

**Amendment Sheet**  
**Curriculum for The Master of Science in International Business, Language, and Culture, Cand.merc.int., 2011, revised 2012**

For students enrolled as of September 1, 2012 and later.

**The amendments relate to the rules of the profiling disciplines – other rules remain unchanged. The changes are underlined.**

**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: Theory and Practice**
  - **Option 2): Media and Communication Management**
  - **Option 3): Human Resource Management PLUS Industrial Relations and Law**
  - **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 SCIENCE DISCIPLINES	Compulsory HUMANITIES DISCIPLINES	FINAL THESIS
20 ECTS Social science disciplines + 10 ECTS Social science 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 science subject (and may include a communicati ve 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 Methodology (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 SCIENCE DISCIPLINES	Compulsory HUMANITIES DISCIPLINES	FINAL THESIS
20 ECTS Social science disciplines + 10 ECTS Social science 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 science subject (and may include a communicati ve aspect)
	International Marketing (5 ECTS)	Oral proficiency (10 ECTS) +	
	Comparative Economic Systems (10 ECTS)	Written proficiency (5 ECTS)	
	Social Research and Methodology (5 ECTS)	Business Communication and Intercultural Communication (10 ECTS)	
	<u>Option 1): Strategic Management: Theory and Practice (10 ECTS)</u>  OR  <u>Option 2): Media and Communication Management (10 ECTS)</u>  OR  <u>Option 3): Human Resource Management (5 ECTS) + Industrial Relations and Law (5 ECTS)</u>  OR  <u>Option 4): Consumer Marketing (5 ECTS) + Business Marketing (5 ECTS)</u>		
30 ECTS	35 ECTS	25 ECTS	30 ECTS

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

Disciplines		Number of lessons per week				Examination	Internship	ECTS POINTS	Institute responsible	CAN be studied at UF	
		1st sem.	2nd sem.	3rd sem.	4th sem.						
Title of discipline	Description in Article					After period					
<b>Social science disciplines</b>											
Strategic Marketing	11	2				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		
<b>Social science profiling disciplines: 1 of 5 options (total of 10 ECTS):</b>											
<b>Option 1):</b>											
<i>Strategic Management: Theory and Practice:</i> Lectures + exercises	15			3+2	Optional courses	2		10	UF	(X)	
<b>Option 2):</b>											
<i>Media and Communication Management:</i> Lectures + exercises	16			3+2		2		10	UF	(X)	
<b>Option 3):</b>											
<i>Industrial Relations and Law:</i> - Industrial relations - Employment law for HR managers	17A			2+2		2	1		5	UF	(X)
<i>Human Resource Management:</i> Lectures + exercises	17B			2+1					5	UF	
<b>Option 4):</b>											
<i>Consumer Marketing</i>	18A	2						5	IFG		
<i>Business Marketing</i>	18B		2			2		5	IFG		
<b>Humanities disciplines – Foreign languages</b>											
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					
<b>Humanities disciplines – Communication disciplines</b>											
Intercultural Communication	23	2									
Business Communication	24		2			2		10	IDK		
<b>Optional courses</b>											
Optional courses	25			X			X	30	IFG/IDK/UF	X	
<b>Final thesis</b>											
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 = Universität 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. 7B. Overview of examinations (Social science profile)**

