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### Preface

Welcome to the Master of Arts in International Business Communication – Corporate Communication programme. The Master’s programme is governed by the Ministerial Order no. 814 of 29 June 2010 on Bachelor and Master’s Programmes at Universities issued by the Danish Ministry of Science, Technology and Innovation (*Bekendtgørelse om bachelor- og kandidatuddannelser ved universiteterne*). The programme lasts two years and includes a thesis.

The purpose of the programme is to:

- Expand students’ theoretical and practical knowledge of corporate communication and related skills, i.e. skills within all communication types involving private or public companies, organisations and institutions as senders, recipients or subjects of such communication
- Provide students with the qualifications needed to undertake, individually and/or in collaboration with others, relevant functions within corporate communication at a strategic and/or operational level in private or public companies, organisations and institutions on the basis of the knowledge and skills acquired
- Provide students with the qualifications needed to carry out scientific research

The Board of Studies for Business Communication (Studienævnet for Erhvervskommunikation) is responsible for the organisation, contents and planning of the programme. The Board of Studies is also responsible for the programme’s quality and academic breadth and depth.

The Board of Studies for Business Communication, September 2012.

# Presentation of information material about the study programme

The Board of Studies for Business Communication, as part of its activities, publishes a variety of information material about the study programme which you may find useful in connection with the planning and completion of your studies.

This material includes:

*a curriculum*

*a study guide*

*a course catalogue*

The *curriculum* is a *legal* document describing the exams which must be passed and the academic requirements which must be met in order to pass the exams. The curriculum is included at the back of the study guide.

The *study guide* provides information about a range of academic and practical aspects.

In the *course catalogue* you will find descriptions of the various subjects offered as part of the study programme.

### **Who to contact**

There are many situations and contexts in which you will find yourself in contact with the administration. The offices which are most relevant to you are listed below:

#### **Study Administration**

Tåsingevej 3, 8000 Aarhus C., building 1443, ground floor and 1st floor

#### **Student Counselling**

Jens Chr. Skous Vej 4 (The Nobel Park), 8000 Aarhus C., building 1484, room 127

#### **Department Secretaries (Department of Business Communication)**

Jens Chr. Skous Vej 4 (The Nobel Park), 8000 Aarhus C., building 1483

#### **State Education Grant Office**

The Information Centre, Fredrik Nielsens Vej 5, 8000 Aarhus C., building 1445

# General information about the Master of Arts in International Business Communication – Corporate Communication programme

The Master of Arts in International Business Communication – Corporate Communication programme focuses on the strategic management of communication processes.

The *first semester* includes Corporate Communication, Strategic Management in Organisations in a Communicative Perspective and Scientific Methods.

The *second semester* includes Corporate Communication in Change and Crisis Situations, Stakeholder Relations as well as two electives. The electives may be chosen from among the electives offered under the Master's programme or from the fields of, e.g., business administration or language offered under another Master's programme at Aarhus University, AU Summer University or at another institution of higher education.

In the *third semester*, you can choose between four teaching profiles and a project-based study:

### **Profile: Integrated Marketing Communication and Public Relations**

The purpose of this profile is to provide you with the qualifications required to undertake communication and management assignments in connection with integrated market communication and public relations in companies and organisations. The profile focuses on new theories and methods such as tribal marketing and co-creation of consumer and brand identities. This will give you an understanding of the key concepts within and premises of integrated market communication and PR, including the concept of the market as a forum for conversations, relations and critical counter-cultures, ethical dilemmas and, not least, the complexity of integration which places heavy demands on the market communication management processes and their structural organisation.

### **Profile: Global Communication in a Corporate Perspective**

The purpose of this profile is to provide you with theoretical and practical insights into the types of strategic corporate communication used in organisations' communication with foreign stakeholders (customers, suppliers, subsidiaries, international authorities, international NGOs, international media etc.) in terms of marketing, public relations and corporate branding in a multicultural environment. Within the framework of globalisation and network society, the teaching focuses on how organisations handle situations such as change management and change communication, value communication, the complex of local/global marketing, corporate reputation and issues management in the international arena.

### **Profile: Human Resource Communication**

The purpose of this profile is to provide you with the qualifications required to handle HR assignments relating to management and communication in both public and private-sector organisations, using new approaches and methods within the field. You will, among other things, get an understanding of important theoretical concepts such as motivation and dedication, trust, the psychological contact, HR law and the socio-cultural, financial and political development of HR. In addition, you will be given a number of HRM dilemmas, such as organisational conflicts, restructuring, dismissals and mergers, which place demands on the organisation's communicative skills.

### **Profile: Political Communication**

*Please notice that this profile is new and is subject to final approval by the Board of Studies for Business Communication at the moment.*

This profile explores a set of politically oriented themes which are central in defining the communicative practices of modern organizations seeking to influence and collaborate with decisions-makers from the public sector or international institutions. The profile is specifically concerned with the consensus-building of different stakeholders in political communication processes, including private and public organizations, politicians, journalists and citizens. The profile offers a focused approach to achieving competences particular to highly skilled professionals who are adept at presenting and negotiating a corporate agenda across competitive political environments. To be able to navigate the political domain from a corporate perspective, students will develop insights and understandings of core themes such as political culture and behaviour, public affairs and political consultancy, political public relations and political marketing.

