

THE UNIVERSITY OF  
SOUTHERN DENMARK'S  
CURRICULUM FOR

**Master's degree programme in  
International Business Economics,  
Language and Culture (MSc in  
International Business Economics)**

THE FACULTY OF THE HUMANITIES

2016

## Introduction

The Master's degree programme in International Business Economics, Language and Culture is an integrated course that enables students to take both the German Management Studies course and the Danish MSc in International Business Economics (120 ECTS points) within four semesters. The partnership between Europa-Universität Flensburg and the University of Southern Denmark ensures that students are able to take advantage of courses offered by both universities. The Master's degree in International Business Economics is a flexible programme based on a number of pre-defined requirements for course content, examinations and other study activities. In order to ensure students the opportunity to specialise within a desired area, the course is structured in such a way that some subjects are compulsory (both within the field of social sciences and the humanities, including a first foreign language), some subjects are optionally compulsory (i.e. the curriculum stipulates that students are able to choose between set subjects in the fields of social science or an additional foreign language) and some subjects are completely optional (= optional subjects).

Students will, subject to prior approval, be able to choose among courses offered on the University of Southern Denmark's other MA courses as well as subjects offered by the Internationales Institut für Management at Europa-Universität Flensburg. Students are also able to choose to spend a semester abroad and take their optional subjects there — also subject to prior approval.

The course is organised in such a way that students within certain limits within the optional subjects are able to take the German Management Studies course at Europa-Universität Flensburg in parallel with their MSc in International Business Economics.

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Academic part

## **I. Master's degree programme in International Business Economics, Language and Culture (MSc in International Business Economics)**

The MSc in International Business Economics, Language and Culture is offered in pursuance of Ministerial Order No. 1520 of 16 December 2013 on Bachelor and Master's degree programmes at universities.

### **A. Objectives and prerequisites**

#### **Section 1. The Master's degree programme in International Business Economics, Language and Culture (MSc in International Business Economics)**

The Master's degree programme in International Business Economics, Language and Culture (MSc in International Business Economics) is a full-time course carrying 120 ECTS points. The course is offered in partnership with the Europa-Universität Flensburg (EDF). Students **may** take part of the course at Europa-Universität Flensburg. The parts students are able to take at EUF are shown in the course model in Sections 6A and 6B.

This course under the purview of the Study Board for Cross-border Programmes is assessed by external examiners for business economics and business communication and language.

The aim of the programme is to provide students with a range of subject-specific and subject-related competences – including shared competences in business languages and business economics.

The Master's degree represents the full academic development of students' overall course of study. Graduates of this course will have acquired academic and professional skills that will make them qualified to handle a broad spectrum of business functions.

The aim of the programme is furthermore to ensure that students acquire skills at a high scientific level to identify and develop solutions to address business economy and business language issues in internationally-oriented private and public sector businesses and organisations.

All Master's degree programmes give students access to apply for a PhD programme.

#### **Section 2. Description of qualifications**

The aim of the Master's degree programme in International Business Economics is to provide students with the qualifications they need by developing their subject-specific and subject-related abilities, knowledge and working methods.

[Insert a concrete purpose description, which may be based on the following.]

The Master's degree represents the full academic extension of students' overall course of study. Graduates of this course will have acquired academic and professional skills that will make them qualified to handle a broad spectrum of business functions.

Skills objectives for the programme are divided into general and subject-specific skills

objectives. The general skills objectives are those that will have been acquired by graduates on completion of the programme, while the subject-specific skills objectives relate to the programme's academic core.

### **General skills objectives:**

Graduates must:

1. be able to delimit and define an academic problem at an advanced scientific level
2. be able thoroughly to investigate, analyse and solve academic problems using relevant academic theories and methods and incorporating current international research
3. be able to systematise complex knowledge and data and be critical in their selection and prioritisation of matters that are of importance to the subject
4. be able to make a critical evaluation of the various theories and methods connected with the subject
5. be able to apply concepts with precision and consistency
6. be able to form arguments on a scientific basis
7. be able to initiate and complete academic discussions
8. be able to stay focused and create coherence when completing home assignments
9. take a critical view of sources and document them with the help of references, notes and a bibliography
10. have a command of language – written and/or oral – that is subject-oriented, precise and correct
11. communicate their research-based knowledge and understanding and discuss complex scientific issues in such a way as to make them relevant and comprehensible to different audiences
12. be able to handle complex situations related to work and development that demand new solution models and be able to cooperate, accept and offer constructive criticism
13. be able to work independently in a disciplined, structured and goal-oriented manner and be capable of meeting deadlines and observing formalities
14. use information technology as a tool for information retrieval and oral and written communication
15. be able to understand and apply academic texts in English and the Scandinavian languages
16. be able to formulate an opinion on academic subjects in a foreign language

### **Subject-specific skills objectives**

The subject-specific skills objectives relate to the programme's academic core competences and are divided into knowledge, skills and competences according to the New Danish Qualifications Framework for Higher Education.

#### **Knowledge:**

Graduates possess:

- knowledge of complex linguistic, corporate communication (internal and external) and business economics issues in internationally oriented private and public sector businesses and organisations.
- knowledge of law, political science and economics in their target language countries.
- understanding of regionalisation and globalisation processes in the international economic system.

Graduates understand the concepts, theories, methods, practices and scientific problems of the field and are able to apply them in a reflective way as well as communicate their professional knowledge at a reflective level in their target languages.

**Skills:**

Graduates are able to:

- understand and analyse legal and economic issues in the target languages
- analyse internal and external factors in corporate communications
- immerse themselves in, understand and hierarchise a large field of material in languages and business economics
- describe and analyse communicative and cultural differences as well as develop and apply culture-sensitive theories of communication
- present independent projects in the field of languages and/or business administration in various forums
- independently draft and process texts in their target languages for various communications situations and translate texts into/from the target language
- argue for the solution of marketing problems or social sciences problems on a scientific basis
- engage in professional dialogue based on appropriate use of concepts, models, theories and methods used in business economics, marketing or social sciences
- independently identify, analyse and solve a strategic or industrial marketing problem or societal problem using applicable academic theories and methods
- develop, implement and monitor international marketing programmes which both take account of global integration and national accountability.

**Competencies:**

Graduates are able to:

- handle situations related to work and development situations that are complex, unpredictable and demand innovative solutions, including
  - engage effortlessly in negotiations and case handling in national and international businesses, institutions and organisations
  - at a high level analyse, assess and solve tasks related to the international activities of businesses as well as the related language, communication and presentation tasks
  - independently solve economic or commercial problems in a specific political or economic context
  - identify, analyse and develop solutions to complex language and business economics issues in internationally oriented private and public sector businesses and organisations
  - develop, implement and monitor international marketing programmes which both take account of global integration and national accountability.

Graduates are able to:

- independently initiate and work in cooperation with others on an academic and interdisciplinary basis and assume a professional sense of responsibility, including
  - act independently and in a reflective way in intercultural negotiations

Graduates are able to:

- assume individual responsibility for their own academic development and specialisation

### **Section 3. Employment profile**

MSc graduates in International Business Economics, Language and Culture (MSc in International Business Economics) possess a number of linguistic, communicative and social competencies which qualify them to carry out a wide range of business functions. Graduates possess the skills to identify and develop solutions to address business economy and business language issues at a high scientific level in internationally-oriented private and public sector businesses and organisations. Graduates may work in businesses as employees who are able at a high level to analyse, assess and solve tasks related to the businesses' international activities as well as related communication and dissemination tasks. With their knowledge of international business economics, their foreign language skills (Danish/German and/or English) and their special insight into the cultures of their foreign languages, graduates are able to work in an international context in their foreign languages and take on jobs in areas such as sales, marketing, human resources, finance, management, media and communications.

### **Section 5. Admission requirements**

By successfully completing a Bachelor's programme at the university, graduates are entitled to admission to the Master's degree programme which is the next natural step in their graduate studies and a direct continuation of the completed Bachelor's programme.

The Master's degree programme in International Business Economics covers the following Bachelor programmes:



## **International BA**

Applicants for the MSc course must have passed an International BA course with their chosen foreign language:

- Danish
- German
- English

(The foreign language includes oral and written skills.)

## **Acceptance criteria**

If students do not already have an International BA, the admission criteria for the MSc in International Business Language in Flensburg/Sønderborg constitute a minimum of the following subjects with their associated ECTS points:

- Business Economics: min. 30 ECTS points
- Economics: min. 10 ECTS points (including Microeconomics)
- Social Science Methodology and Statistics: min. 15 ECTS points
- Communication and Culture: min. 5 ECTS points
- Foreign languages: English min. 15 ECTS points or German min. 20 ECTS points

Applicants who are deemed to have the necessary qualifications for completing the course may apply to the local study board for admission. The study board makes decisions on all admissions on a case-by-case basis. Admission may be conditional on one or more examinations being passed. Further information can be obtained from the local study board.

## **Section 6. Title**

The Master's degree programme in International Business Economics, Language and Culture entitles graduates to the Danish title of cand.merc.int. (candidatus/candidata mercaturae internationalis) – Master of Science (MSc) in Business, Language and Culture.

## **B. Structure and progression**

### **Section 7. Academic progression and context**

The Master's degree programme in International Business Economics, Language and Culture consists of compulsory elements (90 ECTS points) and optional subjects (30 ECTS points).

Three courses are offered in this programme:

- International Business Economics, Culture and English
- International Business Economics, Culture and German
- International Business Economics, culture and Danish

The compulsory elements include the following:

Humanities subjects:	25 ECTS points
Social science subjects:	35 ECTS points
Master's thesis	30 ECTS points

The course includes a number of social science subjects which are compulsory for all students:

- Strategic Marketing
- International Marketing
- Comparative Economic Systems
- Social Science Methodology and Analysis

The course likewise includes a number of humanities subjects which are compulsory for all students:

- Foreign Languages I (oral and written proficiency) – German, Danish or English (as a foreign language)
- Corporate Communication/Intercultural Communication

Within the social sciences part, students are able to choose one of four profiles:

1. Small Business Management and Entrepreneurship
2. Strategy and Organisation
3. Organisational Behaviour and Human Resource Management
4. Marketing and Media Management

The course is characterised by being interdisciplinary as approx. 75% of the course consists of business and social science subjects and approx. 25% is linguistic-cultural.

The course is based on students' entry levels which are applicable BA degrees. In the linguistic part of the course, Danish students focus on German and/or English as a foreign language, while German students focus on Danish and/or English as a foreign language.

The subjects offered build on students' knowledge of business and social as well as linguistic/cultural subject areas and general disciplines. The course further offers optional subjects, the option of studying abroad and internships (project-based course). A methodological subject is also offered to assist students in the writing of their thesis.

The MSc programme is characterised by offering students the opportunity to immerse themselves in profiles of their choice.

Learning activities are closely linked to each subject area and consist of a variety of different work and learning activities adapted to the subject content and progression, but also to specific groups and specific students — all according to the humanities model for active learning and activational teaching.

## Programme structure

4th sem.	Supervision						Teaching per
	30 ECTS points					30	ECTS points
Master's thesis The thesis must deal with a topic in the field of social sciences or communications.							
3rd sem.							Teaching per
	30 ECTS points					30	ECTS points
Optional subjects 20 ECTS points in the area of social science. + 10 ECTS points in social sciences or humanities <sup>1</sup> (5 ECTS points/10 ECTS points may also be replaced by a project-based course)							
2nd sem.	3 hours for 10 weeks	2 h/week	Depending on	2 h/week	1.5		Teaching per
	10 ECTS	5 ECTS points	5 ECTS points	5 ECTS points	5 ECTS	30	ECTS points
	Foreign languages: Danish/German/English: Oral and written proficiency	Comparative Economic Systems	Profile subjects	International Marketing	Corporate Communication		
1st sem.	3 hours for 10	2	1 h/week	Depending on	2 h/week	1.5	Teaching per
	5 ECTS points	5 ECTS	5 ECTS points	5 ECTS points	5 ECTS points	5 ECTS	30
	Foreign languages: Danish/German/English: Oral and written	Social science Methodology and Analysis	Comparative Economic Systems	Profile subjects	Strategic Marketing	Intercultural Communication	

<sup>1</sup>With students who have chosen Danish or English as a foreign language, German oral proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester. For students who have chosen German or English as their foreign language, Danish oral proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester. For students who have chosen Danish or German as their foreign language, English oral proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester.