Examinations written in *italics* are taken at the UF

	Examination, references, etc.						
Discipline:	Examination form	Grading	Duration	Marking	Semester	ECTS points	Descr. in Art.
<b>Social science disciplines</b>							
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
<b>Social science profile: 1 of 4 options below (10 ECTS in total)</b>							
<i>Strategic Management: Theory and Practice</i>	<i>Oral presentation, and possibly other exam forms</i>	<i>Internal, 1 examiner</i>		<i>7-point grading scale</i>	<i>2nd</i>	<i>10</i>	<i>15</i>
<i>Media and Communication Management</i>	<i>Written examination, and possibly other exam forms</i>	<i>Internal, 1 examiner</i>		<i>7-point grading scale</i>	<i>2nd</i>	<i>10</i>	<i>16</i>
<i>Industrial Relations and Law:</i>							
<i>Industrial Relations</i>	<i>Oral presentation, and possibly other exam forms</i>	<i>Internal, 1 examiner</i>		<i>7-point grading scale</i>	<i>2nd</i>	<i>5</i>	<i>17A</i>
<i>Employment law for HR managers</i>	<i>Oral presentation, and possibly other exam forms</i>	<i>Internal, 1 examiner</i>		<i>7-point grading scale</i>	<i>1st</i>		
<i>Human Resource Management</i>	<i>Written examination, and possibly other exam forms</i>	<i>Internal, 1 examiner</i>		<i>7-point grading scale</i>	<i>2nd</i>	<i>5</i>	<i>17B</i>
Consumer Marketing	Written examination	Internal, 1 examiner	2 hours	7-point grading scale	1st	5	18A
Business Marketing	Written examination OR Home assignment with non-fixed subject	Internal, 1 examiner	Written examination: 4 hours	7-point grading scale	2nd	5	18B

<b>Humanities disciplines – Foreign languages</b>							
<b>German as a Foreign Language I (15 ECTS):</b>							
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
<b>Examination, references, etc.</b>							
<b>Disciplines:</b>	<b>Examination form</b>	<b>Grading</b>	<b>Duration</b>	<b>Marking</b>	<b>Semester</b>	<b>ECTS-points</b>	<b>Descr. in Art.</b>
<b>Danish as a Foreign Language I (15 ECTS):</b>							
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
<b>English as a Foreign Language I (15 ECTS):</b>							
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
<b>Humanities – Communication disciplines:</b>							
Intercultural Communication	Combined examination	Internal, 2 examiners	40 min. incl. grading	7-point grading scale	2nd	10	23
Business Communication							24
<b>Optional courses</b>							
Optional courses	Depending on discipline	Depending on discipline	Depending on discipline	Depending on discipline	Depending on discipline	Total of 30	25
<b>Final thesis</b>							
Final thesis	Written report plus oral defense	External	Oral defense: 60 min.	7-point grading scale	4th	30	26
ECTS-points in total:						120	

## Profiling disciplines

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

- Social science profile: Strategic Management: Theory and Practice (Art. 15)
- Social science profile: Media and Communication Management (Art. 16)
- Social science profile: Human Resource Management (Art. 17B) + Industrial Relations and Law (Art. 17A)
- 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. 15. Strategic Management: Theory and Practice**

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

### **a. Number of lessons:**

3 lessons per week + 2 exercise lessons per week in the 2nd semester.

ECTS weighting: 10 ECTS

### **b. Aims:**

The lectures give an introduction to the basic issues and concepts in strategic management. In the exercise lessons case studies are discussed to apply the theoretical concepts on real-life cases. At the end of the semester the students should understand relevant factors for business success in the market and in the industry.

### **c. Contents:**

- Corporate decision-making processes to achieve competitive advantages
- Decisions about market entry
- Pricing strategies
- Diversity/Integrity
- Competitor responses to company decisions
- External influence on company decisions

### **d. Forms of teaching and learning:**

Lectures and case studies. Instruction offered in English.

### **e. Syllabus:**

Syllabus will be announced by the lecturer.

### **f. Criteria of evaluation:**

Taking into account the written exam form and the 2<sup>nd</sup> semester level at the master's program, emphasis is placed on the extent to which the student's performance lives up to the aims described, and the extent to which the student masters the general competences as described in Art. 1.

### **g. Examination rules:**

**Examination form:** Oral presentation, and possibly other exam forms

**Grading:** Internal, 1 examiner

**Marking:** 7-point grading scale

**ECTS weighting:** 10 ECTS



## **Art. 16. Media and Communication Management**

This discipline must be taken at the UF. Teaching and examination is offered according to the course 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:**

The lectures give an introduction to the basic issues and problems relating to media management. The students must be able to understand the close relationship between media and advertising. Particular attention is paid to the challenges media companies face because of new information and communication technologies.