### **Project-based study**

The purpose of the project-based study is to provide you with the qualifications required to associate practical challenges and problems experienced in connection with an educational stay of your choice with theories and methods within corporate communication. The project-based study will focus on the theories and methods dealt with during the first and second terms of the programme. The profile will provide you with the qualifications required to reflect on and discuss the implications of the theories for practice and the implications of the practical experience for the theories.

During the *second and third semester*, you will choose electives. With your electives, you will be able to shape your studies according to your interests. You may choose one of the electives offered under the master programme, or you may choose an elective subject within the fields of, e.g., business administration or language offered under another master programme at AU, AU Summer University or at another institution in Denmark or abroad.

During the *fourth and last semester*, you must write your thesis. You choose the topic of your thesis yourself, but it must fall within one of the disciplines taught under the programme.

# Study Guide

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## Study programme structure

The Master of Arts in International Business Communication programme consists of 10 exams, including a thesis.

The table below provides an overview of the structure of the study programme.

### Profile: Integrated Marketing Communication and Public Relations

1.sem	Corporate Communication 15 ECTS Project report with oral defence	Strategic Management of Organisations in a Communicative Perspective 10 ECTS 12-hour exam	Scientific Methods 5 ECTS 12-hour exam
2.sem	Corporate Communication in Change and Crisis Situations 10 ECTS Project report with oral defence	Stakeholder Relations 10 ECTS One week written take-home paper with oral defence	Elective 5 ECTS Varying exam form
			Elective 5 ECTS Varying exam form
3.sem	Integrated Marketing Communication and Public Relations 20 ECTS Portfolio with oral defence		Elective 10 ECTS Varying exam form
4.sem	Thesis 30 ECTS		

### Profile: Global Communication in a Corporate Perspective

1.sem	Corporate Communication 15 ECTS Project report with oral defence	Strategic Management of Organisations in a Communicative Perspective 10 ECTS 12-hour exam	Scientific Methods 5 ECTS 12-hour exam
2.sem	Corporate Communication in Change and Crisis Situations 10 ECTS Project report with oral defence	Stakeholder Relations 10 ECTS One week written take-home paper with oral defence	Elective 5 ECTS Varying exam form
			Elective 5 ECTS Varying exam form
3.sem	Global Communication in a Corporate Perspective 20 ECTS Portfolio with oral defence		Elective 10 ECTS Varying exam form
4.sem	Thesis 30 ECTS		



**Profile: HR Communication**

1.sem	Corporate Communication 15 ECTS Project report with oral defence	Strategic Management of Organisations in a Communicative Perspective 10 ECTS 12-hour exam	Scientific Methods 5 ECTS 12-hour exam
2.sem	Corporate Communication in Change and Crisis Situations 10 ECTS Project report with oral defence	Stakeholder Relations 10 ECTS One week written take-home paper with oral defence	Elective 5 ECTS Varying exam form  Elective 5 ECTS Varying exam form
3.sem	HR Communication 20 ECTS Portfolio with oral defence		Elective 10 ECTS Varying exam form
4.sem	Thesis 30 ECTS		

**Profile: Political Communication**

1.sem	Corporate Communication 15 ECTS Project report with oral defence	Strategic Management of Organisations in a Communicative Perspective 10 ECTS 12-hour exam	Scientific Methods 5 ECTS 12-hour exam
2.sem	Corporate Communication in Change and Crisis Situations 10 ECTS Project report with oral defence	Stakeholder Relations 10 ECTS One week written take-home paper with oral defence	Elective 5 ECTS Varying exam form  Elective 5 ECTS Varying exam form
3.sem	Political Communication 20 ECTS Portfolio with oral defence		Elective 10 ECTS Varying exam form
4.sem	Thesis 30 ECTS		

*Please notice that this profile is new and is subject to final approval by the Board of Studies for Business Communication at the moment.*

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## Project-based study

1.sem	Corporate Communication 15 ECTS Project report with oral defence	Strategic Management of Organisations in a Communicative Perspective 10 ECTS 12-hour exam	Scientific Methods 5 ECTS 12-hour exam
2.sem	Corporate Communication in Change and Crisis Situations 10 ECTS Project report with oral defence	Stakeholder Relations 10 ECTS One week written take-home paper with oral defence	Elective 5 ECTS Varying exam form
3.sem	Project-based study 20 ECTS Portfolio with oral defence		Elective 10 ECTS Varying exam form
4.sem	Thesis 30 ECTS		

## Exam types

The study programme includes five different exam types (see chapter 7 in the study guide concerning exam types).

## **Practical information**

### **Admission**

To be admitted to the Master of Arts in International Business Communication programme, you must hold a Bachelor's degree awarded for completing a study programme which comprises elements within communication on a level corresponding to, e.g., the BA in Marketing and Management Communication programme, the BA in International Business Communication programme or the BA in International Communication and Multimedia offered by Aarhus University. Bachelors with at least 60 ECTS of communication elements and a sufficiently high level of proficiency in English may apply.

Aarhus University may, in special cases, admit students who do not meet the above requirements, but who have acquired equivalent academic skills.

### **Course registration**

The registration deadline for courses offered in the spring semester is *15 November at the latest*, and *15 May at the latest*, for courses offered in the autumn semester.

