rules governing

- The final thesis
- Summary in connection with the final thesis
- Individual examinations
- External and internal examinations
- Spelling and writing skills
- Examination language
- Active study

Art. 10 Definitions and general rules governing examinations

Sect. 1. Approved for oral defense

For students to be allowed to participate in oral examinations, their projects, home assignments, and other types of synopses on which such examinations may be based have to be approved for oral defense by the internal examiner as well as by the external examiner, if any. The examiners simply make sure that a number of basic and formal requirements have been met (see below). If in doubt whether to reject a project or assignment, the examiners will not do so. This means that non-rejection does not necessarily mean that the student has passed the examination. If rejected, the project or assignment will be marked 'Fail'.

A project or assignment may be rejected if

- it does not meet the requirements in respect of number of pages
- major text parts are direct translations or copies of sources without specific indication of the length of the quote or of the source reference. This is considered examination cheating and will be reported to the Vice-Chancellor
- it does not meet the formal and discipline-specific examination requirements stipulated for the relevant type of assignment or project
- it contains major factual errors

Further, an assignment or project may be rejected if it is

- written in a foreign language in a linguistic form that seriously impedes communication of the message
- written in Danish in a linguistic form deviating to a large degree from the Danish linguistic norm

If a student's assignment or project has been rejected, he or she will be notified by the Study Secretariat one week before the oral defense is to take place, at the latest.

Sect. 2. Enclosures

Enclosures are defined as sets of examples or illustrations, etc. Any number of pages specified for projects or assignments is exclusive of enclosures. Every copy of a given assignment or project must comprise all enclosures. Enclosures must be in written form except for video, image or audio files, which must be stored on a CD-ROM and enclosed with all copies of the assignment or project.

Sect. 3. Exam deregistration

Art. 20 on Exam deregistration of the General rules applying to the Humanities at the University of Southern Denmark applies to exam deregistration, with the single exception that deregistration must take place 2 weeks before the first examination day of the examination term in question, at the latest.

Sect. 4 Digital examinations

As from 1 February 2012, all examinations held at the University of Southern Denmark are digital. This means that all written examinations are to be held via computer unless otherwise stipulated in the description of the individual discipline. The rules governing digital written examinations at the University of Southern Denmark can be found at:

http://www.sdu.dk/Information_til/Studerende_ved_SDU/Eksamen/generelt_om_eksamen/under_eksamen/Skriftlig_proeve_digital.

At the UF, no IT-support is available to students and employees of the University of Southern Denmark. For this reason, and taking into account the availability of facilities in general, the Study Board is not in a position to stipulate general rules as to which examinations are to be held via computer at the UF. Instead, the Study Board decides, on the background of concrete applications for exemption handed in by students wishing to take their exams via computer, which examinations may be held via computer in each individual examination term. However, exemption will be granted only if the rules governing the examination in question allow examination aids. The rules are either contained in the description of the discipline in question or stipulated by the Study Board at the beginning of the semester.

Sect. 5. E-learning

E-learning is defined in this curriculum as teaching and learning via Blackboard, the internet-based E-learning platform of the University of Southern Denmark. Students work on their own on the basis of digital or printed teaching materials, communicating with teachers and fellow students via Blackboard. A specific number of days per semester are reserved for class teaching and lectures at the university. The Study Board may choose to offer one or more disciplines via E-learning, either partially or on a full E-learning basis.

Sect. 6. More than one student contributing to a written assignment

Paragraph *g* of the description of the individual courses stipulates whether more than one student may contribute to a given assignment or project, and if so, how many students are allowed to contribute. The students collaborate in writing the assignment or project, but in order to allow individual marking, the contribution made by each individual student must be clearly identifiable. The students collaborate in writing a preface, which must precede the introduction and present their common problem statement. Each individual student writes an introduction relating to his or her part of the project. Whereas the wording of the individual introductions must differ, each student must at the same time take into account the fact that his or her part forms an integral part of the entire project, in accordance with the common problem statement. Similarly, each individual student writes a section concluding on the part of the project for which he or she is responsible, taking into account how his or her part is integrated into the entire project, again in accordance with the common problem statement. In cases where an abstract is required, each individual student will have to write a foreign language abstract of the project or assignment.

Sect. 7. Home assignment

A home assignment is defined as a written assignment with either a fixed or non-fixed subject, of which either no grading, internal grading, or external grading will take place.

A home assignment with a *fixed* subject is defined as a home assignment the subject of which is stipulated by the examiner. A home assignment with a *non-fixed* subject is defined as a home assignment the subject of which is chosen by the student after consultation with the examiner.

Sect. 8. Written examination aids

Where the examination rules applying to an individual discipline permit examination aids, these are defined as all written aids, including books, articles, and the student's own written material on paper. See also Sect. 4. about digital examinations.

"Assigned examination aids" are defined as aids assigned by the lecturer stipulating the assignment.

Sect. 9. Combined examinations

A combined examination is defined as an examination made up of two constituent elements, i.e. the student is examined in more than one discipline within the same examination. The rules applying to the examination of each individual discipline stipulate whether the constituent elements will be graded individually or not. If the constituent elements are not graded separately, and if the student does not pass the examination, the student will have to sit for re-examination in both constituent elements. If the constituent elements are graded individually, and if the student does not pass one of them, he or she will have to sit for re-examination in that particular element only.

Sect. 10. Project

Projects include major written assignments (such as the final thesis) in which the student is free to pick, delineate and treat a theme of his or her own choice, subject only to such restrictions as are defined by the nature of the subject field as a whole, and subject to approval by his or her supervisor.

Sect. 11. Internship

Exemption from optional courses can be obtained on the basis of an internship. However, the extent of the internship must correspond to a minimum of 10 ECTS, which means that it must equal a minimum of 8 weeks of full-time stay, i.e. 37 working hours a week.

The following rules for obtaining credit on the basis of an internship apply:

Students who have obtained an internship may apply to the Study Board for credit, clearly stating the study-relevant content of the proposed internship and its relevance in respect of the overall aims of the study program. In addition, the application must contain an approval of the internship by the business enterprise involved.

An agreement is made among the Study Board, the student, and the business enterprise involved, and a supervisor taking responsibility for the content of the internship is appointed among the members of the academic staff.

The supervisor will advise the student to a reasonable extent, defined by the Study Board. Typically, the supervisor will be identical with the examiner of the project related to the internship. Based on a concrete evaluation, in some special cases the Study Board may grant exemption from the rules above.

At the end the internship, the student must hand in to the Study Board a report of 13 to 15 standard pages. The aim of the report is to demonstrate the quality of the subject-specific content of the internship referred to in the application handed in by the student. An examiner will be appointed by the Study Board to assess the report with either a Pass or a Fail. In the event of a Fail marking, no credit will be awarded for the internship.

Sect. 12. Examination form

For some disciplines, the examination form applied in each individual examination term will be announced by the Study Board at the beginning of the semester in question. Paragraph g of the course description of the individual discipline will state whether this applies. The examination form in question will then apply to the ordinary examination period and to the subsequent reexamination period as well (provided the latter examination is held prior to the subsequent ordinary examination).

For the following ordinary term in which the discipline is offered, the Study Board will announce once again which of the relevant forms of examination applies. A student sitting for re-examination together with a new class will be subject to the stipulations laid down by the Board for the ordinary examination term in question, including the stipulations as to the language applied in class and for examinations, cf. Section 17 of Art. 10, as well as to the rules applying to the examination form.

Sect. 13. Written examination

A written examination is a written assignment with a fixed subject, with invigilation present, and either internal or external grading. The rules applying to examination of each discipline will specify whether the examination in question is digital or not.

Sect. 14. Statistical information in connection with written home assignments and projects

The front page of any written assignment or project, including the final thesis, must state

- the total number of characters of the entire assignment
- the total number of standard pages (calculated as the total number of characters divided by 2100, which is the number of characters corresponding to a standard page)

A storage device (USB or CD-Rom) containing an electronic version of the final thesis must be handed in together with the thesis in written form. For any other written assignment, the examiner or the Head of Studies may also demand that an electronic version be submitted.

Sect. 15. Fixed-term home assignment

A fixed-term home assignment is defined as an individual assignment with a fixed or non-fixed subject, handed out by the Study secretariat and subsequently handed in by the student within a fixed time limit. The number of hours or days applying is stated in the course description of the individual discipline. The subject prescribed for the assignment will be within or closely related to the subject areas dealt with in the relevant course.

Sect. 16. Active participation

Unless otherwise stipulated in the examination rules applying to individual subjects, the following rules apply: passing compulsory courses requires active, regular, and satisfactory participation in the course in question on the part of the student. *Active* participation implies participating in all activities related to the course, such as normal preparation for lessons, oral presentations, minor written assignments, etc. *Satisfactory* participation implies that written assignments and oral presentations are assessed with a Pass, and that requirements as to presence, if any, are met by the student. The requirement as to presence may not exceed 80% of the lessons fixed for the course in question.

German as a Foreign Language I

Active participation is defined as a **minimum** of 1 compulsory oral performance and 1 compulsory written assignment per semester. At the beginning of each individual semester, the lecturer will specify the precise minimum requirements.

German as a Foreign Language II

Active participation is defined as a **minimum** of 1 compulsory oral performance per semester. At the beginning of each individual semester, the lecturer will specify the precise minimum requirements.

