

**Student handbook for the  
Master in Corporate Communication programme  
2004**

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## Preface

Welcome to the Master in Corporate Communication programme at the Aarhus School of Business. The master programme is governed by the Danish Ministry of Education's Executive Order on Bachelor and Master Degrees in LSP and International Corporate Communication, no. 789 of 7 September 2001 (*Bekendtgørelse om bachelor- og kandidatuddannelserne i erhvervssprog og international erhvervskommunikation*). The programme is a two-year programme which includes a thesis.

The purpose of the study programme is:

- To expand the student's theoretical and practical knowledge of corporate communication and corporate communication skills, i.e. skills within all types of communication involving private or public enterprises, organisations and institutions as senders, recipients or subjects of such communication.
- To provide students with the qualifications needed to undertake – individually and/or in collaboration with others – relevant corporate functions within corporate communications at a strategic and/or operational level in private or public enterprises, organisations and institutions on the basis of the knowledge and skills acquired.
- To provide students with the qualifications needed to carry out and participate in scientific activities.

Responsibility for the organisation, contents and planning of the programme rests with the Study Committee for Master Programmes at the Faculty of Language and Business Communication (*Kandidatstudienævnet for Sprog og Erhvervskommunikation*), which is also responsible for the quality and academic breadth and depth of the programme.

The Study Committee for Master Programmes at the Faculty of Language and Business Communication, June 2004

## **Presentation of information material about the study programme**

The Study Committee for Master Programmes at the Faculty of Language and 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 your *legal* document and the document which describes the exams which must be passed and the academic requirements which must be met in order to pass the exams.

The curriculum is included towards the end of the Student handbook.

The study guide describes the various subjects taught as part of the programme as well as providing information about a range of academic and practical aspects of the programme.

The *course catalogue* is available from CampusNet. CampusNet is the Aarhus School of Business' web-based and interactive communication tool. In the course catalogue on CampusNet you can find the courses offered as part of the study programme.

Presentation of the administration

## Presentation of the administration

There are many situations and contexts in which you will find yourself in contact with the Aarhus School of Business administration. The offices which are most relevant to students are mentioned below:

The **Central Registry (B wing)** deals with admissions, exam registrations etc.

The **Student Counsellors' Office, Language and Business Communication (B wing)**, is a service offering advice about admission to study programmes, planning your studies, exemption applications etc. as well as receiving applications for exemptions and complaints about exams. The Director of Study, whose office is in the L building, may also be contacted.

The **Faculty Secretariat (K building)** receives requests for consideration by the dean, the Faculty Council and the Study Committee.

The **Planning Office (entrance hall)** primarily prepares timetable and exam schedules, communicates cancellations and compensatory lessons, while also being responsible for the booking of rooms.

The **State Education Grant Office (B wing)** handles applications for student grants.

The **Administrative Team (L building)** arranges contact to individual lecturers etc.

The **International Office (B wing)** provides information about exchange programmes etc.

The Study Committee for Master Programmes and the Director of Study are responsible for the master programme. The Study Committee for Master Programmes consists of four representatives of teaching staff and four student representatives. One of the teaching staff representatives is elected Director of Study. The deputy

chairman of the Study Committee is elected from among the student members of the Study Committee.

# GENERAL INFORMATION ABOUT THE MASTER IN CORPORATE COMMUNICATION PROGRAMME

The Master in Corporate Communication programme focuses on the strategic management of communication processes.

The *first two terms* include subjects on corporate communication, external and internal stakeholders and strategic management which are obligatory for all students following the programme. These two terms lay the foundations for the rest of the programme.

In each of the first two terms you must also choose an elective subject. You may choose one of the elective subjects offered under the master programme, or you may choose an elective subject within the fields of, e.g., business administration or LSP offered under another master programme at the Aarhus School of Business or at another education of higher education.

In the *third term* you must choose one of the following three profiles:

## **Integrated Market Communication and PR Profile**

The purpose of this profile is to provide you with the qualifications needed to undertake management-level communication within the integrated market communication and public relations efforts of private enterprises, in so doing also drawing on new approaches and methods such as, e.g., lifestyle analyses, trend management and experience marketing. This profile represents a direct continuation of the first two terms, but with increased focus on managing communication processes within marketing and market communication.

## **Tourism Communication Profile**

The purpose of this profile is to provide you with the qualifications needed to undertake management-level communication within both the private and the public tourist industry. You will, among other things, gain insights into service management, place or destination branding, the planning and execution of tourism communication,

relevant legislation, types of tourism and tourists as well as the sociocultural, economic and political development of tourism.

### **Public Communication Profile**

The purpose of the profile is to provide you with the qualifications needed to undertake management-level communication within the public sector, including the state, counties, local authorities or public enterprises. You will, among other things, gain insight into new public management, the branding of towns and local authorities, relevant legislation as well as communication to and between citizens, civil servants and politicians.

You must choose a whole profile. In other words, you cannot mix elements or exams from two or three of the profiles.