### **Exam registration and deregistration**

You are automatically registered for your first exam attempt for exams taking place in connection with or at the end of the semester in which a given course module has been offered. If you need to re-take an exam, you can only do so in the same or in a subsequent exam period after having registered for the exam.

It is your responsibility to make sure that your exam registration has been correctly listed. In case of errors in the registration, you must contact the Study Administration at the beginning of March (summer exams) and at the end of October (winter exams). If the error has not been corrected before that deadline, you will be listed as not having registered for the exam on time.

Should you regret having registered for an exam, it is possible to deregister up to **7 days prior to the date of the exam**. If you have registered for an exam without having deregistered again in due time, your registration will count as one exam attempt.

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### Thesis

#### *Allocation of academic supervisor*

In order to have an academic supervisor assigned to you, you must complete the form 'Allocation of academic supervisor' and prepare a proposal for a thesis synopsis consisting of:

- Tentative title
- Tentative problem statement
- Tentative research approach (methods/theory)
- Description of data basis, if relevant

You can find the form on the Study portal.

The form containing the proposal must be submitted one month before you register for your Master's thesis, though not later than 15 June if registering for your Master's thesis on 1 August.

A supervisor will then be assigned to you. Students may work with a principal and an assistant supervisor, if necessary.

#### *Thesis registration*

You can register for your thesis before one of the following deadlines:

**1 January, 1 March, 1 April, 1 June, 1 August and 1 October.** You decide when you want to register. Once you have registered, you cannot cancel your registration.

Before registering, a supervisor must be assigned to you (see 'Allocation of academic supervisor').

You must also prepare a thesis synopsis and a plan for the thesis process, which must be approved by your supervisor before you can register.

The thesis synopsis must consist of:

- Tentative title
- Tentative problem statement
- Tentative research approach (methods/theory)
- Description of data basis, if relevant
- Tentative outline
- Tentative list of literature

To register, you must submit ‘Registration form Master thesis’, which you can find on the Study portal along with the thesis synopsis and plan for the thesis process. The form must be signed by you and your supervisor.

### *Submitting your thesis*

You have 5 months to write your thesis, starting from the date of registration.

The deadlines for submission are:

- if you register on 1 January: **1 June**
- if you register on 1 March: **1 August**
- if you register on 1 April: **1 September**
- if you register on 1 June: **1 November**
- if you register on 1 August: **1 January**
- if you register on 1 October: **1 March**

The thesis must be submitted to the Study Administration in two printed copies. Moreover, you must register and upload your thesis to the Library’s thesis portal [Theses@asb.dk](mailto:Theses@asb.dk). Guidelines can be found on the Library website.

### *Oral defence*

The defence of your thesis is in the form of a 45-minute oral exam including evaluation. There is no preparation time. The oral exam takes place no later than one month after you have submitted your thesis (however, an extra month is added if the date for the oral exam falls in the month of July, and 14 days are added if the date falls around Christmas/New Year’s).

### *New deadline for submission*

Not submitting your thesis by the deadline counts as one of the three attempts you have at passing your thesis.

You will then have to prepare a modified thesis synopsis and a new plan for the thesis process, which must be approved by your supervisor. You have a new deadline of 3 months to submit your thesis, starting from the original deadline. Not submitting your thesis by the new deadline counts as the second of the three attempts you have at passing your thesis.

You will again have to prepare a modified thesis synopsis and a new plan for the thesis process, which must be approved by your supervisor. You have one final deadline of 3 months to submit your thesis, starting from the second deadline.

## Study Guide

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### *Registration of thesis with new deadline*

To register for the second and third attempts, you must submit the form for registration of thesis with modified thesis synopsis which you can find at the Study portal. You must enclose a modified thesis synopsis and a new plan for the thesis process. The form must be signed by you and your supervisor.

### *If you fail your thesis*

If you fail your thesis, you have used one of the attempts you have at passing your thesis. You can then write a new thesis according to the rules outlined above. The procedure starts all over again but it is restricted to the remaining number of attempts.

A new supervisor must be assigned to you, and you must prepare a new title and problem statement.

### **Use of PC in connection with oral exams**

The following rules apply to the use of PowerPoint presentations during oral exams:

- The general rule is that using a PC should not cause an extension of the time allocated for the exam in the exam description.
- Technical Support ensures that the technical equipment is working at the start of the exam and that login has been performed.
- Technical Support provides an on-call service for individual exam dates. The person on call can be called in during planned breaks in the exam to correct any errors in the technical equipment.
- You bring the presentation with you on a CD-ROM or USB device.
- You must install the CD-ROM/USB yourself.
- You must bring transparencies to replace the PowerPoint presentation in case of technical problems if the correction of such problems will delay the start of the exam.

No additional time is allowed in case of technical errors with the equipment or in case of problems with installing diskettes which are used instead of transparencies.

### **Individual exams/group exams**

All oral exams are taken individually. Written exams can be either individual or group exams. Students are always entitled to hand in an individual paper.

The evaluation of individual and group exams is based on your individual performance. **In written group exams, your individual contribution must be clearly identifiable.**

### **Individual written exams**

Individual written exams must always be completed independently. Although students are regularly encouraged by their lecturers to work on papers together for pedagogical reasons, group work during individual exams is not allowed.