Danish as a Foreign Language I

Active participation is defined as a **minimum** of 1 compulsory oral performance and 1 compulsory written assignment per semester. At the beginning of each individual semester, the lecturer will specify the precise minimum requirements.

Danish as a Foreign Language II

Active participation is defined as a **minimum** of 1 compulsory oral performance per semester. At the beginning of each individual semester, the lecturer will specify the precise minimum requirements.

Disciplines in which active participation exceeds 1 ECTS per semester

At the beginning of each individual semester, the lecturer will specify the minimum requirements with respect to active participation, including the number of assignments required as well as the length of each assignment.

Further specifications, if any, will be contained in the description of the individual discipline.

- The specification of the nature and extent of active participation for a concrete semester applies to that semester only. The rules applying to re-examination are specified in the curriculum under the description of each individual discipline. For each new semester in which the course is offered, a new specification of the minimum requirements as to active participation will be made by the lecturer, and students who follow the course for re-examination purposes will be subject to the specification applying to the semester in question.

Sect. 17. Languages used in class and for examinations

The general rules applying to examination languages can be found in Art. 11 of the General rules applying to the Humanities at the University of Southern Denmark.

The languages used in class and for examinations are the languages in which the students may be taught and in which examinations may be held, i.e. the language or languages in which the student may write his or her assignment. Danish, German, and English are the languages that may be used in class and for examinations. At the beginning of each semester, the Study Board will announce which language is to be applied for teaching and examination in each individual discipline. The choice of language for teaching and examinations will then apply to the ordinary examination term in question as well as to the subsequent re-examination, provided it is offered prior to the next ordinary examination.

At the beginning of each new semester in which the discipline is offered, the Study Board will again announce which language is to be applied for teaching and exami-

nation. A student sitting for re-examination together with a new class will be subject to the stipulations laid down by the Study Board for the ordinary examination term in question, including the stipulations as to the language applied for teaching and examinations as well as the rules applying to the examination form, cf. Section 12 of Art. 10.

In the language disciplines, the language used for teaching and examinations will be the foreign language in question, i.e. Danish, German, or English.

Sect. 18. Web references in theses and other written home assignments

If reference is made to Web pages in a written assignment, the list of references must comprise the exact URL of the Web page in question as well as the date and time at which the page was accessed.

If material found in Web pages is used as data for analysis purposes, etc., copyright rules must be complied with.

Sect. 19. 7-point grading scale, Pass/Fail

General rules applying to marking can be found in Art. 7 of the General rules applying to the Humanities at the University of Southern Denmark.

In accordance with Sect. 4, Art. 10 of Ministerial Order No. 931 of 5 October 2005 on Parallel Courses and Common Study Programs, the Pass/Fail marking may be applied to more than 1/3 of the ECTS points of the study program.

II. Descriptions of the individual disciplines

Social science disciplines

Art. 11. Strategic Marketing

(Strategisk markedsføring)

(Strategisches Marketing)

a. Number of lessons:

2 lessons per week in the 1st semester.

ECTS weighting: 5 ECTS

b. Aims:

Having participated in the course, the students must be able to:

- delineate and define strategic marketing problems
- investigate, analyze, and solve strategic marketing problems using relevant theories and methodologies of strategic marketing
- systematize complex knowledge and data as well as select and prioritize factors influencing the solution of concrete strategic marketing problems
- perform a critical analysis of the theories and methodologies of the subject field
- apply the concepts of the subject field in a precise, consistent, and appropriate manner
- provide scientifically sound arguments for the proposed solutions of strategic marketing problems
- enter into a subject-specific dialogue based on the appropriate use of the concepts, models, theories, and methodologies of strategic marketing

c. Content:

Strategic marketing is about identifying and dealing with strategic issues in order to be able to manage complex organizations in changeable environments involving various challenges and threats. Thus the students will get acquainted with concepts, theories and methodologies enabling them to identify, analyze, select, and implement strategic marketing strategies in an international context.

Specific themes:

- the concepts of strategy and strategic market planning
- analysis of the environment, including customer and competitor analyses
- business analyses, including portfolio analyses
- types of strategies applied for different market forms
- the creation of strategies under different conditions
- criteria for the choice of strategies
- implementation and revision of strategies
- the process of internationalization and the choice of strategies in different international markets

d. Forms of teaching and learning:

Lectures in English, discussions based on cases, and group activities.

e. Syllabus:

The syllabus applying will be announced by the lecturer

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the written form of examination as well as the academic level to be attained at the 1st semester, the grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences mentioned in Art.1.

g. Examination rules:

Examination form: Individual written examination under invigilation

Duration: 2 hours

Aids: All written aids

Use of computer: See Sect. 4, Art. 10

Grading: External

Marking: 7-point grading scale

ECTS points: 5 ECTS

Art. 12. International Marketing

(International markedsføring)

(Internationales Marketing)

a. Number of lessons:

2 lessons per week in the 2nd semester.

ECTS weighting: 5 ECTS

b. Aims:

The aims of the course are to

- introduce the students to the main concepts of international marketing
- provide the students with an analytic framework enabling them to develop, implement, and control international marketing programs, taking into account global integration as well as national responsiveness

Having participated in the course, the students must be able to:

- understand the fact that a business firm oriented towards global marketing is a firm that is aware of the similarities and differences among various markets
- understand the fact that a genuinely global business firm will not only attempt to create an international marketing strategy involving optimal cross-border marketing practices, but will also seek to be responsive to the needs and wants of local markets
- analyze, select and evaluate approaches that may be taken by firms entering international markets
- understand the motives for deciding to internationalize
- analyze and understand the development of the firm's international competitiveness
- discuss and evaluate the criteria of segmentation applied in the international market selection process (IMS)
- classify market entry modes into various categories
- understand the principles of international sales via agents, business alliances, joint ventures, or subsidiaries
- understand how a firm can achieve international competitiveness via the design and implementation of international marketing programs

c. Content:

The course is structured in accordance with the following five major management decisions connected with the international marketing process:

1. Deciding whether to internationalize or not

- Motives (proactive and reactive) for starting to export
- Triggers of export initiation
- Export barriers and risks
- International competitiveness

2. Deciding which markets to enter

- Description and evaluation of the international environment (from a political, economic, and cultural point of view)
- Deciding which foreign markets are the most attractive to the firm's product or service
- Preliminary screening
- Analysis of market potential
- Evaluating company sales potential
- Choice of market expansion strategies: incremental versus simultaneous entry

3. Deciding how to enter foreign markets

- Models describing the choice of entry mode
- Classification of entry modes: export, intermediate, and hierarchical modes
- Export modes: distributors, agents, piggy back, and export management company
- Intermediate modes: licensing, franchising, and joint ventures
- Hierarchical modes: subsidiaries (acquisition or greenfield investment)
- The internet as a mode of entry

4. Designing the international marketing program

- Product/services decisions
- Pricing decisions and terms of doing business
- Distribution decisions (international retailing)
- Communication decisions (promotion strategies)

5. Implementing and coordinating the international marketing program

- International (cross-cultural) sales negotiations
- Global Account Management (GAM)
- Transfer of knowledge and best practices from one market to another
- International business ethics
- Transnational bribery
- Developing a global marketing plan

d. Forms of teaching and learning:

Lectures combined with discussions of cases presented by students. The language used in class is English.

e. Syllabus:

The syllabus applying will be announced by the lecturer

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination as well as the academic level to be attained at the 2nd

semester, the grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences mentioned in Art.1.

g. Examination rules:

At the beginning of the semester, the Study Board will announce its decision as to which of the following 2 examination forms will be applicable:

1)

Examination form: Individual written examination under invigilation

Duration: 4 hours

Aids: All written aids

Use of computer: See Sect. 4, Art. 10

Grading: External

Marking: 7-point grading scale

ECTS points: 5 ECTS

2)

Examination form: Fixed-term home assignment without a fixed subject (48 hours)

More than one student contributing: No

Number of pages per student: 7 - 13 standard pages

Grading: External

Marking: 7-point grading scale

ECTS points: 5 ECTS

Art. 13. Comparative Economic Systems

(Komparative økonomiske systemer)

(Wirtschaftssysteme im Vergleich)

a. Number of lessons:

3 lessons per week in the 1st semester.
ECTS weighting: 10 ECTS

b. Aims:

The overall purpose of the course is to give the students an in-depth understanding of the processes of regionalization and globalization in the international economic system. The purpose of the second module is to provide the students with analytical skills enabling them to solve economic or business problems in a specific political or economic environment.

Having participated in the course, the student must be able to:

- structure the topic chosen and write a research paper/seminar assignment in accordance with the structure in question
- provide a multi-faceted and comprehensive presentation of the topic
- analyze the topic and compare and relate it to empirical examples as well as to the relevant theoretical conceptual apparatus
- provide a critical assessment of results and findings as well as of the methods applied
- demonstrate the ability to apply empirical and abstract concepts to a specific problem

c. Content:

- comparative economic systems analysis
- the concept of competitiveness
- comparative analysis of competitiveness
- frameworks for regional economic integration
- theories of economic integration
- common policies of the EU
- regional economic integration and the international trading system
- regional and sectorial studies, e.g. business development programs

The main focus is on economic aspects (i.e. trade, FDI, and economic issues) and their importance for macroeconomic policy coordination as well as for the international economy. The course is divided into two modules.