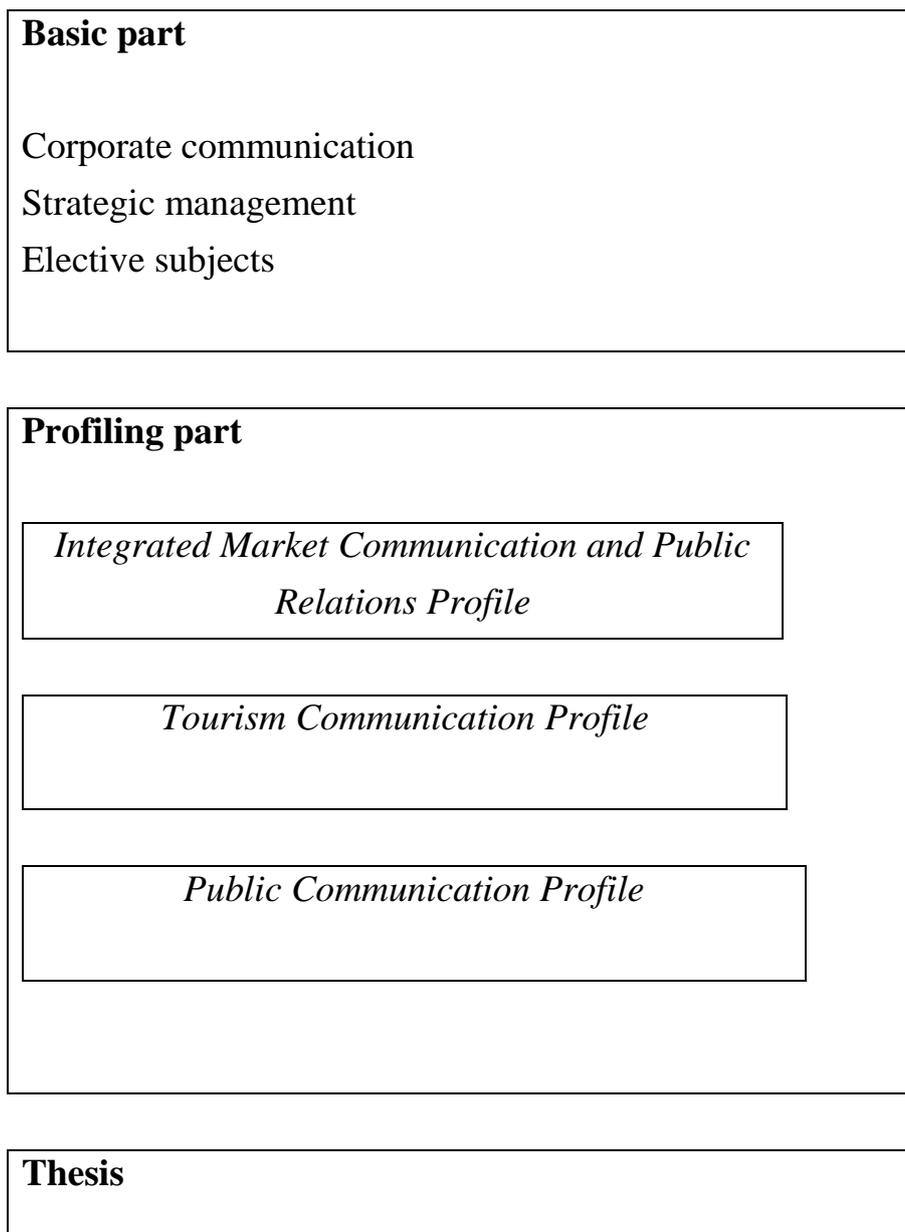
Students can elect to include a trainee period of at least 8 weeks' duration in Denmark or abroad in connection with each of the three profiles. Students are responsible for organising their own trainee placement with a company, organisation or institution.

During the *fourth and last term* of the programme 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 programme structure

The Master in Corporate Communication programme comprises nine exams, including a thesis. Six of the nine exams are taken within the so-called basic part of the study programme which is common to all students on the programme. Two of the nine exams are taken within the so-called profiling part of the study programme. The final exam is in the form of the thesis which is obligatory for all students.

The figure below provides an overview of the structure of the study programme



## **Exam types**

The study programme includes five different types of exams:

- a) An oral exam, which is obligatory, and which is based on a syllabus.
- b) A written take-home paper on either an optional or a set topic and for which a written paper is produced.
- c) A project report with an oral defence on an optional topic and for which you produce a written report which is then defended orally.
- d) Coursework evaluation (optional or set assignments) involving the assessment of your active participation and regular attendance of classes (min. 80 per cent) as well as the assessment of one or more written and/or orally presented assignments.
- e) Thesis with oral defence.

## **Thesis**

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

The thesis is an independent written paper of 50-80 standard pages (2,200 characters (no spaces)) in length. The thesis is written in Danish. Permission to exceed the maximum length may be granted by the supervisor on the basis of an application stating in detail the reasons for such application. The topic of the thesis must be approved by the Communication Section (section coordinator) who shall also provide the necessary guidance.

The thesis may be done as a group thesis, provided that the contributions of individual students are clearly identifiable.

Theses are defended orally.

The thesis must be submitted to the Central Registry.

## E-learning

E-learning, i.e. IT-supported teaching and learning, is becoming an increasingly integrated part of the studies at the Faculty of Language and Business Communication. Communication between the administration and students, between students and lecturers and between students is now to a large extent IT-based. On many courses, the teaching itself is supported by information and communication technology.

At the *Learning Resource Centre* (LRC), located in the D wing, there are about 70 PCs available for students. We recommend that you buy your own PC, preferably with Internet access, for home use, but if you only want to work on the machines at the Aarhus School of Business, there is 24-hour access to the LRC.

We expect you to be familiar with the Microsoft Office suite, in particular Word, and the Internet, i.e. surfing the web, sending e-mails (with attachments), downloading etc.

In return, you can expect your lecturers to actively include IT in their teaching. Everyone uses the CampusNet, and dedicated websites will have been created for many courses. On a number of courses lecturers also use process writing, for which purpose the electronic handing-in and correction of papers through the MARKIN program will be used, providing you with a whole new kind of structured feedback.

The Internet plays a natural role in information retrieval on practically all courses, and projects or seminar papers can in most cases be presented as PowerPoint presentations or websites. Programs other than those mentioned here will be introduced either via web courses or via actual user courses.

On the Internet or the library's website, you will find a link to METROEN, the information platform constructed and maintained by the library at the Aarhus School of Business. On this website you can find electronic dictionaries, various other reference books, information on strategies for web searches and evaluations of Internet resources, study assistance and much more. The library at the Aarhus School

of Business and the Faculty Secretariat for the Faculty of Language and Business Communication work closely together in many areas and continuously develop new concepts for learning and knowledge-sharing concepts which you will not only benefit from during your studies, but also later on in the job market.

The LRC has a support team to help students make the best possible use of the language technology available.

Via the Internet or the Aarhus School of Business website you can find links to lecturers' websites and other practical information.

E-learning is a tool designed to improve your study programme. It provides you with considerable flexibility, allowing you to study wherever you might be, whatever the time of day. In addition, it provides quick access to the material and information needed as well as easy access and contact to lecturers and fellow students.

## **Practical information**

### **Admission**

To be admitted to the Master in Corporate Communication programme, you must hold a bachelor degree awarded for completing a study programme which comprises elements within communication on a scale corresponding to, e.g., the Bachelor in Language and Communication programme offered by the Aarhus School of Business. Bachelors with at least 60 ECTS for communication elements may apply.

### **Registering and deregistering for exams**

You can only enter for an exam by registering for it. However, this does not apply to the thesis. Registration is via the Central Registry (B wing) *by 1 October at the latest* for the winter exams and *by 1 March at the latest* for the summer exams.

The Registrar link on the students' own CampusNet provides access to the Registrar's Office Online service where you can register for examinations. You can also register in writing by contacting the Central Registry where the relevant form is completed and handed in. It is your own responsibility to check that your registration has been registered correctly. Any errors in the registration must be communicated to the Central Registry before the expiry of the deadline stated in the study guide for checking the registration. In the event that the error has not been corrected before the expiry of the deadline, you will be considered as not having registered for the exam in due time.