### **Individualisation of written group assignments/projects**

It must clearly appear from written group assignments/projects which student has composed and has special responsibility for the individual chapters and larger sub chapters. The individualisation must take place by indicating the student's name in the table of contents.

The introduction, problem statement, scope etc. of the assignment/project together with the final discussion and conclusion are regarded as composed in unison by the group and should not be individualised.

By the oral defence of group assignments/projects the students will have a common responsibility for the entire assignment/project. All members of the group are expected to have a thorough knowledge of all chapters in the assignment/project regardless whether the chapters are individualised or composed in unison. The student responsible for an individualised chapter or sub chapter is expected to have a detailed insight in the chapter/chapters and should be able to account thoroughly for the contents of the chapter.

### **References**

If you use references in connection with an exam paper, it is crucial that you **state your source clearly and precisely** so that it is obvious exactly which parts of the paper stem from references and which parts are your own thoughts. There is no difference between written (printed or electronic) and oral sources. An **exact reference** must be given, regardless of whether you quote the source directly, reword a source text or use the source's argumentation, reasoning, special terminology, academic concepts etc.

### **Submitting exam papers**

The exam plans published on the Study portal specify when papers must be submitted. The exam plans will also state if it is possible to access exam assignments and submit exam papers electronically.

Written exam papers must be submitted in three copies; however, two printed copies of the thesis must be submitted to the Study Administration. Moreover, you must register and upload your thesis to the Library's thesis portal [Theses@asb.dk](mailto:Theses@asb.dk). Guidelines can be found on the Library website.

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In connection with 12-hour written take-home assignments and papers on **set topics**, you must write your student exam number on the paper (and not your name). For other exam types, your name and civil registration number (CPR) must be indicated on the paper. All copies of the exam paper must have a relevant standardised front page which you can find at the Study portal.

### **Illness**

If you are unable to take an exam, complete a project or a written paper due to illness or other matters of that nature, the Board of Studies may, based on a written application from you, grant permission for a late cancellation of your exam registration. This does not apply to courses based on continuous assessment, however.

If you are granted permission to deregister from an exam due to illness, you have the right to sit the exam or hand in the exam paper or project at a later date in the same exam period in compliance with the rules that apply to re-taking exams in the same exam period.

When requesting permission to postpone an exam due to illness, you are required to provide a medical certificate as confirmation. On the day of the exam or of the submission of a written paper, you must contact your doctor personally and have him/her write and date the medical certificate so that it covers the day or period during which the exam is supposed to take place.

### **Standard page concept and paper length**

In the exam descriptions, the concept of a *standard page* is used. A standard page is defined as 2,200 characters (no spaces).

In relation to written assignments the length of the paper excludes spaces, table of contents, bibliography and appendices. Footnotes and endnotes are included.

The length (total number of characters excluding spaces) **must** be indicated in the exam paper.



### Studying abroad

If you would like to study abroad during the second and/or third semester, you must plan to do so at a very early stage in the course of study. In order to obtain the required credit transfer, you must find courses at a foreign institution which combined – in terms of contents and ECTS points – correspond to the semester you will miss in your study programme. The programme coordinator and/or the course coordinators must approve your planned study programme in advance.

As Aarhus University does not have partner universities where it is possible for a student of the master programme of Corporate Communication to come to stay as an exchange student, please pay attention to the fact that it is your own responsibility to find both an exchange university and courses, which can be approved in advance as replacement for the compulsory courses in your study programme. Thus, it requires a careful preparation and may be a lengthy process.

#### **Further information**

You can find further information about exchange positions and free-mover possibilities as well as application procedures at the Study portal.

Aarhus University organises an information meeting each year at the beginning of September for all students interested in studying abroad or as free movers. The meeting is announced on CampusNet or posted on the notice boards.

The deadline for applying for exchange positions in spring and autumn 2013 is September 2012.

### Thesis

The 4th semester of the Master's programme is reserved for writing the thesis.

The purpose of the thesis is to provide you with an opportunity to explore independently and on the basis of scientific theory and method a carefully defined topic falling within the disciplines covered by the study programme.

The topic of the thesis must relate to corporate communication in a wide sense, including corporate communication in an organisational, socio-economic or global context. The focus must be on a problem or issue of a theoretical and/or empirical nature.

The topic of the thesis must be approved by the programme coordinator who shall also organise the necessary supervision.

Read more about academic supervisor allocation, thesis registration, deadlines and submitting your thesis in the 'Thesis' section under 'Practical information'. See also the exam description for the thesis.