## Section 8. Principles for choosing teaching and assessment methods

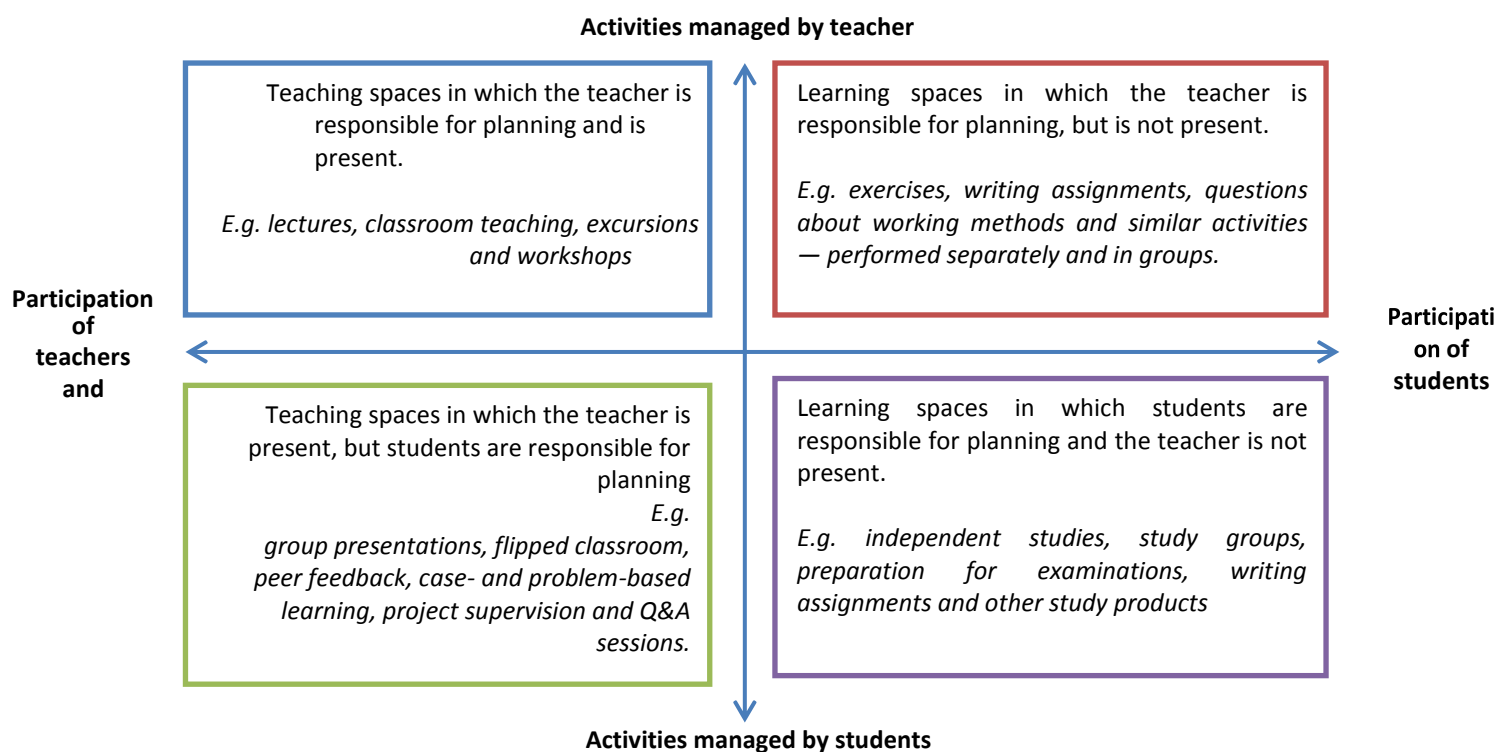
### The humanities model for active learning and activational teaching

The humanities model is a platform for developing and structuring activational teaching and active learning in the Faculty of the Humanities. The humanities model implements the University of Southern Denmark's principles for education: activational teaching and active learning. The model is based on the view that active learning can be realised in several different types of teaching and activities. It also shows how teaching can have an activational effect in a variety of ways.

The humanities model is based on the view that different types of teaching and learning activities are carried out in different 'spaces', which are defined by the respective roles and responsibilities of teachers and students.

The model brings to light the fact that students have different tasks and roles during the course of their studies, which include taking part in various activities and contributing a range of 'products'.

Students' learning activities are organised in and framed by four learning spaces:



The teacher plans and performs activational teaching, which includes:

- Involvement of all four learning spaces with due regard to the learning outcomes for each subject
- clarification of student responsibilities in their participation in the various learning spaces
- support for student acquisition of study skills to work in the different learning spaces

The teacher thus reflects on the activities that can take place in the four spaces, and how the activities correlate to the subject's goals and examination. The programme management ensures that students are activated in all four learning spaces each semester and that the teachers'

special skills and strengths are utilised in the best way possible in the implementation of the model.

The model makes it clear that students have different types of responsibility, assignments and roles in their participation in the various study activities. Students are expected to supply various types of product and output in the various learning spaces. This helps students to become aware of and familiar with different types of study activity and assignment.

#### **Teaching spaces in which the teacher is responsible for planning and is present**

This teaching space will typically include lectures and classroom teaching with activational elements, excursions and workshops, where students actively participate, for instance, by asking questions, reflecting, taking notes and contributing to discussions in groups and in the class as a whole.

⇒ Here, for example, **brainstorming, questions arising from reflection, quizzes, drawing up concept diagrams, etc.** are activational elements that the teacher can make use of.

#### **Learning spaces in which the teacher is responsible for planning but is not present**

This learning space will typically include group work, exercises, writing assignments and similar activities that have been framed by the teacher and in which students play an active role.

⇒ Examples of activities could be working on questions about working methods related to the syllabus, **log books, contributions to blogs or wikis, collecting material for personal or group portfolios, field work etc.**

#### **Teaching spaces in which the teacher is present, but students are responsible for planning specific sub-activities**

This teaching space will typically contain group presentations, mentoring, Q&A sessions and similar activities within the framework of the course. Students play an active role, for example, by giving presentations, responding to their fellow students' presentations, possibly with alternating opponent roles, taking the initiative for and preparing mentoring. This teaching space may include both individual and group-based work.

⇒ This teaching space could, for example, include **group presentations, flipped classroom, peer feedback, case- and problem-based learning, project supervision and Q&A sessions.**

#### **Learning spaces in which students are responsible for planning and the teacher is not present**

⇒ This learning space includes students' **independent studies, active participation in self-organised study groups and joint preparation for examinations, preparation of home assignments and other study products.**

The humanities model is a general model that applies to all courses in the Faculty of Humanities. The model is both a description of existing practices in the humanities programmes, in which activational forms of education already play a major role, and an indicator of the further development of teaching in the faculty. The study board for each course determines the detail of how the model will take shape on the course in question.

The diagram below indicates the teaching/learning spaces in which students are activated in each discipline.

The list of teaching/learning spaces used in each discipline.

Programme disciplines	Teaching spaces	Learning	Teaching spaces	Learning
	Teacher is responsible for planning and is present	Teacher is responsible for planning and is <u>not</u> present	Students are responsible for planning, teacher is present	Students are responsible for planning, teacher is <u>not</u>
	E.g. lectures, classroom teaching	E.g. group work, exercises, writing assignments	E.g. student presentations, flipped classroom, case- and problem-based learning, peer feedback, project supervision and Q&A sessions	E.g. independent studies
<b>1st semester</b>				
Strategic Marketing	√		√	√
Comparative Economic Systems	√		√	√
Social Science Methodology and Analysis	√		√	√
German	√	√	√	√
Danish	√	√	√	√
English, Oral Proficiency	√		√	√
English, Written Proficiency	√	√	√	√
Intercultural Communication	√		√	√
<b>2nd semester</b>				
International Marketing	√		√	√
Comparative Economic systems	√		√	√
German	√	√	√	√
Danish	√	√	√	√
English, Oral Proficiency	√		√	√
English, Written Proficiency	√	√	√	√
Corporate Communication	√		√	√
<b>3rd semester</b>				
<b>4th semester</b>				
Master's thesis			√	√

## Course model and list of examinations

### Section 9. Course model – teaching and examination schedule

Academic subject			Teaching schedule				Examination	ECTS-point weighting
Title of academic subject	Department responsible for	Described in	1st semester	2nd semester	3rd semester	4th semester	semester	
<b>Social science subjects</b>								
Strategic Marketing	IER	32	2				1	5
International Marketing	IER	33		2			2	5
Comparative Economic Systems	IVØ	34	1	2			2	10
Social science methodology and analysis	IVØ	35	2				2	5
<b>Profile subjects (students choose 10 ECTS points within one of four areas)</b>								
1. Small Business Management and Entrepreneurship 2. Strategy and Organisation 3. Organisational Behaviour and Human Resource Management 4. Marketing and Media Management	IIM/SDU	36	X	X			Depending on the subjects	10
<b>Humanities – foreign language</b>								
Foreign Languages I – German, Danish or English (oral AND written language skills)	IDK	37-40	3 <sup>1</sup>	3 <sup>1</sup>			1.2	15
<b>Humanities – communication</b>								
Intercultural Communication Corporate Communication	IDK	41/42	1.5	1.5			2	10
<b>Optional subjects</b>								
Optional subjects/Project-based courses <sup>2</sup>	-	43/22			x			30
<b>Master's thesis</b>								
Master's thesis	-IDK/IER/IIM	44				x	4t	30
A total of			Min. 9.5	Min 8.5				

IDK = Department of Design and Communication [http://www.sdu.dk/Om\\_SDU/Institutter\\_centre/ldk](http://www.sdu.dk/Om_SDU/Institutter_centre/ldk)

IFG = Department of Border Region Studies

[http://www.sdu.dk/Om\\_SDU/Institutter\\_centre/I\\_Graenseforskning](http://www.sdu.dk/Om_SDU/Institutter_centre/I_Graenseforskning) IIM = Internationales Institut für management und Ökonomische Bildung <http://iim.uni-flensburg.de/>

<sup>1</sup> For 10 weeks

<sup>2</sup> Optional subjects combined carry 30 ECTS points, of which min. 20 ECTS points must be from the field of social science.

For students who have chosen Danish or English as their foreign language, German oral proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester. For students who have chosen German or English as their foreign language, Danish oral proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester. For students who have chosen Danish or German as their foreign language, English oral proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester.



## Section 10. List of examinations

Subjects which are written in italics are taken at Europa- Universität Flensburg

The Master's degree programme in International Business Economics, Culture and Danish

Examinations, references etc.							
Academic subject:	Semester	Method of assessment	Examiner	Duration of examination	Assessment	ECTS-point	Described in Section
<b>1st semester</b>							
Strategic Marketing	1	Written examination	Internal, one examiner	2 hours	7-point	5	32
Social science methodology and analysis	1	Home assignments	Internal examination, one		7-point	5	35
Danish: Oral Proficiency	1	Class participation	Internal examination, one		P/F	2.5	38
Danish: Written Proficiency	1	Class participation	Internal examination, one		P/F	2.5	38
<i>Profiles</i>		<i>Depending on</i>			<i>7-point</i>	<i>5 (0)</i>	<i>36</i>
<b>2nd semester</b>							
Intercultural Communication AND Business Communication	2	Oral examination with material (combined)	Internal, two examiners	40 min, including marking time	7-point grading	10	41/42
International Marketing	2	Written examination or time-limited homework assignment	Internal, one examiner	4-hour written examination	7-point grading	5	33
Comparative Economic Systems	2	Home assignments	External		7-point	10	34
Danish: Oral Proficiency	2	Class participation	Internal examination, one examiner		P/F	0	38
Danish: Oral Proficiency	2	Oral examination	Internal, two examiners	30 min, including marking time	7-point grading	7.5	38
Danish: Written Proficiency	2	Class participation	Internal examination, one		P/F	0	38
Danish: Written Proficiency	2	Written examination	External	5 hours	7-point	2.5	38
<i>Profiles</i>		<i>Depending on</i>			<i>7-point</i>	<i>5 (10)</i>	<i>36</i>
<b>3rd semester</b>							
Optional subjects <sup>1</sup>	3	Depends on the optional subject	Depends on the optional subject	Depends on the optional subject	Depends on the optional	30	43
<b>4th semester</b>							
Master's thesis	4	Master's thesis with oral defence	External	Oral defence: 45 minutes	7-point grading	30	44
<b>Total ECTS points:</b>						<b>120</b>	

<sup>1</sup> Optional subjects combined carry 30 ECTS points, of which min. 20 ECTS must be from the field of social science.

For students who have chosen Danish or English as their foreign language, German oral proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester. For students who have chosen German or English as their foreign language, Danish oral proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester. For students who have chosen Danish or German as their foreign language, English oral proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester.