Should you regret having registered for an exam, it is possible to deregister up to **14 days prior to the date of the exam**. If you have registered for an exam without having deregistered again in due time, your registration always counts as one exam attempt. You can deregister by contacting the Central Registry or via the Registrar link to the Registrar's Office Online service on the CampusNet.

### **Thesis registration form**

When commencing your thesis, you should submit a thesis registration form to the Communication Section. The form should include information about the title of the thesis, the name of your supervisor and the expected date for handing in the thesis.

The form can be obtained from and should be submitted to the Administrative Team (L building).

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

The rules apply to the use of PowerPoint presentations:

- The general rule is that the use of a PC should not cause an extension of the time allocated for the exam in the exam descriptions.
- SPR>IT ensures that the technical equipment is working at the start of the exam and that login has been performed.
- SPR>IT 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 errors in the technical equipment.
- You bring the presentation with you on a diskette or CD-ROM.
- You must install the diskette/CD-ROM 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**

With individual exams as well as group exams, the performance of individual students must be assessed. If written papers are handed in as group papers, the contributions of the individual members of the group must be clearly identifiable.

### **Individual written exams**

Individual written exams must always be completed individually. Although students are regularly encouraged by their lecturers to work on papers together for pedagogical reasons, they must not do so when sitting exams.

### *Declaration*

In connection with individual written exams, the written papers must include a written declaration to the effect that the papers have been completed in accordance with the exam rules set out in the study guide/curriculum and that the requirement for independent completion of the papers has been met. Students sitting on-site exams without Internet access are not required to complete such a declaration.

The wording of the declaration will appear from the exam paper and must be copied out and signed by the student at the end of the paper being handed in. Students submitting their exam papers electronically enter their signature digitally. If you fail to copy out and sign the declaration as part of your exam paper, you may be called in for an interview with the lecturer.

### **Unsuitable sources in connection with a test**

You are encouraged to report to the lecturer or the Administrative Team (L building) immediately if during an exam you discover that unsuitable sources can be accessed on the Internet, e.g. all or major parts of a translation paper.

### **Plagiarism**

Plagiarism is **any use of source material without exact reference being made to the source**. No distinction is made between written (whether printed or electronic) and oral sources. It is not just a question of whether you have copied (a tiny bit/something/quite a lot) from a source, but generally of whether source material has been used in such a way that the rewording of the source text, the use of argumentation, reasoning, terminological innovations, technical concepts etc. which may originate from sources other than yourself should be accompanied by an **exact reference**. On the Internet you will find a number of useful places to seek information concerning plagiarism, for example Purdue's Online Writing Lab. The following link is a good place to start:

<http://owl.english.purdue.edu/workshops/hypertext/ResearchW/plag.html>

In connection with (project) reports, lecturers may require students to submit an electronic version of their report with a view to checking for plagiarism. Submission of an electronic version, including the medium (diskette, CD-ROM, file) must be

agreed by the lecturer and the student, and the student should submit the electronic version directly to the examiner. In the event of discrepancies between the hard copy and the electronic version, the hard copy of the report shall have legal validity, while the electronic version is submitted for the purpose of checking only.

### **Submitting written exam papers**

Written exam papers must be submitted to the Central Registry (B wing) in three copies. Theses must be submitted in two printed copies and on CD-ROM (PDF format). In connection with the 12-hour take-home paper and in connection with set papers, the paper must bear your study number. In other cases, your name and CPR no. must be indicated on the paper. Should it be possible to collect and submit exam papers electronically, this will be stated in the exam plans.

### **Illness**

In you are prevented from sitting or completing an exam or take-home paper on account of illness etc., the Study Committee may upon application grant permission for late deregistration.

The application must be accompanied by documentation in the form of a medical certificate covering the day or period in question, such certificate having been issued following personal contact with the doctor on the day on which the paper should have been submitted or on which day the exam was due to take place.

If this may cause a delay in the completion of your studies, the Study Committee may grant permission for a make-up exam to be held or alternatively for submission of the paper to be postponed. If a make-up exam is held, other students are allowed to participate provided that they have been granted permission for late deregistration subject to the above rule.

### **Standard page concept**

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

## **Studying abroad**

If you would like to spend the second or third term studying abroad, this must be planned very early on in the programme. In order to obtain the required credit transfer, you must find courses at the foreign institution which combined – in terms of contents and ECTS points – correspond to the term which you are missing at the Aarhus School of Business. The section coordinator and/or the course coordinators must approve your planned study programme abroad in advance.

### **Further information**

You can find further information about exchanges and freemovers as well as the procedure for applying at the address <http://inside.hha.dk> – click Study Abroad.

The Aarhus School of Business organises an information meeting each year at the beginning of September for all students interested in studying abroad on exchange or as freemovers. The meeting will be advertised on CampusNet or posted on the noticeboards.

The deadline for applying for exchanges in the spring of 2005 and the autumn of 2005 is September 2004.

# FIRST TERM

## **Corporate communication from an external perspective (obligatory subject)**

### **Purpose**

The purpose of this subject is to provide you with fundamental knowledge of central concepts, models and theories within corporate communication, defined as the strategic management of the integrated communication of a private or public company, organisation or institution, and with practical skills and tools required to analyse, prepare and implement a corporate branding process from concept to text as well as other practical skills of relevance to corporate communication. This subject forms the basis for Corporate Communication (2), a second term subject.

### **Contents**

The subject comprises an introduction to various perceptions of corporate communication, an overview of the disciplines comprised by corporate communication as well as a presentation and discussion of the societal and organisational background for and consequences of the emergence of corporate communication.

You will be introduced to the use of corporate communication by companies, organisations and institutions both in normal situations (e.g. value communication and value management or image management) and in unusual situations (e.g. crisis communication and crisis management).

You will be given an advanced introduction to central concepts such as, e.g., image and reputation, to models for corporate branding (from stakeholder approach to models prepared by, e.g., van Riel, Schultz & Hatch or Fombrun) as well as to modern and postmodern theories concerning corporate branding and integrated communication. Focus will be on corporate communication (corporate branding) in relation to external stakeholders such as, e.g., consumers/citizens, the media, political players and local communities.

You will also be given an advanced introduction to the practical skills and tools needed to work with corporate communication and corporate branding. These include, e.g., gap analyses, the drawing-up of a communications policy, integrated communications planning, inclusion of storytelling etc.

The contents of the teaching will be coordinated with the subjects of Strategic management (1) and External stakeholders.

### **Teaching methods**

Group lessons with assignments, cases and discussion.

### **Exam**

Exam 1 (Please see the curriculum at the end of the Student handbook).