**Curriculum of 1 September 2012**

## Curriculum

### Chapter 1: Purpose

#### **1.1. The purpose of the Master of Arts in International Business Communication – Corporate Communication programme is to:**

- Expand students' theoretical and practical knowledge of and skills within corporate communication, i.e. all types of communication involving private or public companies, organisations and institutions acting as senders, recipients or the subjects of such communication
- Provide students with the qualifications needed to undertake – individually and/or in collaboration with others – relevant functions within corporate communication at a strategic and/or operational level in private or public companies, organisations and institutions on the basis of the knowledge and skills acquired
- Provide students with the qualifications needed to carry out scientific research

#### **1.2. To fulfil this purpose, the student must in the course of the study programme acquire:**

##### (a) knowledge of:

- strategic corporate communication in both an internal and an external perspective
- integrated communication planning (from overall communications policies to communication plans in connection with specific situations)
- central areas of specialisation within corporate communication and relevant sub-areas
- the strategic management of companies, organisations and institutions, especially with regard to communication processes
- the structures, functions and development of companies, organisations and institutions, especially with regard to communication processes
- areas within business economics and/or language and/or neighbouring areas which are relevant to the theoretical and/or practical study of or work with strategic corporate communication

##### (b) working methods aimed at:

- developing the analytical and strategic skills of the student through the definition and solution of problems
- developing the student's ability to work independently both individually and in collaboration with others at management level
- developing the student's ability to critically appraise academic issues

(c) skills within:

- the solution of comprehensive and complex internal and external communication tasks in oral and written English from the perspective of strategic management
- the analysis of comprehensive and complex communicative issues and requirements
- the planning of comprehensive and complex internal and external communication tasks
- the production of texts in English required to solve the various communication tasks
- the analysis of the reception of these texts (e.g. in the form of a particular image or a particular reputation)
- the strategic measuring of the contribution of corporate communication in supporting corporate strategy

**1.3.** For the profiling part of the study programme (third semester), four profiles are offered:

**Profile: Integrated Marketing Communication and Public Relations**

The purpose of the profile is to provide the student with the specific qualifications, in addition to the previously mentioned general competencies, required to perform the strategic and/or operational management of communication processes and assignments within integrated market communication and public relations for private-sector companies.

**Profile: Global Communication in a Corporate Perspective**

The purpose of the profile is to provide the student with the competencies required to manage, develop and operate the function of internal and external intercultural communication in multinational and global organisations.

**Profile: HR Communication**

The purpose of the HR Communication profile is to provide the student with the specific qualifications, in addition to the previously mentioned general competencies, required to perform the strategic and/or operational management of HR communication processes and assignments in private and public-sector organisations.

**Profile: Political Communication**

*Please notice that this profile is new and is subject to final approval by the Board of Studies for Business Communication at the moment.*

The purpose of the profile is to explore a set of politically oriented themes which are central in defining the communicative practices of modern organizations seeking to influence and collaborate with decisions-makers from the public sector or international institutions.

**Project-based study**

The purpose of the project-based study, in addition to the previously mentioned general competencies, is to provide the student with the qualifications required to use a critical and reflective approach to the relationship between theory and practice within key aspects of the strategic communication of companies and organisations.

The project-based study must be completed in a public or private-sector enterprise and cover at least 12 weeks with at least 30 weekly working hours.

**1.4.** The Master of Arts in International Business Communication programme concludes with a thesis. The purpose of the thesis is to:

- develop the student's ability to independently seek and collect information and to work scientifically with academic knowledge
- develop the student's ability to independently and critically analyse academic issues
- develop the student's skills at producing written communication in a clear and cohesive academic form
- develop the student's oral presentation skills and ability to discuss academic issues in a clear and cohesive academic form

## Chapter 2: Admission

To be admitted to the Master of Arts in International Business Communication programme, you must hold a Bachelor's degree awarded for completing a study programme which comprises elements within communication on a level corresponding to, e.g., the BA in Marketing and Management Communication programme, the BA in International Business Communication programme or the BA in International Communication and Multimedia offered by Aarhus University. Bachelors with at least 60 ECTS of communication elements and a sufficiently high level of proficiency in English may apply.

Aarhus University may, in special cases, admit students who do not meet the above requirements, but who have acquired equivalent academic skills.

## Chapter 3: Structure

The Master of Arts in International Business Communication programme is a two-year study programme divided into three parts: 1) a basic part, 2) a profiling part 3) a thesis.

The programme must be concluded no later than five years from commencement.

The programme comprises a total of 10 exams.

### 3.1. Basic part

The basic part corresponds to 60 ECTS and comprises seven exams.

### 3.2. Profiling part

The profiling part corresponds to 30 ECTS and comprises two exams.

Students are free to choose one of the four profiles offered: the Integrated Marketing Communication and Public Relations profile, the HR Communication profile, the Global Communication in a Corporate Perspective profile or the Political Communication profile.

Alternatively, students can choose the project-based study

Students cannot choose an educational stay in a company until they have signed up for the project-based study.

A minimum number of students must sign up for a profile to be taught.

### 3.3. Thesis

The thesis corresponds to 30 ECTS.

## Chapter 4: Contents

### 4.1. Basic part

#### *Corporate Communication*

The purpose of this course is to provide students with insights into strategic corporate communication from an external, internal and integrated perspective, aiming at the coordination of such communication in private and public-sector companies, organisations and institutions. Topics include: corporate branding, value-based communication, communications planning, change communication and crisis communication.

#### *Strategic Management of Organisations in a Communicative Perspective*

The purpose of this course is to provide students with the fundamental insight into classical and critical approaches to strategic management in a communicative perspective. The class will enable students to develop, implement and evaluate any corporate strategy with particular reference to managing communication processes.

#### *Scientific methods*

The purpose of this course is to provide students with skills in selecting and applying scientific methods in relation to data collection, analyses, assessments and measurement of communicative phenomena. The main focus of the course will be on qualitative methods, but specific relevant quantitative methods will be introduced.