Subjects which are written in italics are taken at Europa- Universität Flensburg

The Master's degree programme in International Business Economics, Culture and **German**

Examinations, references etc.							
Academic subject:	Semester	Method of assessment	Examiner	Duration of examination	Assessment	ECTS-point weight	Described in Section
<b>1st semester</b>							
Strategic Marketing	1	Written examination	Internal, one examiner	2 hours	7-point	5	32
Social Science Methodology and Analysis	1	Home assignments	Internal examination, one		7-point	5	35
German: Oral Proficiency	1	Class participation	Internal examination, one examiner		P/F	2.5	37
German: Written Proficiency	1	Class participation	Internal examination, one		P/F	2.5	37
<i>Profiles</i>	<i>1</i>	<i>Depending on</i>			<i>7-point</i>	<i>5 (0)</i>	<i>36</i>
<b>2nd semester</b>							
Intercultural Communication AND Business Communication	2	Oral examination with material (combined)	Internal, two examiners	40 min. including marking time	7-point grading	10	41/42
International Marketing	2	Written examination or time-limited homework assignment	Internal, one examiner	4-hour written examination 48-hour home assignment	7-point grading scale	5	33
Comparative Economic Systems	2	Home assignments	External		7-point	10	34
German: Oral Proficiency	2	Class participation	Internal examination, one examiner		P/F	0	37
German: Oral Proficiency	2	Oral examination	Internal, two examiners	30 min, including marking time	7-point grading	7.5	37
German: Written Proficiency	2	Class participation	Internal examination, one		P/F	0	37
German: Written Proficiency	2	Written examination	External	5 hours	7-point	2.5	37
<i>Profiles</i>	<i>2</i>	<i>Depending on</i>			<i>7-point</i>	<i>5 (10)</i>	<i>36</i>
<b>3rd semester</b>							
Optional subjects <sup>2</sup> above	3	Depends on the optional subject	Depends on the optional subject	Depends on the optional subject	Depends on the optional	30	43
<b>4th semester</b>							
Master's thesis	4	Master's thesis with oral defence	External	Oral defence: 45 minutes	7-point grading	30	44
<b>Total ECTS points:</b>						<b>120</b>	

Subjects which are written in italics are taken at Europa- Universität Flensburg

The Master's degree programme in International Business Economics, Culture and English

Examinations, references etc.							
Academic subject:	Semester	Method of assessment	Examiner	Duration of examination	Assessment	ECTS-point weighti	Described in Section
<b>1st semester</b>							
Strategic Marketing	1	Written examination	Internal, one examiner	2 hours	7-point	5	32
Social Science Methodology and Analysis	1	Home assignments	Internal examination, one examiner		7-point grading	5	35
English: Oral Proficiency (commercial law, legal terminology and language usage)	1	Oral examination	Internal, two examiners	20 min. including marking time	7-point grading	5	39
<i>Profiles</i>	<i>1</i>	<i>Depending on</i>			<i>7-point</i>	<i>5 (0)</i>	<i>36</i>
<b>2nd semester</b>							
Intercultural Communication AND Business Communication	2	Oral examination with material (combined	Internal, two examiners	40 min. including marking time	7-point grading	10	41/42
International Marketing	2	Written examination or time-limited homework assignment	Internal, one examiner	4-hour written examination 48-hour home assignment	7-point grading	5	33
Comparative Economic Systems	2	Home assignments	External		7-point	10	34
English: Oral Proficiency (Global Politics and Economics)	2	Oral examination	Internal, two examiners	20 min. including marking time	7-point grading	5	39
English: Written Proficiency	2	Written examination	External	4 hours	7-point	5	39
<i>Profiles</i>	<i>2</i>	<i>Depending on</i>			<i>7-point</i>	<i>5 (10)</i>	<i>36</i>
<b>3rd semester</b>							
Optional subjects <sup>2 above</sup>	3	Depends on the optional subject	Depends on the optional subject	Depends on the optional subject	Depends on the optional	30	43
<b>4th semester</b>							
Master's thesis	4	Master's thesis with oral defence	External	Oral defence: 45 minutes	7-point grading	30	44
<b>Total ECTS points:</b>						<b>120</b>	

## C. Special definitions and examination rules for the subject

### Section 11. Joint Regulations

The Joint Regulations for Humanities Programmes, cf. Section IV of the programme, contain definitions of:

- ECTS points (Section 21)
- Characters with spaces (Section 23)
- Standard pages (Section 22)

There are also rules for:

- Master's thesis (Section 13)
- Abstract for BA project and Master's thesis (Section 14)
- Individual examinations (Section 9)
- Internal and external examinations (Section 7)
- Spelling and writing skills (Section 8)
- Examination language (Section 10)
- Credit transfers/exemptions (Section 19)
- Rules for study activity (Section 25)
- Rules on registration for courses and tests (Section 6)

### Section 12. Prerequisites for participation in classes

There are no prerequisites for participation in classes unless otherwise stated in the description for each discipline.

### Section 13. Accepted for oral defence

Projects, home assignments and other forms of presentation which form the basis of the oral examination must have been accepted for the oral defence by a teacher and, if applicable, an examiner before the student is able to take the oral examination. The internal examiner and the external examiner only look at whether a number of formal and basic academic requirements have been met, cf. below. If the internal examiner and external examiner are in doubt as to whether the examination paper should be rejected or not, it will not be rejected. Non-rejection is not necessarily synonymous with passing. If the examination paper is rejected, it is rated as 'not passed'.

A paper may be rejected if

- it does not comply with the stated requirements for length
- extended passages are a direct translation or copy of the sources without exact indication, such as to the length and source of the quote. This is regarded as cheating and will be reported to the rector.
- it does not meet the academic requirements for content and format for the type of project in question, cf. examination descriptions.
- it is fraught with significant factual errors.

A paper

- written in the foreign language may be rejected if it is written in such a way that it significantly inhibits comprehension.
- written in Danish may be rejected if it deviates significantly from standard Danish language usage.

Students receive notification from Student Services no later than one week before the oral examination if their paper has been rejected.

#### **Section 14. Appendices**

An appendix is a collection of examples or illustrative material etc. All indications of page numbers in a project or home assignments exclude appendices.

All copies of a given paper/project must be provided with all appendices.

#### **Section 15. Examination using a computer**

All campus-based written examinations are taken on computers, unless otherwise specified in the discipline descriptions. The University of Southern Denmark's code of practice for using computers for campus-based written examinations applies.

[http://www.sdu.dk/Om\\_SDU/Fakulteterne/Humaniora/Ledelse\\_administration/Materialesamling](http://www.sdu.dk/Om_SDU/Fakulteterne/Humaniora/Ledelse_administration/Materialesamling)

#### **Section 16. Distance learning**

Distance learning is learning through electronic connectivity. Students work independently with educational material and communicate with their teacher and fellow students using a PC-based conference system. Teaching includes a number of visitation days with lectures and classes. The study board may decide that one or more subjects are to be offered in whole or in part as distance learning.

#### **Section 17. Multiple students contributing to a written assignment**

Each course description (point g. Examination Regulations) states whether multiple students are able to contribute to a single assignment/project. The course description will also state the maximum number of students permitted.

The project/assignment is compiled and written jointly by students, but the project must clearly state who is responsible for which parts so as to allow individual assessment. The project must start with a joint preface that comes before the introduction and in which the common problem formulation is presented.

If an abstract in a foreign language is included in the project, this must be prepared individually.

#### **Section 18. Home assignments**

Home assignments consist of free or set written work with an internal or external examination. *Set* home assignments means home assignments set by the examiner.

*Free* home assignments means home assignments set by the examinee in consultation with the examiner.

#### **Section 19. Aids – written**

Where examination regulations stipulate that examination aids are permitted, examination aids mean books, articles and the students' own written material in hard or soft copy. Access to the Internet is not permitted.

Where regulations refer to 'designated aids', this means aids designated by the teacher setting the examination.

### **Section 20. Combined examination**

An oral examination, where students are tested in two subjects in the same examination. The course description will stipulate whether one or two marks are awarded. If one mark is awarded and students fail the examination (covering both subjects), students will have to retake the entire examination. If two marks are awarded and students fail on part, students will only have to retake the subject that they did not pass.

### **Section 21. Project**

Projects are major written assignments (including the Master's thesis) where students independently choose, delimit and rework a topic within a certain framework. The teacher or supervisor approves the topic.

### **Section 22. Project-based courses**

It is possible for students to obtain transfer credits for the following subjects on project-based courses (5 or 10 ECTS points): <sup>1</sup>

Credits will not be awarded for project-based courses other than as 5 ECTS points or 10 ECTS points. The duration of the project-based course carrying 5 ECTS points must be min. 4 weeks full-time (i.e. 37 hours per week). For internships carrying 10 ECTS points, the internship must be min. 8 weeks full-time.

The rules for credit transfer for a project-based course are as follows:

Students who have been approved for an internship may apply to the study board for a credit transfer for their project-based course. The application must clearly explain the academic content of the course and its relevance to the general purpose of the programme. The business offering the internship must also have approved the course.

An agreement must be entered into between the study board, the student and the business offering the internship. An academic supervisor will be appointed from among the subject's academic staff.

The supervisor must provide the student with a reasonable amount of supervision during the project-based course (the extent to be defined by the study board). The supervisor will also typically be the examiner for the student's report that is submitted at the end of the project-based course. In special cases and after an assessment, the study board may grant exemption from the above.

Students must at the end of their project-based course submit a report to the study board. The report must consist of at least 10 standard pages (5 ECTS points) or 13-15 standard pages (10 ECTS points). The report must document that the academic content that students have referred to in their application for the project-based course has been satisfactory. An examiner will be appointed by the study board to assess the report. The report will be marked as either passed/failed. If the report is marked as failed, no credit transfer will be available for the project-based course.

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<sup>1</sup>Please note that Europa-Universität Flensburg only approves 5 ECTS points.

**Section 23. Method of assessment**

In some subjects, the study board determines and announces at the beginning of the semester the method of assessment to be used in the subjects in question in the examination period. If this the case, this will be stated in point g. in the course description. The method of assessment applies to the ordinary examination period as well as to any subsequent retakes (if re-examination is offered before the course/examination is offered in the next ordinary period). The next time the subject is offered, the applicable examination format will be stated. Students retaking the subject with a new class (i.e. next time the subject is offered) may retake on the terms (including teaching and examination language and method of assessment) set for the original examination period.

**Section 24. Written examination**

A written test is a set written assignment under supervision with internal, external or no examiners. Examination regulations for each subject will state whether the examination is taken on a computer.

**Section 25. Statistical information by means of written home assignments and projects**

The following information must appear on the front page of all written home assignments:

- Total number of characters with spaces for the entire project
- Total number of standard pages (total number of characters divided by 2400 characters with spaces)

Assignments must also be provided as a file on an electronic medium (USB stick, CD-ROM). The examiner or study board may require that students provide an electronic copy of all other written assignments.

**Section 26. Time-limited home assignments**

A time-limited home assignment is an individual free or set home assignment or group assignment issued by Student Services and submitted to a prescribed deadline (i.e. the number of hours or days stipulated in the applicable course description). Home assignments are written in subject areas within or closely related to the subject areas undertaken in class.

**Section 27. Class participation**

Unless otherwise laid down, the following examination regulations apply:

Students taking examinations by means of class participation must participate actively, regularly and satisfactorily in class. The term 'actively' means that students must participate in activities related to classroom teaching (arriving prepared for class, completing oral assignments, short written assignments etc.). 'Satisfactorily' means that the written assignments and oral presentations must be assessed as passed and any attendance requirements etc. must be met. Attendance requirements may not exceed 80% of total classes.

The academic part will include any specific information.



The specified class participation in a course applies to the semester in question. The subsequent re-examination is offered in accordance with the rules of the curriculum (see the course description). The next time the subject is offered, the applicable class participation will again be specified. If students from a previous year retake this class (in the form of re-examination), it will be under the conditions set for the new ordinary class.

### **Section 28. Language of instruction and examination**

For general provisions, reference is made to Section 10 (Examination Language) of the Joint Regulations.

Teaching and examination language(s) mean the language(s) in which students can be taught and examined. This also means the language(s) in which the examination can be taken. The teaching and examination language options are Danish, German and English. Each course description stipulates the examination language(s) offered. Students retaking the subject with a new class (i.e. in the next period in which the subject is offered) may retake on the terms (including teaching and examination language and method of assessment) applicable to the original examination period.

Teaching and examination language(s) on language courses will be the foreign language (Danish, German or English).

### **Section 29. Web links in theses and other written homework assignments**

When web pages are included as source material in a written assignment, the exact URL for the website (as well as the date and time of the visit to the web page in question) must be indicated in the bibliography.

If material from the Internet, for example, is used to form the basis for an analysis, students must be aware of copyright rules.

### **Section 30. 7-point grading scale, pass/fail (P/F)**

For general provisions, reference is made to Section 7 of the Joint Regulations.

### **Section 31. Weighting of marks**

Marks are weighted according to ECTS. The ECTS weighting of class participation is included under the associated final examinations. The average is shown on the diploma certificate.

## II. Description of the Master's degree programme disciplines

### Social science subjects

#### Section 32. Strategic Marketing

Strategic Marketing

Strategisches marketing

**a. Scope of the course:**

2 hours per week during the 1st semester

Weighting: 5 ECTS points

**b. Learning outcomes:**

Knowledge

Students must be able to

- select and prioritise factors influencing strategic marketing problems
- apply knowledge about the key concepts and methodologies of strategic marketing
- apply knowledge about the appropriate use of the concepts, models, theories and methodologies of strategic marketing contexts

Skills

Students must be able to

- apply skills in the description, analysis and evaluation of drivers of effective marketing-oriented strategies
- apply skills for delineating and defining strategic marketing problems

Competencies

Students are

able to

- apply skills to enter work situations where decisions are made on sound solutions to strategic marketing problems

**c. Content of the academic subject**

Strategic marketing is a question of being able to identify and address strategic issues, so that complex organisations may be managed in volatile environments involving challenges and threats. The aim of the course is therefore to provide students with a knowledge of concepts, theories and methods to enable them to identify, analyse, select and implement marketing strategies in an international environment.