## **External stakeholders (obligatory subject)**

### **Purpose**

The purpose of this subject is to provide you with theoretical insight into as well as the practical skills and tools required in connection with the strategic communication of private and public companies, organisations and institutions with external stakeholders such as, e.g., consumers/citizens, the media, political players and local communities.

### **Contents**

The teaching includes an introduction to central definitions of external stakeholders, stakeholder typologies and the fundamental principles of stakeholder management.

You will be given an advanced introduction into the most important theories concerning publicity, the public opinion, agenda-setting and issues. Focus is on consumers, citizens, the media and political players as external stakeholders. As regards consumers and citizens, you will work with different types of consumers (end-consumers, industrial consumers, political consumers). As regards the media, you will, among other things, work with theories and models for the role and influence of the media in society. As regards the political players, you will, among other things, work with both parliamentary players (government, elected politicians, political parties) and non-parliamentary players (professional and industrial bodies, NGOs, Internet activists) as well as with the development of the political system from government to governance or “negotiation economy”.

You will also be given an advanced introduction to practical skills and tools relevant to communicating with external stakeholders (e.g. methods for analysing public opinion, issues management, media management or lobbyism).

### **Teaching methods**

Group lessons with assignments, cases and discussion.

### **Exam**

Exam 1 (Please see the curriculum at the end of the Student handbook).

## **Media training (obligatory subject)**

### **Purpose**

The purpose of this subject is to provide you with fundamental theoretical insight into the most important concepts and models for media training as well as the practical skills needed to handle the media in connection with interviews, statements etc.

### **Contents**

The teaching is divided into two parts, with the latter making up the bulk. The first part provides you with a fundamental introduction to central concepts and models within media training. Focus is on communication involving face-to-face interaction, e.g. a TV interview relying on both verbal language and body language and which is transmitted and thereby shaped by a certain media. You will also be given a brief introduction to news journalism, the working conditions of the press and the journalists' way of working, thinking and communicating.

The second part focuses on the practical handling of the media. You will be trained in:

- how, as the spokesperson of a private enterprise or public organisation, you should conduct yourself when you are contacted by a TV station and asked to take part in a TV interview.
- how to communicate during the TV interview itself to ensure that your message is communicated to the recipients (phrasing of the message, camera training), and
- how to conduct yourself after the TV interview (e.g. if you feel that you are being misrepresented).

### **Teaching methods**

Compact course comprising group lessons and assignments.

### **Exam**

Exam 1 (Please see the curriculum at the end of the Student handbook).

# **Strategic management of organisations from an external perspective (obligatory subject)**

## **Purpose**

The purpose of this subject is to provide you with fundamental theoretical and practical insight into strategic management and into how to develop, implement and evaluate a corporate strategy with particular reference to managing communication processes from an external perspective.

## **Contents**

The teaching includes an introduction into what management and corporate strategy are, how to analyse the strategic context and the human, financial and operational resources of which a corporate strategy must take account or which are required as well as how to develop and implement and evaluate a corporate strategy with due consideration being given to the type, size and structure of the organisation.

Focus will be on such types of strategic management and such management tools as are relevant to corporate communication (corporate branding) from an external perspective.

## **Teaching methods**

Lectures and group lessons with assignments, cases and discussion.

## **Exam**

Exam 2 (Please see the curriculum at the end of the Student handbook).

# **Philosophy of science for communication students (elective subject)**

## **Purpose**

The purpose of this elective subject is to provide you with an introduction into those aspects of the philosophy of science (including the history of science, the sociology of science and the criticism of science) which are relevant to the study of corporate communication as an interdisciplinary field of science.

## **Contents**

The teaching includes an introduction to central positions within the philosophy of science (positivism, critical rationalism, hermeneutics, social constructivism etc.) and relevant research methods and techniques (establishment of data, formulation of hypotheses, application of models, qualitative versus quantitative method etc.) within both the social sciences and the humanities. You will also be given a brief introduction to the history of science, the sociology of science and the criticism of science.

The teaching is based on specific research assignments within the study of corporate communication.

## **Teaching methods**

Group lessons with assignments, cases and discussion.

## **Exam**

Exam 3 (Please see the curriculum at the end of the Student handbook).

## **Corporate social responsibility (elective subject)**

### **Purpose**

The purpose of this elective subject is to provide you with knowledge about corporate social responsibility.

### **Contents**

The subject comprises an introduction to the more or less overlapping areas within both Danish and international business known as corporate social responsibility or corporate governance.

You will work with ethics/morals and ethical management, with central definitions and types of social responsibility (the accommodating labour market, minorities, nature, animal welfare etc.), with the communicative issues raised by social responsibility (what is ethical communication?), and with the debate occasioned by the phenomenon of social responsibility in the past ten years.

### **Teaching methods**

Group lessons with assignments, cases and discussion.

### **Exam**

Exam 3 (Please see the curriculum at the end of the Student handbook).

## **Lifestyles and trend management (elective subject)**

### **Purpose**

The purpose of this elective subject is to provide you with theoretical insight into and the practical skills needed to study and/or work with lifestyles and trends within social science and cultural research and marketing and market communication.

### **Contents**

The teaching comprises an introduction into what a lifestyle, a trend, a trendsetter or a trend group is (definitions and models), types of lifestyles and trends (typologies, trend indexes), how changing lifestyles or trends can impact a company's products both positively and negatively and how a company can exploit lifestyles or trends in the marketing of its products (trend management). You will also be given an introduction to the most important tools used to predict, analyse and/or use a lifestyle or a trend in a commercial perspective.

### **Teaching methods**

Group lessons with assignments, cases and discussion.

### **Exam**

Exam 3 (Please see the curriculum at the end of the Student handbook).

## **SECOND TERM**

### **Corporate communication in an internal perspective (obligatory subject)**

#### **Purpose**

The purpose of this subject is to provide you with fundamental knowledge of central concepts, models and theories within corporate communication, defined as the strategic management of the integrated communication of a private or public company, organisation or institution, and with the practical skills and tools required to evaluate and measure a corporate branding process from text to reception as well as other practical skills of relevance to corporate communication. This subject builds on Corporate Communication (1), a first term subject.

#### **Contents**

The subject comprises an introduction to various perceptions of corporate communication with the primary focus on the internal use of corporate communication as well as on the scope for strategic integration of the external and internal dimensions of corporate communication.

You will be introduced to the use of corporate communication by companies, organisations and institutions both in normal situations (e.g. value communication and value management or image management) and in unusual situations (e.g. change communication and change management). Focus will be on corporate communication (corporate branding) in relation to external stakeholders such as, for example, employees, subsidiaries, partners and investors/shareholders.