## *Stakeholder Relations*

The purpose of this course is to provide students with insights into stakeholder management and stakeholder mapping and to develop competencies in adapting corporate communication to the various needs and expectations of different stakeholders with the aim of establishing strategic stakeholder relations. Topics include: stakeholder models, issues management and stakeholder dialogue.

## *Electives*

### **4.2. Profiling part**

The purpose of the profiling part of the programme is to provide students with an opportunity for theoretical as well as practical specialisation within a specific field of corporate communication.

#### **Profile: Integrated Marketing Communication and Public Relations**

The purpose of this profile is to provide students with the qualifications required to undertake communication and management assignments in connection with integrated market communication and public relations in companies and organisations. The profile focuses on new theories and methods such as tribal marketing and co-creation of consumer and brand identities. This will give you an understanding of the key concepts within and premises of integrated market communication and PR, including the concept of the market as a forum for conversations, relations and critical counter-cultures, ethical dilemmas and, not least, the complexity of integration which places heavy demands on the market communication management processes and their structural organisation.

#### **Profile: Global Communication in a Corporate Perspective**

The purpose of this profile is to provide students with theoretical and practical insights into the types of strategic corporate communication used in organisations' communication with foreign stakeholders (customers, suppliers, subsidiaries, international authorities, international NGOs, international media etc.) in terms of marketing, public relations and corporate branding in a multicultural environment. Within the framework of globalisation and network society, the teaching focuses on how organisations handle situations such as change management and change communication, value communication, the complex of local/global marketing, corporate reputation and issues management in the international arena.

#### **Profile: Human Resource Communication**

The purpose of this profile is to provide students with the qualifications required to handle HR assignments relating to management and communication in both public and private-sector organisations, using new approaches and methods within the field. You will, among other things, get an understanding of important theoretical concepts such as motivation and dedication, trust, the psycho-



logical contact, HR law and the socio-cultural, financial and political development of HR. In addition, you will be given a number of HRM dilemmas, such as organisational conflicts, restructuring, dismissals and mergers, which place demands on the organisation's communicative skills.

### **Profile: Political Communication**

*Please notice that this profile is new and is subject to final approval by the Board of Studies for Business Communication at the moment.*

This profile explores a set of politically oriented themes which are central in defining the communicative practices of modern organizations seeking to influence and collaborate with decisions-makers from the public sector or international institutions. The profile is specifically concerned with the consensus-building of different stakeholders in political communication processes, including private and public organizations, politicians, journalists and citizens. The profile offers a focused approach to achieving competences particular to highly skilled professionals who are adept at presenting and negotiating a corporate agenda across competitive political environments. To be able to navigate the political domain from a corporate perspective, students will develop insights and understandings of core themes such as political culture and behaviour, public affairs and political consultancy, political public relations and political marketing.

### **Project-based study**

The purpose of the project-based study is to provide students with the qualifications required to associate practical challenges and problems experienced in connection with an educational stay of your choice with theories and methods within corporate communication. The project-based study will focus on the theories and methods dealt with during the first and second terms of the programme. The profile will provide you with the qualifications required to reflect on and discuss the implications of the theories for practice and the implications of the practical experience for the theories.

### **4.3. Thesis**

The thesis is the final project. The topic of the thesis is chosen by the student within one or more of the fields of study covered by the programme.

## **Chapter 5: Teaching methods**

Teaching methods include lectures, tutorials, seminars, workshops, projects, individual and group consultations and e-learning.

## **Chapter 6: English requirements**

The evaluation of all papers includes an assessment of English proficiency and power of exposition (the student's ability to present material in a precise, balanced and well-structured manner).

## Chapter 7: Exams

7.1. Exams are assessed by internal or external examiners.

Internal exams are assessed by the lecturer(s) or by the lecturer(s) and an internal examiner.

External exams are assessed by the lecturer(s) and one or more external examiners appointed by the Ministry of Science, Technology and Innovation.

7.2. Students take five types of exams, including a thesis.

A paper on a set topic is an exam where the examinee must answer one or more questions prepared by the lecturer. A paper on an optional topic is an exam where the student has formulated one or more questions which have then been approved by the examiner.

Some written exams are individual, while others are group-based. The student may always submit written assignments individually. All oral exams are taken individually.

The thesis may be prepared individually or in groups, but the oral defence is always individual.

The maximum number of students per group for written exams is four. However, the maximum number of students per group in connection with the thesis is three. **It must be clear which sections/parts are contributed by the individual group members so as to allow for an individual assessment of student performance.**

Types of exams:

- Oral exam (set topic)
- Written take-home paper (optional or set topic)
- Project report with oral defence (optional topic)
- Portfolio with oral defence (optional topic)
- Thesis with oral defence (optional topic)

The exam forms for the electives may vary.