Content:

- The concept of strategy and strategic marketing planning
- Analysis of surroundings, including customer and competitor analyses
- Business analysis, including portfolio analyses
- Types of strategy in different types of market
- Generating strategies based on different assumptions

- Criteria for the choice of strategy
- Strategy implementation and revision of strategy
- The internationalisation process and strategies in different international markets

d. **Teaching and working methods:**

Lectures in English, case discussions and group work. Teaching is organised so as to support the humanities model for active learning and activational teaching as described in Section 8. At the start of the course, the teacher will inform students of how the study activities are organised.

e. **Assessment criteria:**

With due regard to the written method of assessment and the level of the MSc in the first semester, importance is attached to the degree to which students' performances fulfil the learning outcomes and the degree to which students achieve the general skills objectives set out in Section 1.

Marks are awarded in accordance with the degree to which the learning outcomes described have been fulfilled as stated in the Ministerial Order on Marking.

f. **Syllabus**

The syllabus will be announced during the course.

g. **Examination regulations:**

**Method of assessment:** Individual written examination under supervision

**Duration:** 2 hours

**Language:** English

**Examination aids:** All examination aids permitted

**Examiner:** Internal examination, one examiner

**Assessment:** 7-point grading scale

**Weighting:** 5 ECTS points

Re-examinations are taken as ordinary examinations.

### **Section 33. International marketing**

International Marketing

International marketing

**a. Scope of the course:**

2 hours per week in the 2nd semester

Weighting: 5 ECTS points

**b. Learning outcomes:**

The aim of the subject is:

- to introduce students to the main concept of international marketing management
- to give students an analytical framework for the development, implementation and monitoring of international marketing programmes that take account of both global integration and national accountability

Knowledge:

Students must:

- be familiar with the different stages of the internationalisation process
- be familiar with the 'funnel model' in the selection of new markets
- possess knowledge about the different parameters in a business's global marketing mix
- understand that a business that is inclined towards global marketing is a business that has an eye for similarities and differences between markets
- understand the motives for internationalising
- understand that a truly global business seeks to create an international strategy that uses the best marketing practices across borders, but also seeks to be accountable to the needs of the local market
- understand the principles for international sales through agents, alliances, joint ventures or own subsidiaries

Skills:

Students must be able to:

- analyse and understand the development of a business's international competitiveness
- describe and understand how a business is able to achieve international competitiveness and growth through the design and implementation of international marketing programmes
- define internationalisation and globalisation
- classify market penetration methods in different categories
- discuss and evaluate segmentation criteria in the international market selection process

Competencies

Students are able to:

- analyse, select and evaluate the appropriate framework for the penetration of businesses into international markets

- formulate a global marketing mix for a given business on the basis of in-depth analysis

The different objectives of the teaching, teaching methods and method of assessment will be closely connected so that students will be able to see a connection to the final 48-hour examination case

**c. Content of the academic subject**

The course is structured in accordance with the following five important management decisions in the context of the international marketing process. The subject includes the following main topics:

**1. The decision to internationalise or not**

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

**2. The decision about which markets to penetrate**

- Description and evaluation of the international environment (political, economic, cultural)
- Determining which foreign markets are most attractive to businesses in terms of their products and services
- Initial screening
- Analysis of market potential
- Evaluation of the sales potential of the business
- Market expansion strategies: Incremental versus simultaneous penetration

**3. The decision on how to penetrate foreign markets**

- Some models on which to base penetration method
- Classification of penetration methods: exporting, intermediate and hierarchical methods
- Export methods: distributors, agents, piggy back, export management company
- Intermediary methods: licensing, franchising and joint ventures
- Hierarchical methods: subsidiaries (acquisitions or greenfield investment)
- Internet as an penetration method

**4. Designing an international marketing programme**

- Decisions on products/services
- Decisions on pricing and commercial terms and conditions
- Decisions on distribution (international retail trade)
- Decisions on communications (promotional strategies).

**5. Implementation and coordination of international marketing programmes**

- 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
- Development of a global marketing plan

d. **Teaching and working methods:**

Lectures combined with case reviews (student presentation). Teaching is offered in English. Teaching is organised so as to support the humanities model for active learning and activational teaching as described in Section 8. At the start of the course, the teacher will inform students of how the study activities are organised.

e. **Assessment criteria:**

With due regard to the type of examination and the level of studies during the second semester, importance is attached to the degree to which students' performances fulfil the learning outcomes and the degree to which they achieve the general skills objectives mentioned in Section 2.

Marks are awarded in accordance with the degree to which the learning outcomes described have been fulfilled as stated in the Ministerial Order on Marking.

f. **Syllabus**

The syllabus will be announced during the course.

g. **Examination regulations:**

The study board decides and announces the beginning of the semester which of the following two methods of assessment is to be used:

1) **Method of assessment:** Individual written examination under supervision

**Duration:** 4 hours

**Language:** English

**Examination aids:** All examination aids permitted

**Examiner:** Internal examination, one examiner

**Assessment:** 7-point grading scale

**Weighting:** 5 ECTS points

Re-examinations are taken as ordinary examinations

2) **Method of assessment:** Set time-limited home assignments

**Duration:** 48 hours

**Language:** English

**Possible for multiple students to contribute to assignments:** No

**Number of pages per student:** 7-13 standard pages

**Examiner:** Internal examination, one examiner

**Assessment:** 7-point grading scale

**Weighting:** 5 ECTS points

Re-examinations are taken as ordinary examinations

## **Section 34. Comparative economic systems**

Comparative Economic Systems

Wirtschaftssysteme im Vergleich

### **a. Scope of the course:**

1 hour a week in the 1st semester, 2 hours a week in the 2nd semester

Weighting: 10 ECTS points

### **b. Learning outcomes:**

Knowledge

Students must:

- possess an understanding of regionalisation and globalisation processes in the international economic system

Skills

Students must be able to:

- structure their chosen topic and write a research/seminar assignment accordingly
- provide a multi-faceted and comprehensive presentation of the topic
- analyse the topic and compare it with and relate it to both empirical examples and a theoretical conceptual framework
- provide a critical assessment of results, conclusions and applied methods. Demonstrate the ability to work with empirical and abstract concepts based on a specific topic

Competencies

Students are able to:

- solve economic or commercial problems in a specific political or economic context

### **c. Content of the academic subject**

- Comparative economic system analysis
- The concept of competitiveness
- Comparative analysis of competitiveness
- Models for regional economic integration
- Theories of economic integration
- Common EU policies
- Regional economic integration and the international trading system
- Regional and sectoral studies, e.g. economic development programmes

The focus is on the economic aspects (i.e. trade, FDI and economic issues) and their importance in the coordination of macro-economic policy and international economics. The course is divided into two modules. The first module provides students with a foundation for understanding the processes of European integration on the basis of the change of the regional economic system from a global perspective.

The second module consists of individual research-based studies of a particular subject based on the tools and methodologies that are introduced in the first module.

d. **Teaching and working methods:**

Lectures, seminars with discussions and presentations by students where the preliminary draft of the seminar assignment is presented. The preliminary draft for the seminar assignment must be submitted for discussion before the final assignment can be submitted. Teaching is offered in English. Teaching is organised so as to support the humanities model for active learning and activational teaching as described in Section 8. At the start of the course, the teacher will inform students of how the study activities are organised.

e. **Assessment criteria:**

With due regard to the type of examination and the level of studies during the first and second semester, importance is attached to the degree to which students' performances fulfil the learning outcomes and the degree to which they achieve the general skills objectives mentioned in Section 1.

Marks are awarded in accordance with the degree to which the learning outcomes described have been fulfilled as stated in the Ministerial Order on Marking.

f. **Syllabus**

The syllabus will be announced during the course.

g. **Examination regulations:**

**Method of assessment:** set or free homework assignment – the teacher determines at the start of the semester the extent to which the task is set or free.

**Language:** English

**Number of pages:**

1 student: min. 18 standard pages – max. 22 standard pages.

2 students: min. 28 standard pages – max. 32 standard pages.

**Possible for multiple students to contribute:** Yes – max. 2 participants per group (individual assessment, cf. Section 10 of the Joint Regulations)

**Examiner:** External examination

**Assessment:** 7-point grading scale

**Weighting:** 10 ECTS points

Re-examinations are taken as ordinary examinations



## **Section 35. Social scientific method and analysis**

Social Research and Methodology

Sozialwissenschaftliche Methoden und Analysen

### **a. Scope of the course:**

2 1 hour per week in the 1st semester

Weighting: 5 ECTS points

### **b. Learning outcomes:**

Knowledge

During their course, students acquire knowledge of:

- Social science theory and social science paradigms
- The influence of the paradigms on the choice of research design and research methods
- Social science research methods
- Quality assurance techniques (validity, reliability, generalisability and relevance)
- Collection of qualitative data
- Introduction to qualitative data analysis techniques
- The case study as research strategy
- Conventional and newer models on the academic MSc course profile

Skills

Students must be able to:

- delimit and define an academic problem
- must be able to investigate, analyse and solve academic problems with the help of relevant academic theories and methods
- collect and process relevant information
- argue on a valid and scientific basis
- focus clearly and create coherence when solving problems
- take a critical view of sources and document them with the help of references, notes and bibliography
- systematise complex knowledge and data and select and prioritise matters of importance to the subject
- communicate their thoughts and results in a language – in writing and/or orally – which is subject-oriented, precise and correct
- communicate research-based knowledge and understanding and discuss professional and scientific issues with peers, fellow students and non-specialists

Competencies

Students are able to:

- cooperate and accept criticism on their own work and offer constructive criticism to others
- assume responsibility for their own academic development

Objectives translate into the various forms of work in class where acquired knowledge is applied and skills practised. Methods of assessment reflect possible application of both knowledge and skills in a professional context.

c. **Content of the academic subject**

An introduction to the Philosophy of Science and methodologies and how it provides a framework for understanding different methodological approaches.

- Overview of the theory of science and its paradigms
- The importance of the paradigms to research methods
- Review of the most important research methods
- The guiding function of the paradigms to research design
- Various 'truth-proofing' techniques (validity and reliability)
- Collection of qualitative data
- Introduction to qualitative data analysis techniques
- The case study as research strategy

d. **Teaching and working methods:**

Discussions based on presentations by students. In class, students prepare and present specific tentative research designs based on various scientific and theoretical values. Teaching is organised so as to support the humanities model for active learning and activational teaching as described in Section 8. At the start of the course, the teacher will inform students of how the study activities are organised.

e. **Assessment criteria:**

With due regard to the type of examination and the level of studies during the first semester, importance is attached to the degree to which students' performances live up to the learning outcomes and the degree to which they master the general skills objectives mentioned in Section 1, especially nos. 7, 11, 13 and 15 which are supported by the programme.

Marks are awarded in accordance with the degree to which the learning outcomes described in the Ministerial Order on Marking have been fulfilled. Passed/failed grading indicates whether the student has sufficiently mastered the overall general skills and discipline-specific competencies.

f. **Syllabus**

The syllabus will be announced during the course.

g. **Examination regulations:**

**Method of assessment:** Individual free home assignment

**Language:** English

**Number of pages:** min. 15 standard pages; max. 20 standard pages

**Examiner:** Internal examination, one examiner

**Assessment:** 7-point grading scale

**Weighting:** 5 ECTS points

Re-examinations are taken as ordinary examinations

## Profiles

### Section 36. Profile subjects

Profiles

Profilfächer

**a. Scope of the course:**

10 ECTS points within one of the following four profiles:

1. Small Business Management and Entrepreneurship
2. Strategy and Organisation
3. Organisational Behaviour and Human Resource Management
4. Marketing and Media Management

The Study Board for Cross-border Programmes has pre-approved the following subjects for their respective profiles:

**Profile 1) Small Business Management and Entrepreneurship**

- Small Business Management (10 ECTS points)
- Organisational Change and Development (10 ECTS points)
- Entrepreneurship Theory and Practice (5 ECTS points)
- Entwicklung zur Gründerpersönlichkeit (5 ECTS points)
- Decision-making in Organisations (5 ECTS points)
- Forschungsseminar Small Business Management and Entrepreneurship (5 ECTS points)

**Profile 2: Strategy and Organisation**

- Strategic Management: Theory and Practice (10 ECTS points)
- Co-operative und Strategischer Unternehmensgrenzen management (5 ECTS points)
- Organisationsgestaltung internationaler Unternehmen (5 ECTS points)
- Finance (5 ECTS points)
- Seminar on Industry Studies (5 ECTS points)
- International Business (5 ECTS points)
- Strategic Global Business I (5 ECTS points)
- Strategic Global Business II (5 ECTS points)
- Europe in the Global Economy (5 ECTS points)
- International Development (5 ECTS points)
- Distance Learning Project on Cooperation (5 ECTS points)
- Organisation (5 ECTS points)
- General Management (5 ECTS points)
- Strategie (5 ECTS points)
- Strategie und Organisation: aktuelle Themen aus der Praxis (5 ECTS points)
- Forschungsseminar Strategie und Organisation (5 ECTS points)

**Profile 3: Organisational Behaviour and Human Resource Management**

- Organisational Behaviour (5 ECTS points)
- Human Resource Management (5 ECTS points)
- Organisationssoziologie (5 ECTS points)

- Industrial Relations and Law (5 ECTS points)

- Methods of Analysis and Design (5 ECTS points)
- Life Domain Balance (5 ECTS points)
- Expatriation and Repatriation (5 ECTS points)
- Gruppen in Organisationen (5 ECTS points)
- Health and Stress at Work (5 ECTS points)
- Management Consulting I (5 ECTS points)
- Management Consulting II (5 ECTS points)
- Forschungsseminar Organizational Behaviour & Human Resource Management (5 ECTS points)

**Profile 4: Marketing and Media Management**

- Medien- und Kommunikationsmanagement (10 ECTS points)
- Unternehmenskommunikation (5 ECTS points)
- Medienrecht (5 ECTS points)
- Marketing and Media Ethics (5 ECTS points)
- Forschungsseminar Marketing und Medien (5 ECTS points)
- Business Marketing (5 ECTS points)
- Consumer Marketing/Behaviour (5 ECTS points)

Course descriptions for the above courses can be found on the Europa-Universität Flensburg website:

<http://iim.uni-flensburg.de/index.php?id=5781&L=0>

The above options, which do not form part of the profile, may be included as optional subjects.