The first module provides the students with a background for understanding the process of European integration resulting from changes in the regional economic system in a global perspective. The second module is dedicated to individual research based studies of a specific topic, using the tools and methodologies introduced in the first module.

d. Forms of teaching and learning:

Lectures, seminars including discussions, and students' presentations of synopses for their seminar assignments. The individual student's synopsis must be presented for discussion prior to his or her handing in the final assignment. The language applied in class is English.

e. Syllabus:

The syllabus applying will be announced by the lecturer

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination as well as the academic level to be attained at the 1st semester, the grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences mentioned in Art.1.

- g. Examination form:** Home assignment with or without a fixed subject, written in English, German, or a Scandinavian language. The lecturer will decide and announce at the beginning of the semester whether the assignment must have a fixed subject or not.

Number of pages: 1 student: minimum 18, maximum 22 standard pages

2 students: minimum 28, maximum 32 standard pages

More than one student contributing: Yes - a maximum of 2 students per group. Individual marking in accordance with Art. 10 of the General rules applying to the Humanities at the University of Southern Denmark

Grading: External

Marking: 7-point grading scale

ECTS points: 10 ECTS

Art. 14. Social Research and Methodology

(Samfundsvidenskabelig metode og analyse)

(Sozialwissenschaftliche Methoden und Analysen)

a. Number of lessons:

2 lessons per week in the 2nd semester.

ECTS weighting: 5 ECTS

b. Aims:

The overall goal of the course is to enable the students to manage the process of designing and accomplishing a scientific study from problem statement to implementation of results.

In addition to managing this process, the students should acquire knowledge of pre-conditions and implications of choices made at the ontological, the epistemological, and the methodological level in the production of knowledge, thus enabling them to carry out scientific studies, understand other studies, and remain critical towards preconditions, methodologies, and results.

Specific aims:

Having participated in the course, the students must be able to:

- identify and define a relevant social science research problem
- examine, analyse and solve subject-specific problems applying appropriate social science theories and methods
- reason on a scientifically sound basis
- solve problems in a clearly focused and coherent way
- critically assess the sources applied and document them by means of references, notes, and a bibliography
- engage in cooperation with others, showing ability to receive criticism of their own contributions as well as to criticize the contributions of others in a constructive way
- systematize complex knowledge and data, performing a discriminative choice of aspects essential to the problem in hand
- apply written and/or oral language in a precise and consistent manner relevant to the topic in hand
- apply information technology as a tool for information search as well as for oral and written communication

General aims:

In addition, the students must be able to:

- conduct in-depth analyses on the basis of conventional models
- acquire thorough knowledge and understanding of conventional models within the academic specialisation of the Master program

c. Content:

An introduction to philosophy of science and research methodologies and to how they provide a framework for understanding various methodological approaches, including:

- an overview of philosophy of science and its paradigms
- the significance of paradigms for the choice of research methods
- introduction to essential research methods
- the governing role of paradigms in the choice of study design
- validity and reliability
- collection of qualitative data
- introduction to techniques of qualitative data analysis
- the case study as a research strategy

d. Forms of teaching and learning:

Discussions based on students' presentations. During the course, the students will prepare and present concrete tentative study designs based on various philosophy of science approaches

e. Syllabus

The syllabus applying will be announced by the lecturer

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination as well as the academic level to be attained at the 2nd semester, the grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences mentioned in Art.1., in particular competences 7, 11, 13, and 15.

g. Examination rules:

Home assignment designed to initiate the student's methodological reflections in connection with the preparation of his or her final thesis in the 4th semester, cf. Art. 26.

Examination form: Individual home assignment without a fixed subject

Number of pages: minimum 25, maximum 30 standard pages

Grading: Internal, 1 examiner

Marking: 7-point grading scale

ECTS points: 5 ECTS

Profiling disciplines

The student must choose one of the following 5 profiles - each profile counting 10 ECTS:

- Social science profile: Strategic Management – lectures (Art. 15A) + Strategic Management – cases (Art. 15B)
- Social science profile: Media Management Basics (Art. 16)
- Social science profile: Human Resource Management (Art. 17A) + Industrial Relations: An international perspective (Art. 17B)
- Social science profile: Consumer Marketing (Art. 18A) + Business Marketing (Art. 18B)
- Humanities profile: Foreign language II (oral proficiency) (Art. 19. German / Art. 20. Danish / Art. 21. English – oral proficiency)

See also the description of the structure of the study program in Art. 2

Each of the profiles available within the social science area not chosen by the student may be taken as optional courses instead.

Art. 15A. Strategic Management – lectures

(Strategisk management - forelæsning)

(Strategisches Management – Vorlesung)

This discipline must be taken at the UF. Teaching and examination is offered according to the description below.

a. Number of lessons:

3 lessons per week in the 2nd semester.

ECTS weighting: 5 ECTS

b. Aims:

The aims of the course are to provide the students with in-depth basic understanding of the factors determining the form of organization as well as the success of business firms, such as customers, competitors, technology, or increasing globalization. In order to survive in this competitive environment, business firms must constantly consider and adapt their behavior as well as their relationships with major customers. The course will focus on the decisions that have to be made by a business firm in order to obtain competitive advantages over its competitors, such as entering a new market or lowering or raising prices. Further, the reactions to those decisions on the part of competitors as well as the influence exerted by external factors will be dealt with.

Having participated in the course, the students must be able to:

- understand and analyze the influence exerted by various factors on the success of an industry or business firm, which includes the ability to ana-

lyze the external environment as well as the internal resources of business firms

- analyze the functions and opportunities offered by the top and middle management of business firms
- analyze and initiate decisions made by business firms
- develop business and competitive strategies

c. Contents:

- basic strategic management
- theoretical schools of strategic management
- industrial economics and tools of factor analysis
- tools of business analysis
- Corporate Social Responsibility and Competitive Advantage
- value increment and competitive advantages
- Strategic Management and technological competition
- competitive and business strategies

d. Forms of teaching and learning:

Lectures, cases, and discussions. The language used in class is English.

e. Syllabus:

The syllabus applying will be announced by the lecturer.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination and the academic level to be attained after the 2nd semester, the marking will express whether or not the student's performance meets the requirements specified under b (Aims) and whether or not the student possesses the general competences mentioned in Art.1.

g. Examination rules:

At the beginning of the semester, the Study Board will announce its decision as to which of the following 2 examination forms will be applicable:

1)

Examination form: Active participation, see Sect. 16, Art.10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS weighting: 5 ECTS

Re-examination: Home assignment with a fixed time limit: 2 weeks after the end of the semester, at the latest, the lecturer presents a 7-day assignment to be handed in by the student 7 days after presentation, at the latest. The assignment will be identical for all those who have registered for the re-examination. The subject of the assignment must relate to the syllabus of the semester in question.

2)

Examination form: Individual written examination under invigilation

Duration: 2 hours

Examination aids: none

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS weighting: 5 ECTS

Art. 15B. Strategic Management – cases

(Strategisk Management – cases)

(Strategisches Management – Cases)

This discipline must be taken at the UF. Teaching and examination is offered according to the description below.

a. Number of lessons:

2 lessons per week in the 2nd semester.

ECTS weighting: 5 ECTS

b. Aims:

The aim of the course is to focus on the practical application of the theories introduced in the discipline Strategic management – lectures (Art. 15A). Having participated in the course, the students must be able to:

- apply the models of analysis and the theories introduced during the lectures (cf. Art. 15A, Strategic Management – lectures)
- analyze problems based on authentic or semi-authentic cases
- provide recommendations for action and find solutions to a variety of problems

c. Content:

Via intensive analysis and discussion of cases, the students learn to recognize and understand business issues. The cases discussed during the course will have different themes:

- cases on various issues related to topics introduced during lectures, including business strategies and analyses of various lines of business (cf. Art. 15A, Strategic Management – lectures)
- Harvard Business School cases

d. Forms of teaching and learning:

Cases and discussions. The students will prepare the discussions in groups as part of their active participation in the course. The language used in class is English.

e. Syllabus:

The syllabus applying will be announced by the lecturer.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination as well as the academic level to be attained at the 2nd semester, the marking will express whether or not the student's performance meets the requirements specified under b (Aims) and whether or not the student possesses the general competences mentioned in Art.1.

g. Examination rules:

Examination form: Active participation, cf. Section 16, Art. 10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 5 ECTS

Re-examination: Fixed-term home assignment with a fixed subject. 2 weeks after the end of the semester, at the latest, the lecturer presents a 7 day assignment to be handed in by the student 7 days after presentation, at the latest. The assignment will be identical for all students who have registered for the re-examination. The subject of the assignment must be related to the syllabus of the semester in question.

Art. 16. Media Management Basics

(Grundlæggende mediemanagement)

(Gundlegendes Medienmanagement)

This discipline must be taken at the UF. Teaching and examination is offered according to the description below.

a. Number of lessons:

3 lessons for lectures plus 2 lessons for exercises per week in the 2nd semester.