At the end of the semester the students should:

- Understand basic concepts within media management in media companies
- Have acquired knowledge of important theories
- Be able to apply this basic knowledge and these concepts in major sectors of media management (incl. mobile and social media)

### **c. Content:**

- Introduction
- Advertising Theory
- Media Planning
- Online communication
- Information Theory
- Media Theory
- Media Convergence
- Lock-in and standardization
- Change in the media
- Content Management
- Pricing Strategies

### **d. Forms of teaching and learning:**

Lectures and exercises combined with group discussions. The language used in class is offered in German or English.

### **e. Syllabus:**

The syllabus will be announced by the lecturer.

### **f. Criteria of evaluation**

Taking into account the written exam form and the 2<sup>nd</sup> semester level at the master's program, emphasis is placed on the extent to which the student's performance lives up to the aims described, and the extent to which the student masters the general competences as described in Art. 1.

**g. Examination rules:**

**Examination form:** Individual written examination, and possibly other exam forms.

**Duration:** Will be announced by semester start

**Auxiliary tools:** It will be announced by semester start whether and to which extent auxiliary tools will be allowed.

**Grading:** Internal, 1 examiner

**Marking:** 7-point grading scale

**ECTS points:** 10 ECTS

## **Art. 17A. Industrial Relations and Law**

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

### **a. Number of lessons:**

—  
Employment law for HR managers: 2 +2 lessons per week in 1<sup>st</sup> semester  
Industrial relations: 2+2 lessons per week in 2<sup>nd</sup> semester.  
ECTS weighting: 5 ECTS

### **b. Aims:**

At the end of the semester the student should:

- Have an overview of the functions of industrial relations in Germany compared to international systems.
- Have knowledge of employment law issues
- Be able to solve personnel policy framework conditions and problems from a structural or legal perspective

### **c. Content:**

Industrial Relations:

- Actors, institutions and developments in 'Industrial Relations' will be presented, explained and discussed based on international comparisons.

Employment law for HR managers:

- Basic and practical introduction to corporate employment law reality
- Further, insight to employment law issues will be provided

### **d. Forms of teaching and learning:**

Seminar, active participation in class. Instruction is offered in German.

### **e. Syllabus:**

The syllabus will be announced by the lecturer.

### **f. Criteria of Evaluation**

Taking into account the level at the 1st semester at the master's program, emphasis is placed on the extent to which the student's performance lives up to the aims described, and the extent to which the student masters the general competences as described in Art. 1.

### **g. Examination rules:**

**Employment law for HR managers, 1st semester:**

**Examination form:** Oral presentation, and possibly other exam forms

**Grading:** Internal, 1 examiner

**Marking:** 7-point grading scale

**ECTS points:** 5 ECTS

**Industrial Relations, 2<sup>nd</sup> semester:**

**Examination form:** Oral presentation, and possibly other exam forms

**Grading:** Internal, 1 examiner

**Marking:** 7-point grading scale

**ECTS points:** 5 ECTS

## **Art. 17B. Human Resource Management**

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

### **a. Number of lessons:**

2 lessons for lectures plus 1 lesson for exercises per week in the 2nd semester.

ECTS weighting: 5 ECTS

### **b. Aims:**

At the end of the semester the student should:

- be able to analyze requirements for the design and application of staff economic management measures.
- Be able to reflect on these critically in regard to possibilities and limitations when dealing with business issues

### **c. Content:**

- Conceptual basis
- Methodological basis
- Staff economic measures
- Organizational economic measures
- HR strategies and instruments

### **d. Forms of teaching and learning:**

Lectures and case studies. Instruction is offered in German.

### **e. Syllabus:**

The syllabus will be announced by the lecturer.

### **f. Criteria of evaluation:**

Taking into account the level at the 2nd semester at the master's program, emphasis is placed on the extent to which the student's performance lives up to the aims described, and the extent to which the student masters the general competences as described in Art. 1.

### **g. Examination rules:**

**Examination form:** Individual written examination, and possibly other exam forms

**Grading:** Internal, 1 examiner

**Marking:** 7-point grading scale

**ECTS points:** 5 ECTS

Amendments have been approved by the study board of the Border Region Studies, 20 August 2012.

Amendments have been approved by the Dean of the Faculty of Humanities, 30 November 2012.