- b. Learning outcomes:**  
Learning outcomes vary according to the profile.
- c. Teaching content**  
Content varies according to the profile.
- d. Teaching and working methods:**  
Teaching methods vary according to the profile.
- e. Syllabus:**  
Depends on the chosen subject.
- f. Assessment criteria:**  
Depends on the chosen subject.
- g. Examination regulations:**  
Depends on the chosen subject.

## Humanities – language subjects

### Section

37.

### German

German

Deutsch

This course is for students who have chosen German as their foreign language.

Students who have chosen Danish or English as a foreign language may include German oral proficiency (10 ECTS points) as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester.

**a. Scope of the course:**

3 Classes a week for 10 weeks in 1st and 2nd semester

Weighting of German as a foreign language: 15 ECTS points (oral AND written)

Weighting of German as an optional subject: 10 ECTS points (oral)

**b. Learning outcomes:**

Knowledge

Students must be able to:

- select and apply appropriate knowledge and methodology to analysis and communication tasks

Skills

Students must be able to:

- communicate academic knowledge in good German independently and on a reflective level with a relatively high degree of grammatical and idiomatic accuracy both verbally and in writing. Students must also achieve a relatively high level of correct pronunciation in their oral proficiency.

Competencies

Students are able to:

- draft texts independently for different communication situations

Teaching includes various elements of lectures, independent presentations and group work on the various facets of the language through which students acquire knowledge of the language and skills in preparing various types of text in good German with a high degree of grammatical and idiomatic accuracy. In both the oral and written examination, emphasis is placed on linguistic accuracy, the ability to impart acquired knowledge and independence.

**c. Content of the academic subject**

In the 1st semester, emphasis is placed on students acquiring increased linguistic awareness both orally and in writing through their work with various text-linguistic and text-analytical elements. Students work with texts whose topics are taken from the

current social and cultural debate. In writing, students must at a nuanced level:

master the formal linguistic and content-related requirements for academic texts as well as be able to analyse them.

Students further read an important, recent work by a writer from a German-speaking country so that students gain a deeper understanding of German-speaking countries.

In the 2nd semester, students work with corporate communication as a genre both orally and in writing. On the basis of real-life material, students work on principles of structuring texts for various forms of communication required in a business. In order to strengthen their written language proficiency, students must be able to draft business material themselves.

Oral proficiency is enhanced through various scenarios and role-playing games which are also related to corporate communication. Students must be able to complete various negotiation scenarios which involve analysis of negotiations, participating in negotiations and addressing objections and finalising negotiations – including e.g. abstract, note-taking techniques and follow-up. Students also work on practical aspects of the target language, e.g. application of expected registers as well as culture-specific forms of oral discourse.

d. **Teaching and working methods:**

Classes, exercises, group work, individual oral presentations with discussion papers, discussions, reports, summaries, lectures and e-learning. Teaching is organised so as to support the humanities model for active learning and activational teaching as described in Section 8. At the start of the course, the teacher will inform students of how the study activities are organised.

e. **Assessment criteria:**

Cf. the Ministerial Order on Marking and with due regard to the method of assessment and depending on course level, importance is attached to the degree to which students' performances live up to the learning outcomes above. Emphasis will be placed on assessing the degree to which the students master the general competences which are described in Section 1, especially points 1-3, 5-8 and 10-12.

Marks are awarded in accordance with the degree to which the learning outcomes described have been fulfilled as stated in the Ministerial Order on Marking. Passed/failed marking indicates whether students have sufficiently mastered the overall general skills and discipline-specific proficiency.

f. **Syllabus**

The syllabus will be announced during the course.

g. **Examination regulations:**

For students who have chosen **German as their foreign language**, the subject includes the following six examinations (three in oral language proficiency and three in written language proficiency) carrying a total of 15 ECTS points.

For students who have chosen **German as an optional subject**, the subject includes three examinations (all in the field of oral language proficiency) carrying a total of 10 ECTS points.



Oral proficiency (a total of 10 ECTS points):

**1. SEMESTER:**

**Method of assessment:** Class participation  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 2.5 ECTS points

**Re-examination rules:** Within six weeks of a period of lectures, the teacher sets an assignment on one day (e.g. Monday) which students must prepare and present orally the following day (e.g. Tuesday). The assignment must be taken by all students retaking the examination. The duration of the oral presentation: 20 min. The set assignment will deal with a topic that relates to the content of the semester in question.

**Method of assessment:** Oral examination  
**Language:** German  
**Duration:** 20 minutes, including marking time  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 2.5 ECTS points

**Pass/fail requirement:** Students must pass the participation in class in order to take the oral examination after the 2nd semester.

**2. SEMESTER:**

**Method of assessment:** Class participation  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 0 ECTS points

**Re-examination rules:** Within six weeks of a period of lectures, the teacher sets an assignment one day (e.g. Monday) which students must prepare and present orally the following day (e.g. Tuesday). The assignment must be taken by all students retaking the examination. The duration of the oral presentation: 20 min. The set assignment will deal with a topic that relates to the content of the semester in question.

**Method of assessment:** Oral examination  
**Language:** German  
**Duration:** 20 minutes, including marking time  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 0 ECTS points

**Pass/fail requirement:** Students must pass the participation in class in order to take the oral examination after the 2nd semester.

**Final examination:**

The examination consists of two elements: 1) responses to syllabus questions and 2) reading unseen texts of a total of three standard pages. Each of the two elements lasts approx. 20 minutes. The unseen text(s) (up to 3) do not have to be related to the syllabus

**Method of assessment:** Individual oral examination  
**Language:** German  
**Duration per student:** 30 minutes including marking  
**Preparation:** 30 minutes  
**Examination aids:** German-German dictionaries. The examinee may bring notes made during the preparation time for the examination.  
**Examiner:** Internal examination, two examiners  
**Assessment:** 7-point grading scale. An overall mark is awarded in the examination in which language and content are given equal weighting. If either language or content is assessed as failed, the student will have failed the whole examination and a retake will be required.  
**Weighting:** 7.5 ECTS points

Re-examination takes the same format as an ordinary

examination

Written proficiency (a total of 5 ECTS points):

**1<sup>st</sup> SEMESTER:**

**Method of assessment:** Class participation  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 2.5 ECTS points

**Re-examination rules:** Time-limited home assignment: Within two weeks of the final teaching day in the subject, the teacher must set a 24-hour assignment, i.e. students must submit the assignment within 24 hours of the assignment being set. The assignment must be undertaken by all students retaking the examination. The set assignment will deal with a topic that relates to the content of the semester in question.

**Method of assessment:** Home assignments  
**Language:** German  
**Duration:** 24 hours  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 2.5 ECTS points

**Pass/fail requirement:** Students must pass the participation in class in order to take the oral examination after the 2nd semester.

**1. SEMESTER:**

**Method of assessment:** Class participation  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 0 ECTS points

**Re-examination rules:** Time-limited home assignment: Within two weeks of the final teaching day in the subject, the teacher must set a 24-hour assignment, i.e. students must submit the assignment within 24 hours of the assignment being set. The assignment must be taken by all students retaking the examination. The set assignment will deal with a topic that relates to the content of the semester in question.

**Method of assessment:** Home assignments  
**Language:** German  
**Duration:** 24 hours  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 0 ECTS points

**Pass/fail requirement:** Students must pass the participation in class in order to take the oral examination after the 2nd semester.

**Final examination:**

Examination questions are set based on the Foreign Language I syllabus – German.

**Method of assessment:** Written examination under supervision  
**Language:** German  
**Duration:** 5 hours  
**Examination aids:** All examination aids permitted  
**Examiner:** External examination  
**Assessment:** 7-point grading scale. An overall mark is awarded in the examination in which language and content are given equal weighting. If either language or content is assessed as failed, the student will have failed the whole examination and a retake will be required.  
**Weighting:** 2.5 ECTS points

Re-examinations are taken as ordinary examinations

## Section 38.

### Danish

Danish

Dänisch

This course is for students who have chosen Danish as their foreign language.

Students who have chosen German or English as their foreign language may include Danish oral proficiency (10 ECTS points) as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester.

#### a. **Scope of the course:**

3 hours a week for 10 weeks in 1st and 2nd semester

Weighting of Danish as a foreign language: 15 ECTS points (oral AND written)

Weighting of Danish as an optional subject: 10 ECTS points (oral)

#### b. **Learning outcomes:**

Knowledge

Students will have an understanding of:

- the development of the Scandinavian languages
- Norwegian Bokmål (reading comprehension) and the history of the Norwegian language
- Swedish (reading comprehension) and the history of the Swedish language
- Danish technical language, including scientific, administrative and legal language
- principles of text structure in the business's various forms of communication and analysis as well as the production of corporate material
- various other language use

Skills

Students must be able to:

- read and understand Norwegian and Swedish texts as well as account for orthographical and grammatical differences between these languages and Danish
- analyse the administrative, legal and scientific language genres in a systematic and structured manner, using appropriate terminology
- revise administrative genres such as a job advertisement and administrative letter
- rewrite and convert a legal or scientific genre, e.g. a legal text or a scientific text, into a general text
- analyse, design and/or linguistically review internal or external corporate communication materials

Competencies

Students are able to:

- communicate academic knowledge in good Danish independently and on a reflective level with a relatively high degree of grammatical and idiomatic accuracy both verbally and in writing. Students must achieve a relatively high level of correct pronunciation in their oral proficiency.
- select, systematise and apply linguistic and content-related observations and knowledge in analyses and communication.

- make appropriate, linguistic and content-related choices in different communication situations.
- draft and rework texts independently for different communication situations.

**c. Content of the academic subject**

In the 1st semester, emphasis is placed on students acquiring increased linguistic awareness both orally and in writing through their work with various text-linguistic and text-analytical elements. Students work with description and analysis of written Danish technical terminology. Students must at a nuanced level in writing master formal linguistic and content-related requirements for academic texts as well as be able to analyse them.

Students are provided with an introduction to and work with reading comprehension in Norwegian Bokmål; additionally, students are given a short introduction to the history of the Scandinavian languages. Students further read a newer Danish work by a Danish (or Scandinavian) author to enable students to acquire a deeper and broad understanding of the Danish language area.

In the 2nd semester, students work both orally and in writing on a selection of the following themes:

- target language pragmatics, such as politeness and the use of expected registers.
- different language use and themes, such as technical terminology, academic language, gender language, youth language, dialects/regional languages, ethnolects and invectives.
- principles of text structure in the various forms of communication used in a business and analysis as well as the production of corporate material.
- themes such as the influence of other languages, loss of domain, corporate language and language policy may be included.

Students are provided with an introduction to and work with reading comprehension in Swedish.

Written proficiency is enhanced through the varied types of assignments which relate to work being done in class. Preparation of and response to job applications and CVs may usefully be included.

Students' oral proficiency is enhanced through e.g. various presentations, scenarios and role-playing games related to the communication used in a business and/or negotiating situations.

Topics from the current social and cultural debate may be included in class.

**d. Teaching and working methods:**

Classes, exercises, group work, individual oral presentations with discussion papers, discussions, reports, summaries, lectures and e-learning. Teaching is organised so as to support the humanities model for active learning and activation teaching as described in Section 8. At the start of the course, the teacher will inform students of how the study activities are organised.

**e. Assessment criteria:**

Cf. the Ministerial Order on Marking and with due regard to the method of assessment and depending on course level, importance is attached to the degree to which students' performances live up to the above learning outcomes. Emphasis will be placed on

assessing the degree to which the students master the general competencies which are described in Section 1, especially points 1-3, 5-8 and 10-12.

Marks are awarded in accordance with the degree to which the learning outcomes described have been fulfilled as stated in the Ministerial Order on Marking. Passed/failed marking indicates whether students have sufficiently mastered the overall general skills and discipline-specific proficiency.

**f. Syllabus**

The syllabus will be announced during the course.

**g. Examination regulations:**

For students who have chosen **Danish as their foreign language**, the subject includes the following six examinations (three in oral language proficiency and three in written language proficiency) carrying a total of 15 ECTS points.

For students who have chosen **German or English as their foreign language**, the subject includes three examinations (all in the field of oral language proficiency) carrying a total of 10 ECTS points.