ECTS weighting: 10 ECTS

b. Aims:

See the German *Modulhandbuch für Masterstudiengang International Management*

c. Content:

See the German *Modulhandbuch für Masterstudiengang International Management*

d. Forms of teaching and learning:

Lectures and exercises combined with discussions, cases, and participation in "Google Online Marketing Challenge". The language used in class is English

e. Syllabus:

The syllabus applying will be announced by the lecturer.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination as well as the academic level to be attained at the 2nd semester, a grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences mentioned in Art.1. The marking Pass/Fail will indicate whether or not, from a general point of view, the student possesses the general and discipline-specific competences to a satisfactory degree.

g. Examination rules:

The student must pass both examinations described below:

Examination form: Active participation, cf. definitions in Sect. 16, Art. 10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 3 ECTS

Re-examination: Fixed-term home assignment with a fixed subject. 2 weeks after the end of the semester, at the latest, the lecturer presents a 7 day assignment to be handed in by the student 7 days after presentation, at the latest.

The assignment will be identical for all students who have registered for the re-examination. The subject of the assignment must be related to the syllabus of the semester in question.

Examination form: Individual written examination under invigilation

Duration: 1.5 hours

Examination aids: None (apart from dictionaries)

Use of computer: See Sect. 4, Art. 10

Grading: Internal, 1 examiner

Marking: takes place according to the German grading scale, the grade being recorded as either Pass or Fail.

ECTS weighting: 7 ECTS

Art. 17A. Industrial Relations: An International Perspective

(Industrielle relationer i et internationalt perspektiv)

(Institutionelle Rahmenbedingungen: Arbeitsbeziehungen)

This discipline must be taken at the UF. Teaching and examination is offered according to the description below.

a. Number of lessons:

2 lessons per week in the 1st semester.

ECTS weighting: 5 ECTS

b. Aims:

See the German *Modulhandbuch für Masterstudiengang International Management*

c. Content:

See the German *Modulhandbuch für Masterstudiengang International Management*

d. Forms of teaching and learning:

Lectures plus exercises. The language used in class is English.

e. Syllabus:

The syllabus applying will be announced by the lecturer.

e. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the academic level to be attained at the 1st semester, the marking Pass/Fail will indicate whether or not, from a general point of view, the student possesses the general and discipline-specific competences to a satisfactory degree.

f. Examination rules:

Examination form: Active participation, cf. definitions in Sect. 16, Art. 10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 5 ECTS

Re-examination: Fixed-term home assignment with a fixed subject. 2 weeks after the end of the semester, at the latest, the lecturer presents a 7 day assignment to be handed in by the student 7 days after presentation, at the latest. The assignment will be identical for all students who have registered for the re-examination. The subject of the assignment must be related to the syllabus of the semester in question.

Art. 17B. Human Resource Management

(Human Resource Management)

(Human Resource Management)

This discipline must be taken at the UF. Teaching and examination is offered according to the description below.

a. Number of lessons:

2 lessons for lectures plus 2 lessons for exercises per week in the 2nd semester.

ECTS weighting: 5 ECTS

b. Aims:

See the German *Modulhandbuch für Masterstudiengang International Management*

c. Content:

See the German *Modulhandbuch für Masterstudiengang International Management*

d. Forms of teaching and learning:

Lectures plus exercises. The language used in class is English.

e. Syllabus:

The syllabus applying will be announced by the lecturer.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the academic level to be attained at the 2nd semester, the marking Pass/Fail will indicate whether or not, from a general point of view, the student possesses the general and discipline-specific competences to a satisfactory degree.

g. Examination rules:

Examination form: Active participation, cf. definitions in Sect. 16, Art. 10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 5 ECTS

Re-examination: Fixed-term home assignment with a fixed subject. 2 weeks after the end of the semester, at the latest, the lecturer presents a 7 day assignment to be handed in by the student 7 days after presentation, at the latest. The assignment will be identical for all students who have registered for the re-examination. The subject of the assignment must be related to the syllabus of the semester in question.

§ 18A. Consumer Marketing
(Forbrugerrettet markedsføring)
(Verbrauchermarketing)

a. Number of lessons:

2 lessons per week in the 1st semester.
ECTS weighting: 5 ECTS

b. Aims:

Having participated in the course, the students must be able to:

- define and delineate a consumer marketing problem in a company or organization
- examine, analyze and solve a consumer marketing problem applying relevant theories and methods
- systematize complex knowledge and data about consumer behavior as well as select and prioritize circumstances that are essential to the solution of a specific consumer marketing problem
- evaluate different consumer marketing theories and methods in a critical way
- use consumer marketing concepts in a precise, consistent, and appropriate way
- argue for the solution of a consumer marketing problem on a valid scientific basis
- participate in a subject-related dialogue based on the appropriate use of essential consumer marketing concepts, models, theories, and methods.

c. Content:

In the course, the special problems related to strategic marketing decision-making in companies serving the final consumers are highlighted, e.g. problems related to segmentation, differentiation, and positioning as well as to the implementation of a selected marketing strategy. These problems are outlined, defined and understood on the basis of an introduction to the most recent scientific knowledge of consumer behavior, including knowledge of consumers' product interpretation, information-processing, and decision-making based on individual characteristics as well as on influence exerted by relevant social groups and culture at large.

Specific themes

1. affect, cognition and behavior
2. product knowledge and involvement
3. awareness, comprehension, attitudes and buying intentions
4. decision-making and problem-solving
5. customer value and satisfaction
6. influence exerted by families, reference groups, and culture
7. segmenting consumer markets, targeting and positioning
8. product and distribution strategy
9. price strategy and consumer marketing communication

g. Forms of teaching and learning:

Lectures, presentations, and discussions in class.

e. Syllabus:

The syllabus applying will be announced by the lecturer.

h. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of written examination as well as the academic level to be attained at the 1st semester, the grade will express the degree to which the student's performance meets the requirements specified under b (Aims).

g. Examination rules:

Examination form: Individual written examination under invigilation

Duration: 2 hours

Aids: All written aids

Use of computer: See Sect. 4, Art. 10

Grading: Internal, 1 examiner

Marking: 7-point grading scale

ECTS points: 5 ECTS

§ 18B. Business Marketing

(Business Marketing)

(Business Marketing)

a. Number of lessons:

2 lessons per week in the 2nd semester.

ECTS weighting: 5 ECTS

b. Aims:

The objective of the course is to provide the students with an overall knowledge of the special conditions applying to the industrial market. Having participated in the teaching activities, the students should be able to:

- define and delimit a business marketing problem in a company or organization
- examine, analyze and solve a business marketing problem, applying relevant theories and methods
- evaluate different business marketing theories and methods in a critical way
- apply business marketing concepts in a precise, consistent, and appropriate way
- participate in a subject-related dialogue based on appropriate use of central business marketing concepts, models, theories, and methods
- develop theoretically based guidelines as well as practice-oriented management concepts

c. Content:

As opposed to the consumer market, the industrial market is characterized by a higher degree of formalization of buying decision process. In order to enable them to develop appropriate strategies and combinations of parameters, the students are provided with in-depth knowledge of issues related to the buying behavior and buying decisions of industrial enterprises.

Specific themes:

- special characteristics of the industrial market
- the buying behavior of organizations
- collaboration and strategy
- segmentation
- interaction, selling behavior, and communication

d. Forms of teaching and learning:

Lectures, presentations by students, discussions, cases, etc. The language used in class is English.

e. Syllabus:

The syllabus applying will be announced by the lecturer.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination and the academic level to be attained at the 2nd semester, the grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences mentioned in Art.1, in particular competences 7, 9, and 11-14.

g. Examination rules:

At the beginning of the semester, the Study Board will announce its decision as to which of the following 2 examination forms will apply:

1)

Examination form: Individual home assignment with a non-fixed subject

Number of pages (excl. enclosures): 13-17 standard pages

Grading: Internal, 1 examiner

Marking: 7-point grading scale

ECTS weight: 5 ECTS

2)

Examination form: Individual written examination under invigilation

Duration: 4 hours

Aids: All written aids

Use of computer: See Sect. 4, Art. 10

Grading: Internal, 1 examiner

Marking: 7-point grading scale

ECTS points: 5 ECTS

Humanities disciplines - Foreign languages

Every student must choose a Foreign language I equaling 15 ECTS (oral + written proficiency)

In addition, the student must choose one of the following 4 profiles - each equaling 10 ECTS:

- Social science profile: Strategic Management – lectures (Art. 15A) + Strategic Management – cases (Art. 15B)
- Social science profile: Media Management Basics (Art. 16)
- Social science profile: Industrial Relations: An international perspective (Art. 17A) + Human Resource Management (Art. 17B)
- Social science profile: Consumer Marketing (Art. 18A) + Business Marketing (Art. 18B)
- Humanities profile: Foreign language II (oral proficiency) (Art. 19. German / Art. 20. Danish / Art. 21. English – oral proficiency).

See also the description of the structure of the study program in Art. 2

Art. 19. German

(Tysk)

(Deutsch)

This discipline is offered to students who have chosen German as their Foreign language I or II.