You will also be given an advanced introduction to the practical skills and tools needed to evaluate and perform strategic measurements of corporate communication and corporate branding. This applies to, for example, balanced scorecard and communication accounting.

The contents of the teaching will be coordinated with the subjects of Strategic management (2) and Internal stakeholders.

#### **Teaching methods**

Group lessons with assignments, cases and discussion.

#### **Exam**

Exam 4 (Please see the curriculum at the back of the Students' handbook).

## **Internal stakeholders (obligatory subject)**

### **Purpose**

The purpose of this subject is to provide you with theoretical insight into as well as the practical skills and tools required in connection with the strategic communication of private and public companies, organisations and institutions with internal stakeholders such as, for example, employees, subsidiaries, partners and investors or shareholders.

### **Contents**

The teaching includes an introduction to central definitions of internal stakeholders, stakeholder typologies and the fundamental principles of stakeholder management.

Focus will be on employees, subsidiaries, partners and investors or shareholders as internal stakeholders. You will, among other things, work with theories on the way employees act and think, including organisational psychology and organisational culture as well as methods for analysing such issues (e.g. sociometry).

You will also be given an advanced introduction to the practical skills and tools related to communication with internal stakeholders.

### **Teaching methods**

Group lessons with assignments, cases and discussion.

### **Exam**

Exam 4 (Please see the curriculum at the back of the Students' handbook).

## **The manager as communicator (obligatory subject)**

### **Purpose**

The purpose of this subject is to provide you with fundamental knowledge of and theoretical insight into the most important concepts and models concerning the manager's role as communicator as well as practical skills in communicative management.

### **Contents**

The teaching is divided into two parts:

The first part provides you with a fundamental introduction to central concepts and models within communicative management, including the many different roles and requirements which are expected of a manager's personal competences today. You will also be introduced to different managerial styles and management tasks, for example coaching, mentoring etc.

The second part focuses on the development of your own leadership skills. You will be trained in:

- How you can communicate as a manager in different situations and with different roles
- How you can work with your specific strengths and weaknesses as a manager
- How you can work with your management role within a team context.

### **Teaching methods**

Compact course comprising group lessons and assignments.

### **Exam**

Exam 4 (Please see the curriculum at the back of the Students' handbook).

## **Strategic management of organisations from an internal perspective (obligatory subject)**

### **Purpose**

The purpose of this subject is to provide you with fundamental theoretical and practical insight into strategic management and into how to develop, implement and evaluate a corporate strategy with particular reference to managing communication processes from an internal perspective. This subject builds on Strategic management from an external perspective, a first term subject.

### **Contents**

The teaching includes an introduction into what management and corporate strategy are, how to analyse the strategic context and the human, financial and operational resources of which a corporate strategy must take account or which are required, as well as how to develop and implement and evaluate a corporate strategy with due consideration being given to the type, size and structure of the organisation.

Focus will be on such types of management and such management tools as are relevant to corporate communication (corporate branding) from an internal perspective.

### **Teaching methods**

Lectures and group lessons with assignments, cases and discussion.

### **Exam**

Exam 5 (Please see the curriculum at the back of the Students' handbook).

## **Storytelling in the internal communication (elective subject)**

### **Purpose**

The purpose of this elective subject is to provide you with theoretical insight into and the analytical skills needed to study formal/strategic and informal storytelling in the internal communication of enterprises.

### **Contents**

The subject comprises an introduction to the concept of “storytelling” and the various phenomena covered by this concept. Focus will be on stories in the internal communication of enterprises, both the formal stories used in connection with the strategic management and branding of the enterprise (“corporate storytelling”), and the informal stories that always flourish among the employees of an organisation (“organisational storytelling”). Including narrative and communication theory, we will work with questions such as:

- What is a story actually?
- What characterises a “corporate story”? Which types can you distinguish between? And which assumptions about communication lie behind the use of corporate storytelling?
- What characterises informal stories? Which types can you distinguish between? And which assumptions about communication lie behind the interest in informal stories?
- What is the relationship between the formal stories of the management and the informal stories of the employees?
- How can you study the informal stories of an organisation, and what can they be used for?

We will also look into why storytelling has become such a discussed and widespread phenomenon in the first place, as well as to which other communication and management trends the interest in storytelling is related.

A number of examples of stories in the internal communication of enterprises will be presented, analysed and discussed by the group.

### **Teaching methods**

Group lessons with assignments, cases and discussion.

## **Exam**

Exam 6 (Please see the curriculum at the back of the Students' handbook).

## **Oral communication at the workplace: interaction between formal and informal channels (elective subject)**

### **Purpose**

The purpose of this elective subject is to provide you with knowledge about the interaction between the formal and informal oral communication in enterprises and organisations.

### **Contents**

Even with the introduction of intranet and e-mails, oral communication still accounts for 80 per cent of all internal communication at the workplace; this may be face-to-face or via the telephone, one-to-one or in groups.

Oral communication comprises formal channels such as meetings, staff development interviews etc., but a large part of the oral communication takes place via informal channels such as conversations during lunch breaks, telephone conversations, talk in the corridors etc.

From a management perspective, it is interesting to take a closer look at how the interaction between formal and informal channels works and how the informal channels can be strategically included in the internal communication of the enterprise.

The subject will, among other things, comprise the following:

- Characteristics of formal and informal oral communication
- The significance of non-verbal factors such as facial expressions and gestures
- How do the informal channels affect the formal communication?

### **Teaching methods**

Group lessons with assignments, cases and discussion.

### **Exam**

Exam 6 (Please see the curriculum at the back of the Students' handbook).

## **Sponsoring and co-branding from a strategic perspective (elective subject)**

### **Purpose**

The purpose of this elective subject is to provide you with fundamental theoretical insight into as well as the practical skills required in connection with sponsoring and co-branding seen as a central part of integrated market communication and/or corporate communication.

### **Contents**

The subject comprises an introduction to sponsoring and co-branding from a communicative perspective. Sponsoring and co-branding are two different, yet related types of alliances between two players or two brands. The basic assumption is that enterprises of today have moved from a philanthropic approach to a more strategically oriented approach (value addition) to these two areas within integrated market communication and/or corporate communication. You will work with the following topics:

- How can sponsoring and co-branding be defined if you view them as types of strategic communication? And how have sponsoring and co-branding developed historically?
- The most widespread types of sponsoring and co-branding (with focus on relief work, sports, entertainment and knowledge, types of brand enterprises, physical and symbolic integration)?
- How can the long-term potential of a sponsorship be to the mutual benefit of the 'sponsor' (e.g. a private enterprise) and the 'sponsored party' (e.g. a sports club), respectively?
- Analysis, decision-making processes, planning and implementation of 'sponsor communication'
- Specific Danish and foreign examples of sponsoring and co-branding.