ORAL PROFICIENCY (a total of 10 ECTS points):

**1<sup>st</sup> SEMESTER:**

**Method of assessment:** Class participation

**Examiner:** Internal examination, one examiner

**Assessment:** Passed/failed

**Weighting:** 2.5 ECTS points

**Re-examination rules:** Within two weeks of the final teaching day in the subject, the teacher sets an assignment on one day (e.g. Monday) which students must prepare and present orally the following day (e.g. Tuesday). The assignment must be taken by all students retaking the examination. The duration of the oral presentation: 20 minutes. The set assignment will deal with a topic that relates to the content of the semester in question.

**Method of assessment:** Oral examination

**Language:** Danish

**Duration:** 20 minutes, including marking time

**Examiner:** Internal examination, one examiner

**Assessment:** Passed/failed

**Weighting:** 2.5 ECTS points

**Pass/fail requirement:** Students must pass participation in class as described above. This is a prerequisite for taking the oral examination after the 2nd semester.

**1<sup>st</sup> SEMESTER**

**Method of assessment:** Class participation

**Examiner:** Internal examination, one examiner

**Assessment:** Passed/failed

**Weighting:** 0 ECTS points

**Re-examination rules:** Within two weeks of the final teaching day in the subject, the teacher sets an assignment on one day (e.g. Monday) which students must prepare and present orally the following day (e.g. Tuesday). The assignment must be taken by all students retaking the examination. The duration of the oral presentation: 20 minutes. The set assignment will deal with a topic that relates to the content of the semester in question.

**Method of assessment:** Oral examination  
**Language:** Danish  
**Duration:** 20 minutes, including marking time  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 0 ECTS points

**Pass/fail requirement:** Students must pass participation in class as described above. This is a prerequisite for taking the oral examination after the 2nd semester.

**Final examination:**

The examination consists of two elements: 1) responses to syllabus questions and 2) reading unseen texts of a total of three standard pages. Each of the two elements lasts approx. 20 minutes. The unseen text(s) (up to three) do not have to be related to the syllabus.

**Method of assessment:** Individual oral examination  
**Language:** Danish  
**Duration per student:** 30 minutes including marking  
**Preparation:** 30 minutes  
**Examination aids:** Danish-Danish dictionaries. The examinee may bring notes made during the preparation time to the examination.  
**Examiner:** Internal examination, two examiners  
**Assessment:** 7-point grading scale. An overall mark is awarded in the examination in which language and content are given equal weighting. If either language or content is assessed as failed, the student will have failed the whole examination and a retake will be required.  
**Weighting:** 7.5 ECTS points

Re-examinations are taken as ordinary examinations.

WRITTEN PROFICIENCY (a total of 5 ECTS points):

**1<sup>st</sup> SEMESTER:**

**Method of assessment:** Class participation  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 2.5 ECTS points

**Re-examination rules:** Time-limited home assignment: Within two weeks of the final teaching day in the subject, the teacher must set a 24-hour assignment, i.e. students must submit the assignment within 24 hours of the assignment being set. The assignment must



be taken by all students retaking the examination. The set assignment will deal with a topic that relates to the content of the semester in question.

**Method of assessment:** Home assignments  
**Language:** Danish  
**Duration:** 24 hours  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 2.5 ECTS points

**Pass/fail requirement:** Students must pass participation in class as described above. This is a prerequisite for taking the written examination after the 2nd semester.

### **1<sup>st</sup> SEMESTER:**

**Method of assessment:** Class participation  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 0 ECTS points

**Re-examination rules:** Time-limited home assignment: Within two weeks of the final teaching day in the subject, the teacher must set a 24-hour assignment, i.e. students must submit the assignment within 24 hours of the assignment being set. The assignment must be taken by all students retaking the examination. The set assignment will deal with a topic that relates to the content of the semester in question.

**Method of assessment:** Home assignments  
**Language:** Danish  
**Duration:** 24 hours  
**Examiner:** Internal examination, one examiner  
**Assessment:** Passed/failed  
**Weighting:** 0 ECTS points

**Pass/fail requirement:** Students must pass participation in class as described above. This is a prerequisite for taking the written examination after the 2nd semester.

### **Final examination:**

Examination questions are set based on the Foreign Language I syllabus – Danish.

**Method of assessment:** Written examination under supervision  
**Language:** Danish  
**Duration:** 5 hours  
**Examination aids:** All  
**Examiner:** External examination  
**Assessment:** 7-point grading scale. An overall mark is awarded in the examination in which language and content are given equal weighting. If either language or content is assessed as failed, the student will have failed the whole examination and a retake will be required.  
**Weighting:** 2.5 ECTS points

Re-examinations are taken as ordinary examinations

## Section 39.

### English: Oral language proficiency

English, Oral Proficiency

Englisch, Mündlich

### Commercial law, legal terminology and language usage

English Business Law

Wirtschaftsrecht und juristische Terminologie

### Global Politics and Economics

Global Politics and Economics

Global Policy und Wirtschaft

This course is for students who have chosen English as their first foreign language.

For students who have chosen Danish or German as their foreign language, this subject may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semester and the profile subject in the 3rd semester.

#### a. Scope of the course:

2 hours per week for 10 weeks in the 1st semester (commercial law, legal terminology and language use). Weighting: 5 ECTS points

2 hours a week for 10 weeks in the 2nd semester (English/Global Politics and Economics). Weighting: 5 ECTS points.

#### b. Learning outcomes:

##### Commercial law, legal terminology and language usage: Knowledge

Students must have knowledge of:

- source of law, procedure, presentation of evidence and case law, mainly in England
- selected areas of Anglo-Saxon law, mainly English commercial law in contract law, tort law, relationship of principal and agent and corporate law and should be able to apply this knowledge
- the legal framework in the areas covered

##### Skills

Students must be able to:

- apply their acquired knowledge in professional contexts
- apply the correct legal terminology in practical contexts
- understand and analyse legal issues, particularly in the context of commercial agreements, relationship of principal and agent, sole traders, partnerships and companies with limited liability, contractual liability as well as liability outside the contractual relationship.

## Competencies

Students are able to:

- analyse a number of situations related to the above subject areas in a commercial context
- analyse and understand the content and consequences of common legal documents, such as agency agreements, letters of incorporation, articles of association, employment contracts etc.

#### Global Politics and Economics Knowledge

Students must:

- possess insight into a number of areas, which are relevant to commercial activities in an international context
- build on the knowledge they acquired in their BA on American and British society and the EU
- be able to combine this knowledge with their knowledge of commercial law, legal terminology and language use acquired within the subject of English
- be familiar with the terminology used in political science and economy
- acquire knowledge of the relationship between micro-economic units, macro-economics and global economic and political factors and events

#### Skills

Students must be able to:

- understand the relationship between micro-economic units, macro-economics and global economic and political factors
- assess the possible consequences of geopolitical and economic events and trends

#### Competencies

Students are able to:

- use their acquired knowledge in a commercial, organisational or institutional context independently to analyse and competently to engage in professional contexts, such as negotiations in different countries and in international contexts, where participants come from different countries and have differing cultural backgrounds, and where knowledge of each country's political system, economic conditions and power relationships with the surrounding world is crucial
- act as 'global' leaders who are able to move in international circles and achieve results in international contexts by virtue of their acquired knowledge
- analyse national, regional and international events and issues and apply their analysis in a commercial context
- apply their acquired knowledge in practical situations, such as negotiations in international contexts, where they must be able to combine their linguistic proficiency with analyses and assessments of given situations and on that basis make informed decisions

Objectives translate into the various types of work in the classroom where the acquired knowledge is applied and the skills practised. The methods of assessment reflect the possible applications

of both knowledge and skills in a professional context.

**c. Content of the academic subject**

**1<sup>st</sup> semester/Commercial law, legal terminology and language usage:**

The module is based on legal textbook material, judgments, legal documents and case studies. The main subject areas are: source of law, the structure of the court system, criminal law and civil law, the burden of proof, case law, the legal profession, introduction to contract law, introduction to tort outside contracts, principal responsibility, types of company, such as sole traders, partnerships, limited partnerships, companies with limited liability, registration of companies with limited liability, listing companies, share and bond emissions, duties and rights of the board, provision of capital, share emissions and power of attorney.

**2<sup>nd</sup> semester/Global Politics and Economics:**

The module is based on political science material and current articles and includes the formation of states, nation states and nations, balance-of-power theories from Machiavelli onwards, realism and liberalism, the Enlightenment, global power balances before and after World War II, the Cold War, the period after 9/11, classic economic theories, including Thomas Malthus, Adam Smith, David Ricardo, Karl Marx, John Maynard Keynes, Milton Friedman etc., international organisations and associations of states, such as the UN, the IMF, the EU, NGOs, etc.

**d. Teaching and working methods:**

Lectures, presentations, case studies, video material and discussions. Teaching is organised so as to support the humanities model for active learning and activational teaching as described in Section 8. At the start of the course, the teacher will inform students of how the study activities are organised.

**e. Assessment criteria:**

Based on the Ministerial Order on Marking and with due regard to the level of the first and second semesters of the MSc programme and the method of assessment, importance is attached to the degree to which students' performances fulfil the learning outcomes. Marks are awarded in accordance with the degree to which the learning outcomes described in the Ministerial Order on Marking have been fulfilled.

Assessment according to the grading scale will signify the extent to which the total sum of these skills has been achieved.

Particular emphasis is placed on whether students' performances correspond to the above learning outcomes for the module.

**1<sup>st</sup> semester/Commercial law, legal terminology and language usage:**

Emphasis is further placed on the extent to which students meet the requirements of the general skills set out in Section 1, especially nos. 1, 2, 3, 5, 7, 8, 10 and 16.

**2<sup>nd</sup> semester/Global Politics and Economics:**

Emphasis is further placed on the extent to which students meet the requirements of the general skills set out in Section 1, especially nos. 1, 5, 7, 9, 10, 11 and 16.

**f. Syllabus**

The syllabus will be announced during the course.

**g. Examination regulations:**

After the 1st semester/Commercial law, legal terminology and language usage:

Students must independently be able to present an analysis of and explain important issues in a case, in a text, within a specific subject area and/or respond to questions within the subject area/syllabus. The total volume of the text must not exceed one standard page.

**Method of assessment:** Individual oral examination

**Language:** English

**Duration per student:** 20 minutes, including marking

**Preparation:** 20 minutes

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

**Examiner:** Internal examination, two examiners

**Assessment:** 7-point grading scale

**Weighting:** 5 ECTS points

Re-examination takes the same format as the ordinary

examination

After the 2nd semester/Global politics and Economics:

Students must independently be able to present an analysis of and explain important issues in a case, in a text, within a specific subject area and/or respond to questions within the subject area/syllabus. The total volume of the text must not exceed one standard page.

**Method of assessment:** Individual oral examination

**Language:** English

**Duration per student:** 20 minutes, including marking

**Preparation:** 20 minutes

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

**Examiner:** Internal examination, two examiners

**Assessment:** 7-point grading scale

**Weighting:** 5 ECTS points

Re-examination is taken as an ordinary examination

## **Section 40. English: Oral language**

**proficiency** English, Written

Proficiency Englisch, Schriftlich

This course is for students who have chosen English as their foreign language.

The subject is an extension of English, Oral Proficiency and develops this subject to add a written dimension to the course subject areas.

### **a. Scope of the course:**

1 hour per week for 10 weeks in the 1st semester (commercial law, legal terminology and language use). 1 hour a week for 10 weeks in the 2nd semester (English/Global Politics and Economics).

Teaching runs over two semesters and carries 0 ECTS points in the 1st semester and 5 ECTS points in the 2nd semester. Overall weighting after two semesters: 5 ECTS points.

### **b. Learning outcomes:**

1<sup>st</sup> semester/Law, legal terminology and language usage:

In terms of content, the following learning outcomes are based on the academic content in English, Oral Proficiency (law, legal terminology and language use – see Section 39).

Knowledge

The student must acquire:

- detailed knowledge of selected areas of mainly English commercial law
- in-depth knowledge of the legal framework in the areas covered
- knowledge of the formatting and structure of legal documents and the formalities applicable to such documents

Skills

Students must:

- be able to produce and analyse legal issues in writing, particularly in the context of commercial agreements, relationship of principal and agent, sole traders, partnerships and companies with limited liability, contractual liability as well as liability outside the contractual relationship.
- be able to apply the correct legal terminology and conceptual apparatus
- be able to analyse a number of situations related to the above subject areas in a commercial context
- be able to analyse and understand the content and consequences of common legal documents, such as agency agreements, letters of incorporation, articles of association, employment contracts, etc.

Competencies

Students are able to:

- understand and analyse situations and events in a micro- and macroeconomic context which may have legal consequences
- design and word e.g. written information material and other kinds of written communication related to situations and events that have legal consequences

2nd semester/Global Politics and Economics:

In terms of content, the following learning outcomes are based on the academic content in English, Oral Proficiency (Global Politics and Economics – see Section 39).

#### Knowledge

Students must:

- acquire knowledge about the terminology and conceptual apparatus related to the subject of Global Politics and Economics, specifically terminology and concepts in the fields of political science and economics
- possess insight into the formatting and structure of analytical texts

#### Skills

Students must:

- be able to apply their acquired knowledge of the terminology and conceptual apparatus to enable them to produce efficiently communicating and conceptually correct texts
- be able to analyse geopolitical and economic issues in written form in the form of analyses of case studies or answering specific questions
- be able to translate their acquired knowledge into the formulation and production of subject-specific texts, with emphasis on effective communication and the right conceptual framework as well as be able to differentiate between important differences in terminology

#### Competencies

Students must be able:

- independently to analyse national, regional and international events and issues and to apply their analysis in a commercial context, in particular with a view to writing about the subjects concerned
- based on their acquired knowledge to assess the possible implications of geopolitical and economic events and trends and be able to produce these analyses in written form.