- Students who have chosen **German** as their **Foreign language I** must take the full examination, i.e. oral as well as written proficiency, equaling 15 ECTS
- Students who have chosen **German** as their **Foreign language II** must pass the oral part of the examination, equaling 10 ECTS

a. Number of lessons:

3 lessons per week in the 1st semester, 4 lessons per week in the 2nd semester

German as a Foreign Language I equals 15 ECTS (oral AND written)

German as a Foreign Language II equals 10 ECTS (oral)

b. Aims:

Having participated in the course, the students must be able to:

- communicate subject-specific knowledge in an independent and reflected way, using oral and written German with a high degree of grammatical, idiomatic, and phonetic correctness
- retrieve relevant knowledge and apply it using an adequate methodology for analysis and knowledge communication purposes
- conceive and write texts in German for various communicative purposes

c. Contents

In the 1st semester, the focus is on letting the students work with various elements of text linguistics and text analysis in order to raise their linguistic awareness, orally as well as in writing; this involves working with texts dealing with current themes of the public debate on social and cultural issues. The students must be able to master the formal linguistic and content-related aspects of written LSP texts at an advanced level, as well as be able to analyze such texts. In addition, the students will be given an essential recent novel by an author belonging to the German-speaking area to read in German in order to provide them with a deeper understanding of the German-speaking area.

The genre dealt with in the 2nd semester is business communication, orally as well as in writing. Using authentic textual material, the students are introduced to principles applying to the textual structures of various forms of business communication. In order to strengthen their written proficiency, the students are taught to conceive and write business communication texts of their own. In order to strengthen their oral proficiency, the students are introduced to various scenarios and role plays related to business communication. They are also taught how to conduct concrete negotiations, including analysis of the negotiation situation, actual negotiations, countering objections, and concluding negotiations (involving minute-taking, note-taking, and follow-up). Finally, the pragmatics of the target language is dealt with, including the use of typical registers as well as culture-specific forms of oral discourse.

d. Forms of teaching and learning:

Class teaching, exercises, group activities, student introductions to debates, discussions, summaries, lectures, and E-learning.

e. Syllabus:

The syllabus applying will be announced by the lecturer.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination as well as the academic level to be attained, a grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences mentioned in Art.1, in particular competences 1-3, 5-8, and 10-12. The marking Pass/Fail will indicate whether or not, from a general point of view, the student possesses the general and discipline-specific competences to a satisfactory degree.

g. Examination rules:

Students who have chosen **German** as their **Foreign language I** must pass the 6 examinations described below (3 oral and 3 written), equaling a total of 15 ECTS.

Students who have chosen **German** as their **Foreign language II** must pass 3 oral examinations, equaling a total of 10 ECTS.

ORAL PROFICIENCY (10 ECTS in total):

1st SEMESTER:

Examination form: Active participation in the 1st semester, cf. the definitions in Sect. 16, Art. 10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 1 ECTS

Re-examination: 6 weeks after the end of the semester, at the latest, the lecturer will present an assignment on a particular day (e.g. Monday), which assignment the student must prepare and present orally on the following day (e.g. Tuesday). The assignment will be identical for all students who have registered for the re-examination. Length of the oral presentation: 20 minutes. The subject of the assignment must relate to the syllabus of the semester in question.

Active participation as described above is a prerequisite to registering for the oral examination after the 2nd semester.

2nd SEMESTER:

Examination form: Active participation in the 2nd semester, cf. the definitions in Sect. 16, Art.10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 1 ECTS

Re-examination:

6 weeks after the end of the semester, at the latest, the lecturer will present an assignment on a particular day (e.g. Monday), which assignment the student must prepare and present orally on the following day (e.g. Tuesday). The assignment will be identical for all those who have registered for the re-examination. Length of the oral presentation: 20 minutes. The subject of the assignment must relate to the content of the semester in question.

Active participation as described above is a prerequisite to registering for the oral examination after the 2nd semester.

Examination form: Individual oral examination at the end of the 2nd semester

Duration per student: 40 minutes including grading

Time for preparation: 40 minutes

Examination aids: German-German dictionaries. The student is allowed to bring notes prepared during the preparation time for the oral examination

Grading: External

Marking: 7-point grading scale. The grade received will reflect the linguistic and the content-related aspects of the student's performance to the same degree. In case either the linguistic or the content-related aspect receives a non-Pass grade, the entire examination has not been passed, and the student must sit for re-examination.

ECTS points: 8 ECTS

The examination comprises two elements: 1) answering questions related to the course syllabus and 2) reading and answering questions related to a maximum of 3 unseen texts of a maximum total length of 3 standard pages. Each of the two elements has a duration of 20 minutes. The unseen texts do not have to bear any relation to the course syllabus.

WRITTEN PROFICIENCY (5 ECTS in total):

1st SEMESTER:

Examination form: Active participation in the 1st semester, cf. the definitions in Sect. 16, Art. 10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 0.5 ECTS

Re-examination: Home assignment with a fixed time limit: 2 weeks after the end of the semester, at the latest, the lecturer presents a 24-hour-assignment to be handed in by the student 24 hours after presentation, at the latest. The assignment will be identical for all students who have registered for the re-examination. The subject of the assignment must be related to the syllabus of the semester in question.

Active participation as described above is a prerequisite to registering for the written examination after the 2nd semester.

2nd SEMESTER:

Examination form: Active participation in the 2nd semester, cf. the definitions in Sect. 16, Art. 10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 0.5 ECTS

Re-examination: Home assignment with a fixed time limit: 2 weeks after the end of the semester, at the latest, the lecturer presents a 24-hour-assignment to be handed in by the student 24 hours after presentation, at the latest. The assignment will be identical for all those who have registered for the re-examination. The subject of the assignment must be related to the syllabus of the semester in question.

Active participation as described above is a prerequisite to registering for the written examination after the 2nd semester.

Examination form: Individual written assignment with a fixed subject under invigilation after the 2nd semester

Duration: 5 hours

Examination aids: All

Use of computer: See Sect. 4, Art. 10

Grading: External

Marking: 7-point grading scale. The grade received will reflect the linguistic and the content-related aspects of the student's performance to the same degree. In case either the linguistic or the content-related aspect receives a non-Pass grade,

the entire examination has not been passed, and the student must sit for re-examination.

ECTS points: 4 ECTS

The examination questions must be related to the syllabus of the discipline Foreign language I - German.

Art. 20. Danish

(Dansk)

(*Dänisch*)

This discipline is offered to students who have chosen Danish as either their Foreign language I or II.

- Students who have chosen **Danish** as their **Foreign language I** must take the full examination, i.e. oral as well as written proficiency, equaling 15 ECTS
- Students who have chosen **Danish** as their **Foreign language II** must pass the oral part of the examination, equaling 10 ECTS

a. Number of lessons:

3 lessons per week in the 1st semester, 4 lessons per week in the 2nd semester

Danish as a Foreign Language I equals 15 ECTS (oral AND written)

Danish as a Foreign Language II equals 10 ECTS (oral)

b. Aims:

Having participated in the course, the students must be able to:

- communicate subject-specific knowledge in an independent and reflected way, applying oral and written Danish with a high degree of grammatical, idiomatic, and phonetic correctness
- retrieve relevant knowledge and apply it using an adequate methodology for analysis and knowledge communication purposes
- conceive and write texts in Danish for various communicative purposes

c. Contents

In the 1st semester, the focus is on letting the students work with various elements of text linguistics and text analysis in order to raise their linguistic awareness, orally as well as in writing; this involves description and analysis of written Danish LSP. The students must be able to master the formal linguistic and content-related aspects of LSP texts at an advanced level, as well as be able to analyze such texts. An introduction is given to reading comprehension of Norwegian Bokmål together with a brief introduction to the history of the Scandinavian languages. In addition, the students will be given an essential recent novel by a Danish (or other Scandinavian language) author to read in Danish in order to provide them with a deeper understanding of the Danish-speaking area in a broad sense.

The genre dealt with in the 2nd semester is business communication, orally as well as in writing. Using authentic textual material, the principles applying to the textual structures of various forms of business communication are introduced. In order to strengthen their written proficiency, the students are taught to conceive and write business communication texts of their own. In order to strengthen their oral proficiency, the students are introduced to various scenarios and role plays related to business communication. They are also taught how to conduct concrete negotiations, including analysis of the negotiation situation, actual negotiations, countering objections, and concluding negotiations (involving minute-taking, note-taking, and

follow-up). Finally, the pragmatics of the target language is dealt with, including the use of typical registers as well as culture-specific forms of oral discourse.

A brief introduction is given to reading comprehension of Swedish. Themes of the current public debate on social and cultural matters may be introduced.

d. Forms of teaching and learning:

Class teaching, exercises, group activities, student introductions to debates, discussions, summaries, lectures, and E-learning.

e. Syllabus:

The syllabus applying will be announced by the lecturer.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination as well as the academic level to be attained, a grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences mentioned in Art.1, in particular competences 1-3, 5-8, and 10-12. The marking Pass/Fail will indicate whether or not, from a general point of view, the student possesses the general and discipline-specific competences to a satisfactory degree.

g. Examination rules:

Students who have chosen **Danish** as their **Foreign language I** must pass the 6 examinations described below (3 oral and 3 written), equaling a total of 15 ECTS.

Students who have chosen **Danish** as their **Foreign language II** must pass 3 oral examinations, equaling a total of 10 ECTS.