### **Teaching methods**

Group lessons with assignments, cases and discussion.

### **Exam**

Exam 3 (Please see the curriculum at the back of the Students' handbook).

# **Curriculum for the Master in Corporate Communication programme (1 September 2004)**

## **Chapter 1: Purpose**

### **1.1. The purpose of the Master in Corporate Communication programme is:**

- To expand the student's theoretical and practical knowledge of and skills within corporate communication, i.e. all types of communication involving private or public enterprises, organisations and institutions as senders, recipients or the subjects of such communication.
- To provide students with the qualifications needed to undertake – individually and/or in collaboration with others – relevant corporate functions within corporate communications at a strategic and/or operational level in private or public enterprises, organisations and institutions on the basis of the knowledge and skills acquired.
- To provide students with the qualifications needed to carry out and participate in scientific activities.

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

#### **(a) knowledge about**

- strategic corporate communication in both an internal and an external perspective, i.e. in connection with both the external and the internal communication of private and public enterprises, organisations or institutions.
- integrated communication planning (from the overall communications policy to communication plans in connection with specific communications).
- central areas of specialisation within corporate communication (e.g. corporate communication and relevant sub-areas).

- the strategic management of enterprises, organisations and institutions, especially with regard to communication processes.
- the structures, functions and development of enterprises, organisations and institutions, especially with regard to communication processes.
- areas within business economics and/or LSP 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, inter alia 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 Danish 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 the texts in Danish required to solve the above 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 the business.

**1.3.** For the profiling part of the study programme (third term), a number of profiles are on offer.

There are three profiles in all:

- Integrated Market Communication and Public Relations Profile
- Tourism Communication Profile
- Public Communication Profile

Under the profile selected, the student can elect to include a trainee period of at least eight weeks' duration with either a Danish or a foreign private or public enterprise, organisation or institution.

**1.4.** The Master in Corporate Communication programme ends 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 to produce written communication in a clear and cohesive academic form in Danish.
- develop the student's oral presentation skills and ability to discuss academic issues in a clear and cohesive academic form in Danish.

## **Chapter 2: Two lines of study**

The Master in Corporate Communication comprises two lines of study: 1) a line which is taught in Danish (for students following this line, please refer to the Danish version of the curriculum), and 2) a line which is taught in English.

The structure of the two lines of the programme is the same.

## **Chapter 3: Admission**

To be admitted to the Master in Corporate Communication programme, you must hold a bachelor degree awarded for completion of a study programme which comprises elements within communication on a scale corresponding to, e.g., the

Bachelor in Language and Communication programme offered by the Aarhus School of Business. BA graduates with at least 60 ECTS for communication elements may apply.

The Aarhus School of Business may in special cases admit students who do not meet the above requirements for admission, but who are deemed to have acquired equivalent academic skills in other ways.

## **Chapter 4: Structure**

The Master in Corporate 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 comprises a total of eight exams plus the thesis.

### **4.1. Basic part**

The basic part corresponds to 60 ECTS and comprises six of the exams.

### **4.2. Profiling part**

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

Students are free to choose one of the three profiles offered: The Integrated Market Communication and Public Relations profile, the Tourism Communication profile and the Public Communication profile (all with optional trainee period).

### **4.3. Thesis**

The thesis corresponds to 30 ECTS.

## **Chapter 5: Contents**

### **5.1. Basic part**

*Corporate communication*

The purpose of the teaching is to provide students with insights into strategic corporate communication in both an external, an internal and an integrated perspective, i.e. in relation to both the external and the internal communication as well as the coordination of such communication in private and public enterprises, organisations and institutions.

#### *Strategic management of organisations from an external perspective*

The purpose of the teaching is to provide students with insight into the strategic management of private or public enterprises, organisations and institutions, especially from the point of view of corporate communication (including, e.g., value-based management, image management, project management, crisis management, corporate social responsibility, corporate governance etc. as well as relevant management tools).

#### *Strategic management of organisations from an internal perspective*

The purpose of the teaching is to provide students with insight into the structures, functions and development of private and public enterprises, organisations and institutions and the managerial issues and tasks involved, especially from the point of view of corporate communication (including, e.g., organisational theory, organisational psychology, HR management, the management of change, knowledge management, organisational learning etc. as well as relevant management tools).

### **5.2. Profiling part**

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

#### *Integrated Market Communication and Public Relations*

The purpose of the teaching is to provide students with theoretical and practical insight into the types of strategic corporate communication used in connection with integrated market communication and public relations in private enterprises, and which do not form part of the basic part of the programme, including new types of marketing such as, e.g., trend management and experimental marketing or marketing in relation to particular segments such as, e.g., senior marketing.



### *Tourism communication*

The purpose of the teaching is to provide students with theoretical and practical insight into the types of strategic corporate communication used within the private and public tourist sector, including relevant educational elements such as service management, place or destination branding, relevant legislation, the socio-cultural, economic and political development of tourism, types of tourism and tourists etc.

### *Public communication*

The purpose of the teaching is to provide students with theoretical and practical insight into the types of strategic corporate communication used by public players within the state, counties/regions and local authorities, including relevant elements such as public management, the branding of towns and municipalities, relevant legislation, communication with and among citizens, public servants and politicians etc.

### **5.3. Thesis**

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

## **Chapter 6: Teaching methods**

The teaching methods include lectures, classes, seminars, workshops, projects, individual and group consultations and e-learning.

## **Chapter 7: Requirements in Danish and English**

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

## Chapter 8: Exams

8.1. Exams are internal or external.

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

The study guide sets out which of the individual exams are assessed by internal examiners.

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

**8.2.** Students sit five types of exams and submit a thesis.

A set exam is an exam where the examinee must answer one or more questions prepared by the lecturer. An optional exam is an exam where the student him/herself has formulated one or more questions which have then been approved by the examiner.

Some exams are taken individually, while others are taken as group exams. The thesis may be done individually or in groups. The maximum number of students per group is four. It must be clear which sections/parts are contributed by the individual members so as to allow for an individual assessment of student performance.