## Chapter 8: Exam descriptions

### Basic part

*Corporate Communication (15 ECTS)*

External examination according to the Danish 7-point scale

Exam type: Project report with oral defence, optional topic

*Strategic Management of Organisations in a Communicative Perspective (10 ECTS)*

Internal examination according to the Danish 7-point scale

Exam type: 12-hour exam, set topic

*Scientific Methods (5 ECTS)*

Internal examination according to the Danish 7-point scale

Exam type: 12-hour exam, set topic

*Corporate Communication in Change and Crisis Situations (10 ECTS)*

External examination according to the Danish 7-point scale

Exam type: Project report with oral defence, optional topic

*Stakeholder Relations (10 ECTS)*

External examination according to the Danish 7-point scale

Exam type: One week written take-home paper with oral defence, set topic

*Elective (5 ECTS)*

Varying exam form

*Elective (5 ECTS)*

Varying exam form

### Profiling part

Profile: Integrated Marketing Communication and Public Relations

*Integrated Marketing Communication and Public Relations (20 ECTS)*

External examination according to the Danish 7-point scale

Exam type: Portfolio with oral defence, set topic

*Elective (10 ECTS)*

Varying exam form

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## Profile: Global Communication in a Corporate Perspective

*Global Communication in a Corporate Perspective (20 ECTS)*

External examination according to the Danish 7-point scale

Exam type: Portfolio with oral defence, set topic

*Elective (10 ECTS)*

Varying exam form

## Profile: HR Communication

*HR Communication (20 ECTS)*

External examination according to the Danish 7-point scale

Exam type: Portfolio with oral defence, set topic

*Elective (10 ECTS)*

Varying exam form

## Profile: Political Communication

*Political Communication (20 ECTS)*

External examination according to the Danish 7-point scale

Exam type: Portfolio with oral defence, set topic

## Project-based study

*Project-based study (20 ECTS)*

Internal examination according to the Danish 7-point scale

Exam type: Portfolio with oral defence, set topic

*Elective (10 ECTS)*

Varying exam form

## **Thesis (30 ECTS)**

The exam is assessed with external examination according to the Danish 7-point scale. The grade is based on the written part (2/3) and the oral defence (1/3).

Exam type: Independent paper on an optional topic with oral defence

Objectives:

The purpose of the thesis is to enable the students:

- to carry out extensive scientific research
- of a problem which is relevant to the study programme

- by applying scientific theories and methods

in an independent manner.

Description of exam:

The thesis must be written in English and must include an abstract. All key references and analysed material must also be in English and be included in the thesis or as appendices.

The thesis may be prepared in groups of max. three students provided that the contribution of each student is clearly identified. The thesis is defended through an individual oral exam.

Read more about academic supervisor allocation, thesis registration, deadlines and submission of your thesis in the 'Thesis' section under 'Practical information'.

Topics:

The topic of the thesis must relate to corporate communication in a wide sense, including in an organisational, socio-economic or global context. The focus must be on a problem or issue of a theoretical and/or empirical nature.

Scope:

If the thesis is written as an individual assignment, the scope is limited to 50 to 80 standard A4 pages (2,200 characters per page, excluding spaces) excluding the table of contents, bibliography, abstract and appendices, but including notes. The total number of characters must be indicated on the thesis. The thesis must comprise an abstract of max. 4,400 characters, excluding appendices. If the thesis is written by two students, the scope is limited to 75 to 120 standard pages, and if it is written by three students, the scope is limited to 100 to 150 standard pages. The total number of characters must be indicated on the thesis.

Duration:

The thesis is defended during an individual oral exam lasting 45 minutes, including evaluation of the performance (the student's introductory presentation has duration of app. 15 minutes). There is no preparation time.

Evaluation criteria:

The evaluation will be based on the following elements in particular:

*Written skills:*

- The ability to present an accurate and well-defined problem statement

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- The ability to acquire in-depth knowledge of the literature relevant to the topic
- The ability to choose and apply concepts, theories and methods relevant to the research of the problem(s) in question,
- The ability to analyse and assess applied theories, methods and empirical material
- The ability to take a critical approach when applying theory and empirical material
- The ability to argue in favour of the choices made
- The ability to present scientifically acceptable evidence of any claims made
- The ability to handle source material (e.g. references, notes and bibliography)
- The ability to present the material in a concise and logical manner
- The ability to express him or herself in an clear and linguistically correct manner
- The ability to prepare a brief and concise abstract.

### *Oral exam:*

- The ability to present the problem(s) addressed in the thesis
- The ability to relate to, argue in favour of and reflect on applied theories, methods and results and to elaborate on the thesis and to put it into perspective during the discussion with the supervisor and the examiner
- How well the student masters the common principles of oral presentations and his or her ability to communicate

The grade is based on an overall assessment of the student's performance.

Description of individual marks:

### 12: Excellent

For an excellent performance displaying a high level of command of all aspects of the relevant material, with no or only a few minor weaknesses.

### *Detailed description:*

The student demonstrates an excellent ability to work independently and critically within the framework of a well-defined problem statement. Further, the student demonstrates an in-depth knowledge of the topic in question, and a critical approach and confident application of the chosen theories and methods and of the empirical material. Finally, the student demonstrates the ability to relate to the thesis and to put the problem(s) at hand into perspective. The student demonstrates excellent English proficiency and communication skills. All formalities are complied with in relation to references, notes and the bibliography.

### 02: Minimum requirements

For a performance meeting only the minimum requirements for acceptance.

## *Detailed description:*

The student is able to work independently and critically within the framework of the problem statement but only to a limited degree. Further, the student demonstrates limited knowledge of the topic in question, a lack of critical approach and is uncertain when applying the chosen theories and methods and empirical material. Similarly, the ability to relate to the thesis and to put the problem(s) into perspective is uncertain. There are no meaning-altering errors but the student demonstrates moderate English proficiency and communication skills. Minor inaccuracies in terms of complying with formalities may occur.