ORAL PROFICIENCY (10 ECTS in total):

1st SEMESTER:

Examination form: Active participation in the 1st semester, cf. the definitions in Sect. 16, Art. 10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 1 ECTS

Re-examination: 2 weeks after the end of the semester, at the latest, the lecturer will present an assignment on a particular day (e.g. Monday), which assignment the student must prepare and present orally on the following day (e.g. Tuesday). The assignment will be identical for all students who have registered for the re-examination. Length of the oral presentation: 20 minutes. The subject of the assignment must be related to the syllabus of the semester in question.

Active participation as described above is a prerequisite to registering for the oral examination after the 2nd semester.

2nd SEMESTER:

Examination form: Active participation in the 2nd semester, cf. the definitions in Sect. 16, Art.10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 1 ECTS

Re-examination: 2 weeks after the end of the semester, at the latest, the lecturer will present an assignment on a particular day (e.g. Monday), which assignment the student must prepare and present orally on the following day (e.g. Tuesday). The assignment will be identical for all those who have registered for the re-examination. Length of the oral presentation: 20 minutes. The subject of the assignment must relate to the content of the semester in question.

Active participation as described above is a prerequisite to registering for the oral examination after the 2nd semester.

Examination form: Individual oral examination at the end of the 2nd semester

Duration per student: 40 minutes including grading

Time for preparation: 40 minutes

Examination aids: Danish-Danish dictionaries. The student is allowed to bring notes prepared during the preparation time for the oral examination

Grading: External

Marking: 7-point grading scale. The grade received will reflect the linguistic and the content-related aspects of the student's performance to the same degree. In case either the linguistic or the content-related aspect receives a non-Pass grade, the entire examination has not been passed, and the student must sit for re-examination.

ECTS points: 8 ECTS

The examination comprises two elements: 1) answering questions related to the course syllabus and 2) reading and answering questions related to a maximum of 3 unseen texts of a maximum total length of 3 standard pages. Each of the two elements has a duration of 20 minutes. The unseen texts do not have to be related to the course syllabus.

WRITTEN PROFICIENCY (5 ECTS in total):

1st SEMESTER:

Examination form: Active participation in the 1st semester, cf. the definitions in Sect. 16, Art. 10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 0.5 ECTS

Re-examination: Home assignment with a fixed time limit: 2 weeks after the end of the semester, at the latest, the lecturer presents a 24-hour-assignment to be handed in by the student 24 hours after presentation, at the latest. The assignment will be identical for all students who have registered for the re-examination. The

subject of the assignment must be related to the syllabus of the semester in question.

Active participation as described above is a prerequisite to registering for the written examination after the 2nd semester.

2nd SEMESTER:

Examination form: Active participation in the 2nd semester, cf. the definitions in Sect. 16, Art. 10

Grading: Internal, 1 examiner

Marking: Pass/Fail

ECTS points: 0.5 ECTS

Re-examination: Home assignment with a fixed time limit: 2 weeks after the end of the semester, at the latest, the lecturer presents a 24-hour-assignment to be handed in by the student 24 hours after presentation, at the latest. The assignment will be identical for all students who have registered for the re-examination. The subject of the assignment must be related to the syllabus of the semester in question.

Active participation as described above is a prerequisite to registering for the written examination after the 2nd semester.

Examination form: Individual written assignment with a fixed subject under invigilation after the 2nd semester

Duration: 5 hours

Examination aids: All

Use of computer: See Sect. 4, Art. 10

Grading: External

Marking: 7-point grading scale. The grade received will reflect the linguistic and the content-related aspects of the student's performance to the same degree. In case either the linguistic or the content-related aspect receives a non-Pass grade, the entire examination has not been passed, and the student must sit for re-examination.

ECTS points: 4 ECTS

The examination questions must be related to the syllabus of the discipline Foreign language I - Danish.

Art. 21. English, Oral proficiency
(*Engelsk, mundtlig sprogfærdighed*)
(*Englisch, Mündlich*)

- **Law, legal terminology, and legal language use**
(*Engelsk juridisk sprogbrug*)
(*Recht, juristische Terminologie*)
- **Global Politics and Economics**
(*Global politik og økonomi*)
(*Globale Politik und Wirtschaft*)

The discipline will be offered to students who have chosen English as their Foreign Language I or II

- a. Number of lessons:**
2 lessons per week in the 1st semester (Law, legal terminology, and legal language use)
ECTS points: 5 ECTS
- 2 lessons per week in the 2nd semester (Global politics and economics)
ECTS points: 5 ECTS

b. Aims:

1st semester / Law, legal terminology, and legal language use

Overall aims:

The students must be able to understand and analyze legal issues, particularly issues related to business contracts, agencies, single proprietorships, ordinary and limited partnerships, and limited companies, as well as the concept of liability and the amount of liability incurred when entering into contracts or engaging in relations out of contract.

Aims - Knowledge:

The students must acquire

- detailed knowledge of selected areas of Anglo-Saxon law, primarily British business law, as well as the ability to apply that knowledge
- detailed knowledge of the conceptual framework of the selected areas

Aims – Analysis:

The students must be able to:

- analyze a variety of situations involving legal issues related to the subject areas mentioned above, and occurring in connection with negotiations in a business context
- analyze and understand the legal content and implications of frequently occurring legal documents such as agency contracts, articles of incorporation, articles of association, contracts of employment, etc.

Aims – Assessment:

The students must be able to:

- carry out overall assessments of business transactions from a legal point of view

Aims – Practical abilities:

The students must be able to:

- apply the knowledge acquired in business contexts, such as negotiations involving legal issues
- apply legal terminology in practice in a correct and consistent way

2nd semester / Global politics and economics:

Overall aims:

The students must be able to:

- apply the knowledge acquired in the discipline 'Global politics and economics' for analysis purposes, and be prepared to act in business contexts, such as negotiations taking place in different countries or in international contexts, involving participants from different countries and different cultural backgrounds, and in which familiarity with the political and economic systems of individual countries as well as with the relations of power of such countries vis-à-vis the surrounding world is of essential importance;
- act as 'global' managers who are able to cope and obtain results in international contexts, applying the knowledge they have acquired

Aims - Knowledge:

- providing the students with insights into a variety of areas that are relevant to conducting business in an international context
- extending the knowledge of American and British society and of the European Union acquired by the students at BA level
- enabling the students to combine their knowledge with the one they have acquired in the other disciplines
- providing the students with in-depth knowledge of the terminology applied in political science and economics in order to enable them to engage effortlessly in negotiations, debates, and case management in national as well as international business enterprises, institutions, and organizations
- providing the students with insight into the interrelations among micro-economic units, macroeconomics, and global economic factors.

Aims – Analysis:

The students must be capable of analyzing national, regional, and international events and issues as well as of applying the results of their analyses in a business context.

Aims – Assessment:

The students must be able to apply their knowledge for assessing the potential consequences of geopolitical and geo-economic events and trends.

Aims – Practical abilities:

The students must be capable of applying their knowledge in practical contexts, such as negotiations in international settings, in which they must be able to combine their knowledge with their linguistic competences in order to analyze and assess concrete situations and to make well-founded decisions on this background.

c. Content:

1st semester / Law, legal terminology, and legal language use:

This module is based on legal textbook material, Law Reports, legal documents, and case studies. The main subject areas include: sources of law, the court system, criminal and civil law, rules governing burden of proof, case law, the legal profession, introductory contract law, introductory law of torts, vicarious liability, forms of business organization including single proprietorships, ordinary and limited partnerships, and limited companies, registration of limited companies, stock exchange listing of companies, the issue of shares and debentures, the rights and obligations of boards of directors, capital increase, and agency.

2nd semester / Global politics and economics:

This module focuses on political science documents and recently published articles, dealing with subjects such as polity, national states and nations, theories of balance of power from Machiavelli to the present day, Realism and Liberalism, the Enlightenment, global balance of power issues before and after World War II, the Cold War, the post 9/11 age, classical economic theories such as those of Thomas Malthus, Adam Smith, David Ricardo, Karl Marx, John Maynard Keynes, and Milton Friedman, as well as international organizations and associations such as the UN, the IMF, the EU, and NGOs.

d. Forms of teaching and learning:

Lectures, presentations, case studies, videos, and discussions.

e. Syllabus:

The syllabus applying will be announced by the lecturer.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination and the academic level to be attained after the 1st and 2nd semester of the study program, respectively, the grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences stipulated for each module:

1st semester / Law, legal terminology, and legal language use:

The grade will express the degree to which the student possesses the general competences mentioned in Art.1, in particular competences 1, 2, 3, 5, 7, 8, 10, and 16.

2nd semester / Global politics and economics:

The grade will express the degree to which the student possesses the general competences mentioned in Art.1, in particular competences 1, 5, 7, 9, 10, 11, and 16.

i. Examination rules:

After the 1st semester / Law, legal terminology, and legal language use:

The student must be capable of presenting his or her own analysis of essential aspects of a legal problem related to a case or text, or to a specific field of interest, and/or of answering questions related to the subject areas/syllabus of the module. The text presented, if any, may not exceed 1 standard page.

Examination form: Oral examination after the 1st semester

Duration per student: 20 minutes including grading

Time for preparation: 20 minutes

Examination aids: Dictionaries (Danish-English, English-Danish, German-English, English-German, English-English)

Grading: External

Marking: 7-point grading scale

ECTS points: 5 ECTS

After the 2nd semester / Global politics and economics:

The student must be capable of presenting his or her own analysis of essential aspects of a legal problem related to a case or text, or to a specific field of interest, and/or of answering questions related to the subject areas/syllabus of the module. The text presented, if any, may not exceed 1 standard page.