Objectives translate into the various forms of work in the classroom where the acquired knowledge is applied and the skills practised. Methods of assessment reflect possible application of both knowledge and skills in a professional context.

#### c. **Content of the academic subject**

1<sup>st</sup> semester/Commercial law, legal terminology and language usage:

The module is based on legal textbook material, judgments, legal documents and case studies. The main subject areas are: source of law, structure of the court system, criminal law and civil law, the burden of proof, case law, the legal profession, introduction to contract law, introduction to tort outside contracts, principal responsibility, types of company, such as sole trader, partnerships, limited partnerships,



companies with limited liability, registration of companies with limited liability, listing companies, share and bond emissions, duties and rights of the board, provision of capital, share emissions and power of attorney. Emphasis will be placed on students being able to express themselves in writing in the above areas.

2<sup>nd</sup> semester/Global Politics and Economics:

The module is based on political science material and current articles combined with grammatical exercises.

d. **Teaching and working methods:**

1<sup>st</sup> semester/Law, legal terminology and language usage:

Written exercises, grammar, the study of the structure and conceptual apparatus in law, analysis of case studies and the preparation of short written presentations for meetings with legal content. Teaching is organised so as to support the humanities model for active learning and activating teaching as described in Section 8. At the start of the course, the teacher will inform students of how the study activities are organised.

2<sup>nd</sup> semester/Global Politics and Economics:

Written exercises and assignments. Teaching is organised so as to support the humanities model for active learning and activational teaching as described in Section 8. At the start of the course, the teacher will inform students of how the study activities are organised.

e. **Assessment criteria:**

Based on the Ministerial Order on Marking and with due regard to the level of the first and second semesters of the MSc programme and the method of assessment, importance is attached to the degree to which students' performances fulfil the learning outcomes. Marks are awarded in accordance with the degree to which the learning outcomes as described in the Ministerial Order on Marking have been fulfilled.

Assessment according to the grading scale will signify the extent to which the total sum of these skills has been achieved.

Particular emphasis is placed on whether students' performances correspond to the above learning outcomes for the module.

Emphasis is further placed on the extent to which students meet the requirements of the general skills set out in Section 1, especially nos. 1-3, 5, 7-11 and 16.

f. **Syllabus**

The syllabus will be announced during the course.

g. **Examination regulations:**

Students must independently be able to present a written analysis of and explain important issues in a case, in a text, within a specific subject area and/or respond in writing to questions in one or both of the subject areas/syllabus.

**Final examination after 2nd semester**

**Method of assessment:** Written examination under supervision

**Language:** English

**Duration per student:** 4 hours **Examination**

**aids:** All written aids **Examiner:** External examination

**Assessment:** 7-point grading scale – students receive one overall mark

**Weighting:** 5 ECTS points

Re-examinations are taken as ordinary examinations

## Humanities – communication

The following communication subjects (*Intercultural Communication* and *Corporate Communication*) are offered on the Danish course. If the Study Board for Cross-border Programmes/the Faculty of the Humanities believe that this is required, an English-language communication module carrying a total of 10 ECTS will be offered to replace the Danish-language communication module. The English-language offering will solely apply to students with English as their foreign language. Students with German or Danish as their foreign language will not be able to replace the Danish-language communication module (Section 41 and Section 42) with the English-language module. In the English-language communication module, the examination format, examiners and method of assessment may differ from the list of Examination Regulations set out below for the Danish-language communication module.

### Section 41. Intercultural Communication

Intercultural Communication  
Intercultural Communication

**a. Scope of the course:**

1.5 hours per week in the 1st semester.  
Weighting: 5 ECTS points

**b. Learning outcomes:**

Knowledge

Students must:

- Be familiar with different theories and methods
- Be aware of the possible consequences of various theories

Skills

Students must:

- be able to describe and evaluate the usability of various theories and methods
- be able to assess the impact of various theories
- be able independently to undertake analyses of communication and cultural differences
- be able critically to analyse their own findings and those of others

Competencies

Students are able to:

- recognise the importance of the choice of theory to the analytical results achieved
- assess critically already completed cultural and communication surveys
- develop culture-sensitive theories of communication
- explain, comment, discuss and/or put into perspective various theories and methods as a whole
- relate knowledge from the other subjects on the course to these theories and methods

The review of theory in class and practical case work combined with the short written summary of the case which is drawn up before the examination and presented

in the oral examination ensure that students acquire knowledge of the subject, obtain the skills to work with culture and communication and are able to communicate this knowledge.

**c. Content of the academic subject**

On the basis of the subject's two main directions, students will work with

a) a direction that emphasises alignment with the alien culture's standards of behaviour, where students work methodically with quantitative analytical methods and, where communication is perceived as rule-bound behaviour and culture is seen as a static quantity with empirical categories and

b) a direction that aims to develop students' cultural understanding, where culture is seen as a dynamic concept and students work methodically with qualitative analysis of empirical cases, and where communication is considered a social interaction.

**d. Teaching and working methods:**

Lectures with discussions of relevant theoretical literature combined with case reviews (student presentations) and empirical case studies. Lectures are offered in Danish. The course is organised so as to support the humanities model for active learning and activating teaching as described in Section 8. At the start of the course, the teacher will inform students of how the study activities are organised.

**e. Assessment criteria:**

Cf. the Ministerial Order on Marking and with due regard to the method of assessment, importance is attached to the degree to which students' performances live up to the above learning outcomes. Emphasis will be placed on assessing the degree to which the students master the general competences which are described in Section 1, especially points 2, 4-6 and 8-9.

Marks are awarded in accordance with the degree to which the learning outcomes described have been fulfilled as stated in the Ministerial Order on Marking.

**f. Syllabus**

The syllabus will be announced during the course.

**g. Examination regulations:**

Combined examination with the subject of Corporate Communication (see Section 42) after the 2nd semester. Individual examination on the basis of a summary of the material that the examinee submits 14 days prior to the examination. The material is accompanied by a brief (preliminary) written presentation that presents and delimits the selected issue. A (provisional) bibliography must be attached. For the oral examination, students are permitted to bring a final outline of the case and a final bibliography in two copies.

**Method of assessment:** Free individual oral examination with materials

**Language:** Danish

**The duration of the oral examination per student:** 40 minutes, including marking time

**Preparation:** no

**Examination aids:** Not permitted, but presentation aids (posters, handouts etc.) may be used.

**Examiner:** Internal examination, two examiners  
**Assessment:** 7-point grading scale  
**Weighting:** A total of 10 ECTS points (including 5 ECTS points from Corporate Communication – a single mark is awarded for the combined examination)

## Section 42. Business

### Communication Business

Communication

Unternehmenskommunikation

**a. Scope of the course:**

1.5 hours per week in the 2nd semester

Weighting: 5 ECTS points

**b. Learning outcomes:**

Knowledge

Students must:

- possess knowledge of the different forms of communication used in businesses
- possess knowledge of the applicability of theories and practices in internal and external corporate communication
- possess knowledge of the possible consequences of analytical results based on theories and methods
- possess knowledge of/recognise the disparate requirements for communication in businesses

Skills

Students must:

- be able to explain and assess the applicability of different theories and practices in internal and external corporate communication
- be able to assess the consequences on analytical results based on the selected methods
- be able to undertake analyses of corporate communication processes independently and on a reflective basis
- be able to assess the link between communication and corporate culture
- be able to relate critically to already completed studies

Competencies

Students are able to:

- apply relevant theories and methods in their approach to corporate communication
- analyse practical issues in terms of corporate communications
- develop solutions for corporate communicative problems
- draw up specific business communication solutions tailored to the business and the medium

The theoretical examination and practical case work combined with the short written summary of the case which must be drawn up before the examination and presented at the oral examination ensure that students acquire knowledge of the subject, achieve skills in working with the communication required by a business and are able to communicate this knowledge.

**c. Content of the academic subject**

As corporate communication is to be understood as the overall communication instruments and initiatives of a business/organisation that are put in place to (re)present the business and its services to internal and external target groups, students must be able to see the relationships between businesses' mutual communication processes and

their overall communications as a link to the outside world.



Corporate communication covers all forms of communication from interpersonal communication intended for mass media communication aimed at specific recipients. But with Watzlawick's communication thesis of "Man kann nicht nicht kommunizieren" a lack of readiness to communicate also contributes to the image of a business/organisation in the public space. The image of a business/organisation cannot therefore be analysed as a linear result of separate communication processes, but as the sum of impressions, knowledge, opinions, information etc. Students must therefore learn to see communication as a reflective process between the business and the applicable sections of the public and work with communication instruments in the field of corporate communication, such as product advertising in media, corporate advertising, public relations, personal communication, direct marketing, financial communication (including annual reports) and crisis communication.

d. **Teaching and working methods:**

Lectures with discussions of relevant theoretical literature combined with case reviews (student presentations) and empirical case studies. Lectures are offered in Danish. The course is organised so as to support the humanities model for active learning and activating teaching as described in Section 8. At the start of the course, the teacher will inform students of how the study activities are organised.

e. **Assessment criteria:**

Cf. the Ministerial Order on Marking and with due regard to the method of assessment, importance is attached to the degree to which students' performances live up to the above learning outcomes. Emphasis will be placed on assessing the degree to which the students master the general competences which are described in Section 1, especially points 2, 4-6 and 8-9.

Marks are awarded in accordance with the degree to which the learning outcomes described have been fulfilled as stated in the Ministerial Order on Marking.

f. **Syllabus**

The syllabus will be announced during the course.

g. **Examination regulations:**

Combined examination with Intercultural Communication (see Section 41).

## Optional subjects

### Section 43.

#### Optional subjects

Wahlfächer

Students may take optional courses at Europa-Universität Flensburg. Teaching and examinations will be held, as appropriate, in accordance with the course description below. Assessment will be based on the 7-point grading scale.

Optional subjects combined carry 20 ECTS points, of which min. 20 ECTS must be from the field of social science.

For students who have chosen Danish or English as a foreign language, German Oral Proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semesters and the profile subject in the 3rd semester.

For students who have chosen German or English as their foreign language, Danish Oral Proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semesters and the profile subject in the 3rd semester.

For students who have chosen Danish or German as their foreign language, English Oral Proficiency (10 ECTS points) may be included as an optional subject. If so, the optional subject will be taken in the 1st and 2nd semesters and the profile subject in the 3rd semester.

#### a. **Scope of the course:**

Weighting: A total of 30 ECTS, of which min. 20 ECTS must be from the field of political science. The scope of classroom hours varies according to the nature of the optional subjects.

Optional subjects carrying 5 or 10 ECTS points may be replaced by a project-based course. See Section 22.

#### b. **Learning outcomes:**

Learning outcomes vary according to the optional subject.

Students may in principle take optional subjects at any higher educational establishment in Denmark or abroad as long as the content is relevant to the MSc in International Business Economics.

#### c. **Teaching content**

The content varies according to the optional subject. Optional subjects that are not offered by the Study Board for Cross-border Programmes must be approved by this study board on the basis of individual applications setting out the reason for the application and stating the motivation for the choice of optional subject, the content of the subject, examination regulations and ECTS weighting. The study board may, however, provide a general approval of specific optional subjects.

Optional subjects must be at graduate level and cannot overlap academically with compulsory subjects on the course.

Optional subjects must have a natural relevance to or supplement other compulsory disciplines on the course as well as consolidate students' abilities in terms of the general and subject-specific skills objectives of the course.

- d. Teaching and working methods:**  
Teaching methods vary according to the optional subject.
- e. Syllabus:**  
Depends on the chosen subject.
- f. Assessment criteria:**  
Depends on the chosen subject.
- g. Examination regulations:**  
Depends on the chosen subject.

# Thesis

## Section 44.

**Thesis** Thesis  
Masterarbeit

**a. Length:**

The Master's thesis is written in the fourth semester and signifies the completion of the programme. Weighting: 30 ECTS points.

**b. Learning outcomes:**

The Master's thesis may have a subject based on political science or communication science.

Students who have chosen an oral foreign language carrying 10 ECTS points as an optional subject must choose a subject based on political science (with a communicative aim related to the communication subjects on the course).