An overall assessment is made of the degree to which the student meets the above evaluation criteria, both in the thesis and during the oral defence. The assessment includes an evaluation of the abstract accompanying the thesis.

## **Chapter 9: General provisions**

### **Exams**

Exams are taken individually and in such order as the student may wish.

Students can sit the exams once a year with the possibility of re-taking the exams in the same exam period.

An exam being graded in accordance with the Danish grading scale is passed when a grade of 02 (two) or higher is awarded. With other types of assessment, the mark 'passed' is awarded when an exam is passed.

### **Re-exam**

If a student has registered an exam and the student fails to obtain the mark 02 (or 'passed'), the student can register for reexam in the same exam term.

If the written part of an exam *takes place over more than one week* (involving, e.g., the writing of a project report), the following deadlines for submission apply in connection with the re-exam: Re-exam in connection with winter exams: **15 April**, and re-exam in connection with summer exams: **15 October**.

To re-take exams involving *continuous assessment*, the student can choose to:

- Sit the re-exam in the same exam period as the first ordinary exam (the exam type for the re-exam is described in the exam description)
- Attend the course if it is offered again and participate in the continuous assessment

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- Sit the re-exam the year after the first ordinary exam without re-taking the course (the exam type for the re-exam is described in the exam description)

### **Syllabus for re-exams**

Students have the right to sit an exam with the same syllabus as in the first attempt if they re-take the exam using the first two options, i.e. if the student re-takes the exam in the same exam period or in the following exam period. Minor adjustments and updates to the syllabus are not considered changing the syllabus and therefore may occur. It is the student's responsibility to contact the teacher for more information about changes to the syllabus.

### **Individual exams/group exams**

With individual exams as well as group exams, the performance of each student must be assessed individually. If written papers are submitted as group papers, the contributions of the individual members of the group must be clearly identifiable.

### **No. of exam attempts**

Students can sit individual exams, and submit a thesis, a maximum of *three times*. The Board of Studies may, in special cases, grant a fourth exam attempt.

### **Exam registration**

Students are automatically registered for their first exam attempt for exams taking place in connection with or at the end of the semester in which a given course module has been offered. If students need to re-take an exam, they may only do so in the same or in a subsequent exam period after having registered for these exams.

### **Exam deregistration**

The deadline for deregistering from an exam is no later than one week before the exam in question. If the student has registered for an exam without having deregistered from the exam in due time, the registration always counts as one exam attempt.

### **Special rules for 12-hour written take-home papers**

- **Picking up the assignment**

The assignment must be downloaded electronically. You can find more information on the Study portal. The assignment can be picked up/downloaded from 8:15 a.m. on the relevant exam date.



- **Material**

Students must bring their own writing material and aids if they choose to prepare their exam paper at Aarhus University. All aids are allowed.

- **During the exam**

The author of the take-home paper may be contacted by phone within the first hour of the exam in case students have any questions about how to interpret the contents of the assignment.

- **Independence**

The 12-hour written take-home paper must be prepared individually and independently by the student. The evaluation of the student's performance is carried out on an individual basis.

The exam paper must be accompanied by a declaration stating that the assignment has been carried out in accordance with the provisions set forth in the study guide/curriculum, and that the exam paper has been prepared independently.

- **Submission of exam paper**

The exam paper must be uploaded electronically. You can find more information at the Study portal.

### **Violation of exam regulations**

If an examinee fails to comply with the exam regulations, his or her paper may be rejected.

### **Illness**

If you are prevented from taking or completing an exam on account of illness or similar circumstances, the Board of Studies may, upon application, grant permission for late deregistration.

If you are granted permission to deregister from an exam because of illness, you have the right to sit the exam or submit the exam paper or project at a later date in the same exam period in compliance with the rules that apply to re-taking exams in the same exam period.

The application must be accompanied by documentation in the form of a medical certificate covering the day or period in question. Such a certificate is issued following personal contact with a doctor on the day of the exam.

### **Credit transfer**

The Board of Studies may grant a credit transfer for programme elements completed at another Danish or foreign institution of higher education. Such programme elements are recognised as

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having been 'passed' unless a grade has been given according to the Danish grading scale at the institution at which the programme element was completed.

### **Exam certificate**

Aarhus University issues a degree certificate stating the exams passed and the grades awarded.

Students who do not complete the study programme are entitled to documentation of any exams passed. The documentation contains information about the nature of the exams in question and the grades achieved.

### **Complaints**

Complaints concerning exam results must be filed within a form that you can find at the Study portal

### **Exemption from the curriculum**

The Board of Studies may, in special circumstances, grant exemptions from those provisions of the curriculum which are not based on the ministerial order, but stipulated by Aarhus University.

Requests for exemptions based on the ministerial order must be submitted to the Danish Ministry of Science, Technology and Innovation via Aarhus University and must be accompanied by the university's comments.

## **Chapter 10: Commencement**

The present curriculum is valid for students commencing the international study programme on 1 September 2012.

## **Chapter 11: Deadline for conclusion**

This programme must be concluded no later than five years from commencement.