Examination form: Oral examination after the 2nd semester

Duration per student: 20 minutes including grading

Time for preparation: 20 minutes

Examination aids: Dictionaries (Danish-English, English-Danish, German-English, English-German, English-English)

Grading: External

Marking: 7-point grading scale

ECTS points: 5 ECTS

§ 22. English, Written proficiency

(Engelsk, skriftlig sprogfærdighed)

(Englisch, Schriftlich)

This discipline is offered to students who have chosen English as their Foreign language I.

The discipline is based on what has been learnt in the discipline *English, Oral Proficiency*, elaborating on it by adding a written dimension to the subjects studied.

a. Number of lessons:

1 lesson per week in the 1st semester (Law, legal terminology, and legal language use).

1 lesson per week in the 2nd semester (English/Global politics and economics).

Total number of ECTS points: 5 ECTS.

b. Aims:

1st semester /Law, legal terminology, and legal language use:

The aims listed below are based on the content of the discipline *English, Oral Proficiency* (Law, legal terminology, and legal language use – cf. Art. 21).

Overall aims:

Based on the knowledge acquired in the discipline *English, Oral Proficiency* (Law, legal terminology, and legal language use), the students must be capable of describing and analyzing in writing legal issues related in particular to business contracts, agencies, single proprietorships, ordinary and limited partnerships, as well as the amount of liability incurred when entering into contract or engaging in relations out of contract.

Aims – Knowledge:

The students must acquire

- detailed knowledge of selected areas of (primarily) British business law;
- detailed knowledge of the legal conceptual framework of the areas in question

Aims – Analysis:

The students must be able to:

- analyze a variety of business-related situations involving legal issues related to the subject areas mentioned above
- analyze and understand the legal content and implications of frequently occurring legal documents, such as agency contracts, articles of incorporation, articles of association, contracts of employment, etc.

Aims – Assessment:

The students must be able to:

- carry out overall assessments of business transactions from a legal point of view

Aims – Practical abilities:

The students must be able to:

- write texts analyzing legal aspects of and conduct written communication within the areas mentioned above
- apply legal terminology and the legal conceptual framework in a correct and consistent way

2nd semester/Global politics and economics:

The aims listed below are based on the content of the discipline *English, Oral Proficiency* (Global politics and economics – cf. Art. 21).

Overall aims:

Based on the knowledge acquired in the discipline *English, Oral Proficiency (Global politics and economics)*, the students must be capable of performing written analyses of geopolitical and geo-economic issues, either on the basis of case studies or by answering specific questions.

Aims - Knowledge:

The students must be capable of applying the knowledge they have acquired of the terminology and the conceptual framework of global politics and economics for the purpose of producing texts in a grammatically and conceptually correct way.

Aims – Analysis:

The students must be capable of analyzing national, regional, and international events and issues and of applying the results of their analyses in a business context, in particular for the purpose of producing written texts dealing with the areas in question.

Aims – Assessment:

The students must be capable of applying their knowledge for the purpose of assessing the potential consequences of geopolitical and geo-economic events and trends and for the purpose of communicating the results in writing.

Aims – Practical abilities:

The students must be capable of applying the knowledge they have acquired for producing texts relating to the issues mentioned above. The assessment of the texts produced will focus on the use of correct grammar and a correct conceptual apparatus, as well as on the text producer's ability to select correct terminological units, based on essential conceptual distinctions.

c. Content:

1st semester / Law, legal terminology, and legal language use:

This module is based on legal textbook material, Law Reports, legal documents, and case studies. The main subject areas include: sources of law, the court system, criminal and civil law, rules governing burden of proof, case law, the legal profession, introductory contract law, introductory law of torts, vicarious liability, forms of business organization including single proprietorships, ordinary and limited partnerships, and limited companies, as well as registration of limited companies,

stock exchange listing of companies, the issue of shares and debentures, the rights and obligations of boards of directors, capital increase, and agency. The focus will be on the student's ability to produce written texts within the areas in question.

2nd semester / Global politics and economics:

This module focuses on political science documents and recently published articles, combined with grammatical exercises.

d. Forms of teaching and learning:

1st semester / Law, legal terminology, and legal language use:

Written exercises, grammar, analyses of the legal conceptual framework, case study analysis, and production of brief written synopses for meetings dealing with legal issues.

2nd semester / Global politics and economics:

Written exercises and assignments.

e. Syllabus:

The syllabus applying will be announced by the lecturer.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination and the academic level to be attained after the 1st and 2nd semester, respectively, the grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences stipulated for this module.

Further, the grade will express the degree to which the student possesses the general competences mentioned in Art.1, in particular competences 1-3, 5, 7-11, and 16.

g. Examination rules:

The student must be capable of presenting his or her own written analysis and description of essential subject-specific issues in relation to a case or text, and/or of answering questions in writing related to the subject areas/syllabuses of one or both of the disciplines making up the module.

Examination form: Individual written examination under invigilation after the 2nd semester

Duration: 4 hours

Examination aids: All written aids

Use of computer: see Sect. 4, Art. 10

Grading: External

Marking: 7-point grading scale; one combined grade

ECTS points: 5 ECTS

Humanities profile – Communication disciplines

The communication disciplines described below (*Intercultural Communication* and *Business Communication*) are offered in Danish. Provided that the Study Board for Cross-border Studies / the Faculty of the Humanities deem it necessary, a communication module taught in English and with a total weighting of 10 ECTS will be offered, replacing the communication disciplines offered in Danish. In that case, the communication module taught in English will be offered solely to students whose only foreign language is English; thus students with German or Danish as their foreign language I or II will not be allowed to replace the communication disciplines taught in Danish (Art. 23 and 24) by the ones taught in English. The rules applying to examinations, grading, and marking for the communication module taught in English may deviate from the ones applying to the communication module taught in Danish, described below.

Art. 23. Intercultural Communication

(*Interkulturel Kommunikation*)

(*Interkulturelle Kommunikation*)

a. Number of lessons:

2 lessons per week in the 1st semester.
ECTS weighting: 5 ECTS

b. Aims:

The students must be capable of:

- accounting for and assessing the applicability of various theories and methodologies
- performing their own analyses of communicative and cultural differences, reflecting on the basis on which they rest
- developing culture-sensitive communication theories

c. Content:

Taking the two main trends within the discipline as the points of departure, the syllabus will comprise the following approaches

- a) one approach focusing on adapting to the behavioral norms of the foreign culture, in which quantitative methods of analysis are consistently applied, and in which communication is considered a rule-based form of behavior, whereas culture is considered a static phenomenon comprising empirical categories
- b) one approach aiming at extending the cultural awareness of the learner, in which culture is considered a dynamic phenomenon, in which qualitative analyses are performed on the basis of empirical cases, and in which communication is considered a form of social interaction.

d. Forms of teaching and learning:

Lectures followed by discussions of relevant theoretical literature, combined with case studies presented by students, and empirical case studies. Lectures are held in Danish.

e. Syllabus:

The syllabus applying will be announced by the lecturer.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination, the grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences mentioned in Art.1, in particular competences 2, 4-6, and 8-9.

g. Examination rules:

Combined examination with the discipline *Business Communication* (see Art. 24)

Examination form: Individual oral examination without a fixed subject and with prepared materials

Oral examination: individual examination based on the presentation of a set of materials, 3 copies of which are handed in by the examinee 14 days prior to the oral examination. Together with the set of materials, the examinee must hand in a brief preliminary written synopsis presenting and delineating the issues selected by the examinee, as well as a preliminary bibliography. The examinee must bring 2 copies of his or her final synopsis and final bibliography for the oral examination.

Duration per student: 40 minutes including grading

Time for preparation: No

Examination aids: not allowed except for the materials to be presented, such as posters, handouts, etc.

Grading: Internal, 2 examiners

Marking: 7-point grading scale

ECTS points: 10 ECTS in total (a combined grade is given, 5 ECTS of which are for the Business Communication part)

Art. 24. Business Communication

(*Virksomhedskommunikation*)

(*Unternehmenskommunikation*)

a. Number of lessons:

2 lessons per week in the 2nd semester

ECTS weighting: 5 ECTS

b. Aims:

The students must be capable of:

- evaluating the applicability of different theories and methods in internal business communication
- performing their own theoretically sound analyses of business communication processes
- analyzing practical issues related to business communication

c. Content:

Since business communication is defined for this purpose as the totality of communicative instruments and initiatives used by the business firm or organization to (re)present itself and its services to relevant internal and external target groups, the students will be made aware of the links existing between business-internal communication processes on the one hand and the overall communication processes connecting the business firm or organization with the surrounding world on the other.