Types of exams:

- a) Oral exam (set)
- b) Written take-home paper (optional or set topic)
- c) Project report with oral defence (optional topic)
- d) Coursework (optional or set topics)
- e) Thesis with oral defence (optional topic)

**8.3. Individual exams:**

Exam 1: Corporate communication from an external perspective (15 ECTS)

Exam 2: Strategic management of organisations from an external perspective (5 ECTS)

Exam 3: Elective subject (10 ECTS)

Exam 4: Corporate communication from an internal perspective (15 ECTS)

Exam 5: Strategic management of organisations from an internal perspective (5 ECTS)

Exam 6: Elective subject (10 ECTS)

Exam 7a: Integrated Market Communication and PR profile (1) (20 ECTS)

*or*

Exam 7b: Tourism Communication profile (1) (20 ECTS)

*or*

Exam 7c: Tourism Communication profile (1) (20 ECTS)

Exam 8a: Integrated Market Communication and PR profile (2) (10 ECTS)

*or*

Exam 8b: Tourism Communication profile (2) (10 ECTS)

*or*

Exam 8c: Public Communication profile (2) (10 ECTS)

Exam 9: Thesis (30 ECTS)

## **Chapter 9: Description of exams**

**Exam title: Corporate communication from an external perspective**

**Exam code: Exam 1**

**Exam type: Project report with oral defence (group)**

**ECTS: 15**

### **Exam requirements**

In connection with the project report, the student must document theoretical insight into and/or practical skills within the strategic management of corporate communication from an external perspective, i.e. in relation to communication with relevant external stakeholders (consumers, citizens, suppliers, the media, the local community, political players etc.). Furthermore, the student must demonstrate a command of standard principles for the writing of reports as well as a command of linguistically correct Danish.

In connection with the oral defence, the student must – in a dialogue with the lecturer and the examiner – elaborate on the contents of the report and document his or her knowledge of the topic of the report. Furthermore, the student must demonstrate a command of standard principles for oral presentation as well as a command of correct Danish.

### **Description of exam**

As part of the programme, a project report is prepared on an ongoing basis which analyses, solves and/or evaluates a communicative problem or task of a theoretical or practical nature within corporate communication from an external perspective. The topic of the report is decided in collaboration with the supervisor. The student is responsible for procuring the theoretical and/or empirical basis of the report. The oral exam is held a maximum of five weeks after the deadline for submission of the report.

### **Scope**

The written report should be max. 55,000 characters, corresponding to 25 standard pages, in length.

**Duration**

The report is prepared alongside the normal studies. The deadline for submission is posted on the noticeboards. A total of 30 minutes is allowed per student for the oral defence, including assessment. No preparation time.

**Examiner(s)**

External.

**Marking**

One mark is awarded according to the Danish marking scale (*13-skalaen*). The mark is based on the report (weighting of two thirds) and the oral defence (weighting of one third).

**Exam title: Strategic management of organisations from an external perspective**

**Exam code: P2**

**Exam type: Oral exam (individual)**

**ECTS: 5 ECTS**

### **Exam requirements**

In connection with the oral exam, the student must document theoretical insight into and knowledge of strategy and management, first and foremost from the point of view of corporate communication in private and public enterprises, organisations and institutions.

### **Description of exam**

In connection with the oral exam, the student must be able to answer one or more questions set by the lecturer within the field of study (curriculum) and in dialogue with the lecturer and the examiner elaborate on and discuss relevant aspects of the question(s).

### **Duration**

30 minutes, including assessment. Preparation time allowed is 30 minutes.

### **Examiner(s)**

Internal.

### **Marking**

One mark is awarded according to the Danish marking scale (*13-skalaen*).

**Exam title: Elective subject (1)**

**Exam code: P3**

**Exam type: Coursework (group)**

**ECTS: 10 ECTS**

### **Exam requirements**

In connection with the ongoing evaluation, the student must document theoretical insight into and practical skills within one of the elective subjects in corporate communication offered each term.

### **Description of exam**

The exam is in the form of regular attendance of and active participation in classes. Regular attendance means that the student must attend at least 80 per cent of classes. Active participation means that the student completes one or more assignments in groups in class. These may take the form of one or more oral and/or written presentations which are presented and discussed in class.

If the student does not pass the exam, the student must subsequently write a set take-home paper of max. 22,000 characters, corresponding to 10 standard pages, in length, answering one or more questions set by the lecturer within the field of study covered by the elective subject.

### **Examiner(s)**

Lecturer.

### **Marking**

Passed/failed.

**Exam title: Corporate communication from an internal perspective**

**Exam code: Exam 4**

**Exam type: Project report with oral defence (group)**

**ECTS: 15**

### **Exam requirements**

In connection with the project report, the student must document theoretical insight into and/or practical skills within the strategic management of corporate communication from an internal perspective, i.e. in relation to communication with relevant internal stakeholders (employees, shareholders etc.). Furthermore, the student must demonstrate a command of standard principles for the writing of reports as well as a command of linguistically correct Danish.

In connection with the oral defence, the student must – in a dialogue with the lecturer and the examiner – elaborate on the contents of the report and document his or her knowledge of the topic of the report. Furthermore, the student must demonstrate a command of standard principles for oral presentation as well as a command of correct Danish.

### **Description of exam**

As part of the programme, a project report is prepared on an ongoing basis which analyses, solves and/or evaluates a communicative problem or task of a theoretical or practical nature within corporate communication from an internal perspective. The topic of the report is decided in collaboration with the supervisor. The student is responsible for procuring the theoretical and/or empirical basis of the report. The oral exam is held a maximum of five weeks after the deadline for submission of the report.

### **Scope**

The written report should be max. 55,000 characters, corresponding to 25 standard pages, in length.

**Duration**

The report is prepared alongside the normal studies. The deadline for submission is posted on the noticeboards. A total of 30 minutes is allowed for the oral defence, including assessment. No preparation time.

**Examiner(s)**

External.

**Marking**

One mark is awarded according to the Danish marking scale (*13-skalaen*). The mark is based on the equal weighting of the project report and the contents of the oral presentation.

**Exam title: Strategic management of organisations from an internal perspective**

**Exam code: Exam 5**

**Exam type: Oral exam (individual)**

**ECTS: 5 ECTS**

### **Exam requirements**

In connection with the oral exam, the student must document theoretical insight into and knowledge of the structures, functions and development of private and public organisations, first and foremost from the point of view of corporate communication.

### **Description of exam**

In connection with the oral exam, the student must be able to answer one or more questions set by the lecturer within the field of study (curriculum) and in dialogue with the lecturer and the examiner elaborate on and discuss relevant aspects of the question(s).

### **Duration**

30 minutes, including assessment. Preparation time allowed is 30 minutes.

### **Examiner(s)**

Internal.

### **Marking**

One mark is awarded according to the Danish marking scale (*13-skalaen*).

**Exam title: Elective subject (2)**

**Exam code: Exam 6**

**Exam type: Coursework (group)**

**ECTS: 10 ECTS**

### **Exam requirements**

In connection with the ongoing evaluation, the student must document theoretical insight into and practical skills within one of the elective subjects in corporate communication offered each term.