### Knowledge

The student must obtain thorough, systematic and in-depth knowledge

- within the chosen subject area for the thesis
- of applicable research methodologies and survey designs within the subject area of the thesis
- of academic practices, including sources and documentation

### Skills

Students must:

- be able to limit and define the topic of the Master's thesis and on this basis identify a clear, scientific, theoretical or practical issue that is important to their chosen area
- be able to give an informed account of the relevant research literature
- be able to take a critical view of the sources used and document these using references, notes and bibliographies
- be able to systematise complex knowledge and data and select and prioritise matters of importance for the subject
- be able critically and independently to investigate, analyse and discuss an academic problem based on stated intent using relevant academic theories and methods and be able to argue on a valid and scientific basis
- be able to evaluate and revise their own methodological and theoretical approaches
- be able to gather their results in a clear, structured and linguistically accurate presentation that meets scientific requirements for analysis, argumentation and documentation
- be able to extract and summarise survey results as well as assess the strengths and weaknesses of their own work
- be able to explain [in a foreign language/Danish] the intent, approach, theoretical basis, analyses and results of their work

### Competencies

Students are able to:

- choose the right method to solve complex and abstract problems and thus at a very high level to perform complex professional tasks in the job market, even under time pressure
- perform major tasks in an informed, professional and cross-disciplinary manner and at a very high level based on their knowledge and analytical skills obtained within the field of the thesis
- navigate in a complex world of work and contribute positively to the compound, multilingual and multicultural environments in professional, cross-disciplinary contexts
- assess and revise their own knowledge and skills and identify opportunities and needs for future learning and initiate new learning processes

**c. Content and subject of the Master's thesis:**

Supervision is offered for students writing their Master's thesis. It is the responsibility of students to seek out a supervisor. Students and their supervisor jointly set the topic of the Master's thesis. Solution method and choice of model are also discussed with the supervisor. The supervisor must approve the thesis, submission date and supervision plan (further details can be found in Section 14 of the Joint Regulations, Master's Thesis).

The purpose of the Master's thesis is to develop the ability of students independently to describe, analyse and process complex problems at graduate level. In their Master's thesis, students must demonstrate that they are able to apply the theoretical knowledge gained on their course to solve a well-defined problem.

The topic of the Master's thesis may be based on a theoretical problem or an issue in a specific business or public sector organisation in the chosen area of specialisation.

The Master's thesis may draw on a range of disciplines to address the topic, including from an interdisciplinary perspective, if applicable, covering the disciplines of the MSc in International Business Economics.

In practical assignments, students must be able to demonstrate that they are able to identify, delineate and formulate a specific decision-making problem in the business/organisation in question and that, based on this, they are able to make reasoned decisions and discuss the theories and models incorporated as tools in their alternative proposals for the solution to the practical problem. Students must be able to demonstrate skills in applying the selected theories and models based on their assumptions. Problem-solving must therefore take place against a theoretical background. Arguments and reasoning behind the proposals formulated must be coherent and it must be possible for the reader to assess the reliability of the information on which the proposed solutions are based and the reliability of the criteria applied to the writer's choices among these alternatives.

In their Master's thesis, students must be able to demonstrate and justify the choices they have made. Students must therefore provide a section explaining their methodology and explicitly explaining their choice of method. The thesis should also include the writer's own assessment of the reliability of the information applied in the decisions made.

The same applies to assignments based on well-defined theories and modelling. The information used should be subject to critical analysis and students should discuss the fundamental assumptions and prerequisites on which theories and modelling are based. This theory-based analysis may result in a reasoned proposal for either a) not changing the existing theory or b) further developing the theory.

Students are required to relate their chosen theory and modelling to one specific or a plurality of case studies. (The case studies will often be businesses or other types of organisation). The purpose of this empirical phase is to test and discuss a theory or model as it applies to a practical problem. For this purpose, the test may form the basis for a critical assessment of the theory or model taking as its starting point its applications in decision-making situations in the type of business or organisation chosen.

**d. Assessment criteria:**

Cf. the Ministerial Order on Marking and with due regard to the method of assessment, importance is attached to the degree to which students' performances live up to the above learning outcomes.

Marks are awarded in accordance with the degree to which the learning outcomes described have been fulfilled as stated in the Ministerial Order on Marking.

**e. Examination regulations:**

Students are automatically registered for the Master's thesis. This applies regardless of whether the Master's thesis topic has been approved.

Requirements for the content of the Master's thesis contract are specified by the Joint Regulations.

Students choose to write their Master's thesis in the source language or in their first or second foreign language.

Students must write an abstract for their Master's thesis of 2-3 standard pages (see further information below). A good abstract may increase the overall mark awarded to the Master's thesis by one grade. A poor abstract may reduce the overall mark awarded to the Master's thesis by one grade. Students who fail to include an abstract will not pass their Master's thesis.

**Method of assessment:** Master's thesis with oral defence

**Number of pages, thesis** (excluding appendices): min. 60 standard pages; max. 80 standard pages per student

**Foreign language, abstract:** 2-3 standard pages per student: For multiple students: each student must write an abstract.

The abstract must always be written in one of the other course languages (Danish, German or English) than the one in which the thesis itself is written.

**Possible for multiple students to contribute to the Master's thesis:** Yes, max. 3 students. The thesis must clearly state who is responsible for each part of the assignment. Marks will be awarded on an individual basis.

**The duration of the oral examination:** 45 minutes per student excluding marking Of which the student's presentation of the assignment constitutes: 10-15 min.

**Preparation:** no

**Examination aids:** Master's thesis and any presentation material

**Examiner:** External examination  
**Assessment:** 7-point grading scale – the written thesis has a weighting of 2/3 and the oral examination 1/3.  
**Weighting:** 30 ECTS points

If a student wishes to have a thesis assessed on both the Danish and German side, i.e. if the student wants to take the Danish MSc in International Business Economics and the corresponding German Master's degree, the student must submit four copies of the Master's thesis.



### **III. Commencement date and interim regulations**

#### ***Validity***

This curriculum was drawn up in accordance with Ministerial Order No. 1520 of 16 December 2013 on Bachelor and Master's degree programmes at the universities and comes into effect for students who matriculated on 1 September 2016 or later.

#### ***Approval***

Recommended for approval by the Study Board for Cross-border Programmes on 9 December 2015.

Approved by the Dean of the Faculty of Humanities, 11 March 2016.

#### ***Interim regulations***

Curriculum 2015:

Students who started the programme in the summer of 2015 will continue their course in accordance with the former curriculum. Examinations and teaching under this curriculum run for the final time according to the phase-out plan for the curriculum as follows:

1<sup>st</sup> semester subjects taught for the last time in autumn 2018/2019, last examination in winter 2016/2017.

2<sup>nd</sup> semester subjects taught for the last time in spring 2016, last examination in spring 2019.

3<sup>rd</sup> semester subjects taught for the last time in autumn 2016, last examination in winter 2019/2020.

Students who have not completed the programme within the above timeframes must submit an application to the study board for the purpose of

- either setting up a course of study in which subjects from the new curriculum replace subjects that are no longer offered
- being transferred to the new curriculum

# General part

## IV. Joint Regulations for Humanities Programmes at the University of Southern Denmark

can be found on the Faculty Secretariat website:

[www.sdu.dk/hum/faellesbestemmelser](http://www.sdu.dk/hum/faellesbestemmelser)

Revised by the Dean, effective from 1 September 2015.

### ***Information on exemption from rules contained in the curriculum:***

In exceptional circumstances, the university may grant exemption from those regulations in the curriculum that have been established solely by the university (cf. Section 24, sub-section 7 of the Ministerial Order on Bachelor and Master's degree programmes at universities).

## V. Appendices

Qualification framework for higher education	Competence objectives for the programme	Learning objectives for each subject element
<b>Knowledge:</b>		
<p>Must have knowledge of one or more fields that is based on the highest level of international research within a given field.</p>	<ul style="list-style-type: none"> <li>• Must have the knowledge of the complex linguistic, corporate communication (internal and external) and business economics issues in internationally-oriented private and public sector businesses and organisations.</li> <li>• Must have knowledge of law, political science and economics in their target language countries.</li> <li>• Must possess an understanding of regionalisation and globalisation processes in the international economic</li> </ul>	<p>Intercultural Communication</p> <p>Corporate Communication</p> <p>English: Law, Legal Terminology and Language Use</p> <p>English: Global Politics and Economics</p> <p>Comparative Economic Systems</p>
<p>Must be able to understand and reflect on the knowledge in the field(s) on a scientific basis and be able to identify scientific issues.</p>	<p>Graduates</p> <p>1. must be able to delimit and define an academic problem at a highly scientific level</p> <ul style="list-style-type: none"> <li>• must be able to understand the concepts, theories, methods, practices and scientific problems of the field and are able to apply them in a reflective way as well as communicate their professional knowledge at a reflective level in their target languages</li> </ul>	<p>German/Danish</p> <p>English: Law, Legal Terminology and Language Use</p> <p>English: Global Politics and Economics</p> <p>English: Written Proficiency</p>
<b>Skills:</b>		
<p>Must be able to master scientific methods and tools as well as</p>	<p>Graduates</p>	<p>Social Science Methodology and Analysis</p>

<p>master general skills related to employment in the subject area(s).</p>	<ol style="list-style-type: none"> <li>2. must be able to systematise complex knowledge and data and select and prioritise matters of importance for the subject <ul style="list-style-type: none"> <li>• must be able to immerse themselves in, understand and hierarchise a large field of material in languages and business economics</li> </ul> </li> <li>3. be able to make a critical evaluation of the various theories and methods connected with the subject</li> <li>4. be able to apply concepts with precision and consistency</li> <li>5. be able to form arguments on a valid and scientific basis</li> <li>6. be able to take a critical view of the sources used and document them using references, notes and bibliographies</li> <li>7. be able to use information technology as a tool for information retrieval and oral and written communication</li> <li>8. be able to understand and apply academic texts in English, as well as in the Scandinavian languages</li> <li>9. be able to formulate an opinion on professional subjects in a foreign language <ul style="list-style-type: none"> <li>• be able independently to draft and process texts in their target languages for various communications situations and translate texts into/from the target language</li> <li>• be able to understand and</li> </ul> </li> </ol>	<p>Business Marketing</p> <p>German/Danish</p> <p>English: Law, Legal Terminology and Language Use</p> <p>English: Global Politics and Economics</p> <p>English: Written Language</p> <p>Proficiency</p> <p>Intercultural Communication</p> <p>Corporate Communication</p>
<p>Must be able to assess and select from scientific methods, tools and general skills of the subject area(s)</p>	<p>Graduates must be able:</p> <p>comprehensively to examine, analyse and solve technical problems</p>	<p>German/Danish</p> <p>English: Law, Legal Terminology</p>

<p>and on a scientific basis produce new analytical and solution models.</p>	<p>using applicable academic theories and methods and include current international research</p> <ul style="list-style-type: none"> <li>• independently to identify, analyse and solve a strategic or industrial marketing problem or societal problem using applicable academic theories and methods</li> <li>• to develop, implement and monitor international marketing programmes which both take account of global integration and national accountability</li> <li>• to analyse internal and external factors in corporate communications</li> <li>• to describe and analyse communicative and cultural differences as well as develop and apply culture-sensitive theories of communication</li> </ul>	<p>and Language Use</p> <p>English: Global Politics and Economics</p> <p>English: Written Proficiency</p>
<p>Must be able to communicate research-based knowledge and understanding and discuss professional and scientific issues with both peers and non-specialists.</p>	<p>Graduates must be able:</p> <ol style="list-style-type: none"> <li>11. to initiate and complete academic discussions <ul style="list-style-type: none"> <li>• to engage in professional dialogue based on appropriate use of concepts, models, theories and methods used in business economics, marketing or social sciences</li> </ul> </li> <li>12. <i>have a command of language – written and spoken – that is subject-oriented, precise and accurate</i></li> <li>13. to communicate research-based knowledge and discuss complex scientific issues</li> </ol>	<p>Social Science Methodology and Analysis</p> <p>Business Marketing</p> <p>German/Danish</p> <p>English: Global Politics and Economics</p> <p>English: Written Proficiency</p>

	<p>to make them relevant and comprehensible to various target groups</p> <ul style="list-style-type: none"> <li>• be able to present independent projects in the field of languages and/or business administration in various forums</li> </ul>	
<p>Competencies:</p>		
<p>Must be able to handle situations related to work and development that are complex, unpredictable and demand new solutions.</p>	<p>Graduates must be able:</p> <p>14. to stay focused and create coherence when completing home assignments</p> <ul style="list-style-type: none"> <li>• to identify, analyse and develop solutions to complex language and business economics problems in internationally oriented private and public sector businesses and organisations</li> </ul> <p>15. to handle complex situations related to work and development that demand new solutions and be able to cooperate, accept and offer constructive criticism</p> <ul style="list-style-type: none"> <li>• at a high level to analyse, assess and solve tasks related to the international activities of businesses as well as the related language, communication and presentation tasks</li> <li>• independently to be able to solve economic or commercial problems in a specific political or economic context</li> <li>• to develop, implement and monitor international marketing programmes which</li> </ul>	<p>Social Science Methodology and Analysis</p> <p>Business Marketing</p>

	both take account of global integration and national responsibility	
Must independently initiate and work in cooperation with others on an academic and interdisciplinary basis and assume a professional sense of responsibility	<p>Graduates must be able:</p> <p>16. to work independently in a disciplined, structured and goal-oriented manner and be capable of meeting deadlines and observing formalities</p> <ul style="list-style-type: none"> <li>• operate independently and in a reflective way in intercultural negotiations and vis-a-vis various business economy problems</li> <li>• engage effortlessly in negotiations and case handling in national and international businesses, institutions and organisations</li> </ul>	<p>English: Law, Legal Terminology and Language Use</p> <p>English: Global Politics and Economics</p> <p>English: Global Politics and Economics</p> <p>English: Written Proficiency</p>
Must be able independently to assume responsibility for their own academic		All subjects