Thus business communication includes all kinds of intentional communication, ranging from interpersonal communication to mass media communication targeted at relevant user groups. However, given Watzlawick's communication thesis: "Man kann nicht nicht kommunizieren" (it is not possible not to communicate), any lack of readiness to communicate on the part of the business firm or organization will also influence its public image. Therefore, the image of a business firm or organization cannot be analyzed as the linear result of individual communicative processes, but rather as the sum of impressions, knowledge, opinions, information, etc. Thus the students must learn to see communication as a reflective process occurring between the business firm on the one hand and relevant segments of the public on the other. In order to achieve this goal, they are introduced to such communicative instruments as product advertisements in the media, corporate advertising, public relations, personal communication, direct marketing, sponsorships, event marketing, financial communication, and internal communication.

d. Forms of teaching and learning:

Lectures followed by discussions of relevant theoretical literature, combined with case studies presented by students, and empirical case studies. Lectures are held in Danish.

e. Curriculum:

The syllabus applying will be announced by the lecturer.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education and taking into account the form of examination, the grade will express the degree to which the student's performance meets the requirements specified under b (Aims) as well as the degree to which the student possesses the general competences mentioned in Art.1, in particular competences 2, 4-6, and 8-9.

g. Examination rules:

Combined examination with the discipline *Intercultural Communication* (see Art. 23)

Examination form: Individual oral examination without a fixed subject and with prepared materials

Oral examination: individual examination based on the presentation of a set of materials, 3 copies of which are handed in by the examinee 14 days prior to the

oral examination. Together with the set of materials, the examinee must hand in a brief preliminary written synopsis presenting and delineating the issues selected by the examinee, as well as a preliminary bibliography. The examinee must bring 2 copies of his or her final synopsis and final bibliography for the oral examination.

Duration per student: 40 minutes including grading

Time for preparation: No

Examination aids: not allowed except for the materials to be presented, such as posters, handouts, etc.

Grading: Internal, 2 examiners

Marking: 7-point grading scale

ECTS points: 10 ECTS in total (a combined grade is given, 5 ECTS of which are for the Intercultural Communication part)

Optional courses

Art. 25. Optional courses

(*Valgfag*)

(*Wahlfächer*)

The student may choose to take optional courses at the UF. In that case, the rules applying to teaching and examinations will still be the ones stipulated below, with the single exception that grading takes place according to the German grading scale, the grade being recorded as either Pass or Fail.

a. Number of lessons:

The number of lessons varies according to the nature of the optional courses chosen. ECTS Weighting: 30 ECTS in total, of which a minimum of 20 ECTS must be within the Social Science field.

According to Sect. 11, Art. 10, an internship may replace 10 ECTS of optional courses.

b. Aims:

Vary according to the nature of the optional course chosen

c. Content

The content varies according to the nature of the optional course chosen. Any optional course not offered by the Study Board for Cross-border Studies must be approved by the Board on the basis of an individual application providing arguments for the applicant's choice and describing the content, examination rules, and ECTS weighting applying to the course in question. The Study Board may also grant pre-approval of specific optional courses.

The optional courses must be at master level, and their subject-specific content may not coincide with the content of any of the compulsory disciplines of the study program.

Further, the optional courses must bear a natural relation to or supplement the other disciplines of the study program, and they must contribute to strengthening the students' competences as defined in Art. 1 on the general and subject-specific competences aimed at by the study program.

d. Forms of teaching and learning:

Vary according to the nature of the optional course.

e. Syllabus:

Depends on the optional course chosen.

f. Criteria of evaluation:

Vary according to the nature of the optional course.

- g. Examination rules:**
Vary according to the nature of the optional course.

Final thesis

Art. 26. Final thesis

(Kandidatspeciale)

(Masterarbeit)

The student may choose to hand in his or her final thesis at the UF. In that case, the rules applying to the thesis and the examination will still be the ones stipulated below, with two exceptions: marking takes place according to the German grading scale, the grade being recorded as either Pass or Fail, and the examination form will be internal, with 1 or 2 examiners participating.

a. Learning activities:

The final thesis is written during the 4th semester. Guidance and supervision is offered. ECTS points: 30

b. Aims:

In the thesis and during the oral examination, the student must demonstrate the ability to treat a social science subject (which may include a communicative element related to the communication disciplines of the study program) as well as the ability to

- define and delineate a practical or theoretical issue
- place the issue in a relevant subject-specific context
- investigate, analyze, and solve a practical or theoretical problem
- evaluate the applicability of various theories and methods in connection with the solution of a given practical or theoretical problem
- apply subject-specific concepts in an precise and consistent manner
- argue on a sound scientific basis for his or her choice of theories, models, and methods of analysis, as well as for the practical or theoretical implications of the results of the analysis performed
- work out adequate plans for solving a concrete problem, or work out a well-reasoned proposal for solving a theoretical problem
- focus on the solution of practical and theoretical problems in a coherent way
- perform a critical assessment of the theoretical and empirical sources applied and provide documentation using references, notes, and a bibliography.

c. Contents

The final thesis aims at strengthening the student's ability to describe, analyze, and process a complex issue at master level. Thus the final thesis must demonstrate the student's ability to apply the theoretical knowledge acquired during the master program for solving well-defined problems.

The subject of the final thesis may be based on a theoretical issue or on an issue of relevance to a concrete business firm or public organization within the selected area of specialization.

In dealing with the issue in question, the student must draw upon a number of subject fields that may contribute to a solution, if necessary using a cross-disciplinary approach involving the disciplines of the study program.

If the student has chosen a practical issue, he or she must demonstrate the ability to identify, delineate, and put down in writing a specific problem to be decided on by the business firm or organization in question; on this background, the student must demonstrate the ability to select relevant theories and models, and to argue for his or her choice of them, as tools to be applied for working out alternative proposals for the solution of the practical problems involved. In this connection, the student must demonstrate his or her ability to apply the theories and models selected according to their respective premises, which means that the problem-solving must be performed on a theoretical basis. The arguments and reasoning on which each proposed solution is based must be coherent, and the reader must be able to judge the reliability of the information on which the proposed solutions have been based, as well as the reliability of the criteria on the basis of which the examinee has made his or her choice among the alternatives presented.

The final thesis must document and state the reasons for the choices made. Thus it should comprise a methodology section as well as explicit arguments for the choice of method. Further, the thesis should comprise the examinee's own assessment of the reliability of the information forming part of the basis for the solution proposed.

Naturally, this also applies to theses based on a well-defined existing theory or model. The theory or model should be subjected to critical analysis, including a discussion of the assumptions and premises on which it is based. Such theoretically based analysis may lead to well-reasoned proposals a) not to modify the existing theory or b) to modify and extend the existing theory.

The existing theory or model should be related to one or more concrete objects of investigation, typically in the form of business firms or other types of organizations. This empirical phase gives the student an opportunity to test and discuss the applicability of the theory or model to a practical problem. On the basis of this empirical investigation, the student may perform a critical evaluation of the theory or model in terms of its general applicability to the relevant type of objects of investigation.

d. Forms of teaching and learning:

Guidance and supervision is offered to students writing their thesis. The student must contact a supervisor. The student and the supervisor will cooperate in working out the problem statement, and the student will consult the supervisor on the choice of theory/model and methodology. The problem statement, the time fixed for handing in the thesis, and the time schedule must be approved by the Head of Studies (cf. Art. 16 of the General Rules applying to the Humanities at the University of Southern Denmark).

e. Syllabus

Chosen by the student.

f. Criteria of evaluation:

In accordance with the Ministerial Order on the Grading Scale and Other Forms of Assessment of University Education, and taking into account the form of examination, the grade will express the degree to which the student's performance meets the requirements specified in b (Aims).

g. Examination rules:

The individual student may choose to write the final thesis in Danish or German as mother tongue or in his or her Foreign Language I or II.

The final thesis must comprise a 2 or 3 standard pages long abstract of the thesis (for more information, see below). The assessment of the abstract may affect the overall grade; a good abstract may improve the overall marking by one grade, whereas a poor abstract may deteriorate the overall marking by one grade. A thesis without an abstract will fail.

Examination form: individual master's thesis with oral defense

Number of pages excl. enclosures: minimum 75 and maximum 100 standard pages

Abstract in foreign language: minimum 2 and maximum 3 standard pages; the abstract must always be written in a language different from the one in which the thesis is written (Danish, German, or English)

Duration of oral examination: 60 minutes per student excluding grading

Time for preparation: No

Examination aids: The thesis and materials for presentation, if any

Grading: External

Marking: 7 point grading scale. The evaluation of the written thesis weighs 2/3 whereas the oral examination weighs 1/3.

ECTS points: 30 ECTS

If the examinee wishes to hand in his or her final thesis at the Danish as well as at the German university, i.e. if he or she wishes to pass the Danish cand.merc.int. Master and the corresponding German Master of Science at the same time, he or she must hand in 4 copies of the final thesis.

III. Coming into force and transitional rules

This curriculum has been elaborated in accordance with Ministerial Order No. 814 of 29 June 2010 on Bachelor and Master programs at University Level and applies to students enrolled on 1 September 2011 or later.

Students who have been admitted to the study program at a time when a previous curriculum was in force, and who wish to be transferred to the present curriculum, must apply to the Study Board.

A student who has been transferred to a new curriculum is not allowed to be transferred back to the previous one at a later date.

Submitted for approval by the Study Board of Cross Border Studies on 24 January, 21 March, 29 April, 1 June, and 22 August 2011.

Approved by the Dean of the Faculty of Humanities on 3 October, 2011.

General part

IV. General rules applying to the Humanities at the University of Southern Denmark

See the home page of the Secretariat of the Faculty of Humanities:
www.sdu.dk/hum/faellesbestemmelser