### **Description of exam**

The exam is in the form of regular attendance of and active participation in classes. Regular attendance means that the student must attend at least 80 per cent of classes. Active participation means that the student completes one or more assignments in groups in class. These may take the form of one or more oral and/or written presentations which are presented and discussed in class.

If the student does not pass the exam, the student must subsequently write a set take-home paper of max. 22,000 characters, corresponding to 10 standard pages, in length, answering one or more questions set by the lecturer within the field of study covered by the elective subject.

### **Examiner(s)**

Lecturer.

### **Marking**

Passed/failed.

**Exam title: Integrated Market Communication and Public Relations profile (1)**

**Exam code: Exam 7a**

**Exam type: Written take-home paper (individual)**

**ECTS: 20 ECTS**

### **Exam requirements**

In connection with the written take-home paper, the student must demonstrate comprehensive knowledge of and skills within integrated market communication and public relations. Furthermore, the student must demonstrate a command of standard principles for the writing of reports as well as a command of correct Danish.

Under the profile selected, the student can elect to include a trainee period of at least eight weeks' duration with either a Danish or a foreign private or public enterprise, organisation or institution.

For students who elect to include a trainee period with a private company in connection with the selected profile, the written take-home paper must be based on a theoretical and/or practical issue of relevance to the trainee period.

### **Description of exam**

As part of the programme, a written take-home paper is prepared on an ongoing basis which analyses, solves and/or evaluates a communicative problem or task of a theoretical or practical nature within the selected profile. The topic of the take-home paper is decided in collaboration with the supervisor. The student is responsible for procuring the theoretical and/or empirical basis of the take-home paper.

### **Scope**

The take-home paper should be max. 66,000 characters, corresponding to 30 standard pages, in length.

### **Examiner(s)**

External.

**Marking**

One mark is awarded according to the Danish marking scale (*13-skalaen*).

**Exam title: Tourism Communication profile (1)****Exam code: Exam 7b****Exam type: Written take-home paper (individual)****ECTS: 20 ECTS****Exam requirements**

In connection with the written take-home paper, the student must demonstrate comprehensive knowledge of and skills within tourism communication. Furthermore, the student must demonstrate a command of standard principles for the writing of reports as well as a command of correct Danish.

Under the profile selected, the student can elect to include a trainee period of at least eight weeks' duration with either a Danish or a foreign private or public enterprise, organisation or institution.

For students who elect to include a trainee period with a private or public enterprise or organisation in connection with the selected profile, the written take-home paper must be based on a theoretical and/or practical issue of relevance to the trainee period.

**Description of exam**

As part of the programme, a written take-home paper is prepared on an ongoing basis which analyses, solves and/or evaluates a communicative problem or task of a theoretical or practical nature within the selected profile. The topic of the take-home paper is decided in collaboration with the supervisor. The student is responsible for procuring the theoretical and/or empirical basis of the take-home paper.

**Scope**

The take-home paper should be max. 66,000 characters, corresponding to 30 standard pages, in length.

**Examiner(s)**

External.

**Marking**

One mark is awarded according to the Danish marking scale (*13-skalaen*).

**Exam title: Public Communication profile (1)**

**Exam code: Exam 7c**

**Exam type: Written take-home paper (individual)**

**ECTS: 20 ECTS**

### **Exam requirements**

In connection with the written take-home paper, the student must demonstrate comprehensive knowledge of and skills within public communication. Furthermore, the student must demonstrate a command of standard principles for the writing of reports as well as a command of correct Danish.

Under the profile selected, the student can elect to include a trainee period of at least eight weeks' duration with either a Danish or a foreign private or public enterprise, organisation or institution.

For students who elect to include a trainee period with a public organisation or institution in connection with the selected profile, the written take-home paper must be based on a theoretical and/or practical issue of relevance to the trainee period.

### **Description of exam**

As part of the programme, a written take-home paper is prepared which analyses, solves and/or evaluates a communicative problem or task of a theoretical or practical nature within the selected profile. The topic of the take-home paper is decided in collaboration with the supervisor. The student is responsible for procuring the theoretical and/or empirical basis of the take-home paper.

### **Scope**

The take-home paper should be max. 66,000 characters, corresponding to 30 standard pages, in length.

### **Examiner(s)**

External.

**Marking**

One mark is awarded according to the Danish marking scale (*13-skalaen*).

**Exam title: Integrated Market Communication and Public Relations profile (2)**

**Exam code: Exam 8a**

**Exam type: Oral exam (individual)**

**ECTS: 10 ECTS**

### **Exam requirements**

In connection with the oral exam, the student must demonstrate comprehensive knowledge of and skills within integrated market communication and public relations. Furthermore, the student must demonstrate a command of standard principles for oral presentation as well as a command of correct Danish.

### **Description of exam**

In connection with the oral exam, the student must be able to answer one or more questions set by the lecturer within the field of study (curriculum) and in dialogue with the lecturer and the examiner elaborate on and discuss relevant aspects of the question(s).

### **Duration**

45 minutes per student, including assessment. Preparation time allowed is 45 minutes.

### **Examiner(s)**

External.

### **Marking**

One mark is awarded according to the Danish marking scale (*13-skalaen*).

**Exam title: Tourism Communication profile (2)**

**Exam code: Exam 8b**

**Exam type: Oral exam (individual)**

**ECTS: 10 ECTS**

### **Exam requirements**

In connection with the oral exam, the student must demonstrate comprehensive knowledge of and skills within tourism communication. Furthermore, the student must demonstrate a command of standard principles for oral presentation as well as a command of correct Danish.

### **Description of exam**

In connection with the oral exam, the student must be able to answer one or more questions set by the lecturer within the field of study (curriculum) and in dialogue with the lecturer and the examiner elaborate on and discuss relevant aspects of the question(s).

### **Duration**

45 minutes per student, including assessment. Preparation time allowed is 45 minutes.

### **Examiner(s)**

External.

### **Marking**

One mark is awarded according to the Danish marking scale (*13-skalaen*).

**Exam title: Public Communication profile (2)**

**Exam code: Exam 8c**

**Exam type: Oral exam (individual)**

**ECTS: 10 ECTS**

### **Exam requirements**

In connection with the oral exam, the student must demonstrate comprehensive knowledge of and skills within public communication. Furthermore, the student must demonstrate a command of standard principles for oral presentation as well as a command of correct Danish.

### **Description of exam**

In connection with the oral exam, the student must be able to answer one or more questions set by the lecturer within the field of study (curriculum) and in dialogue with the lecturer and the examiner elaborate on and discuss relevant aspects of the question(s).

### **Duration**

45 minutes per student, including assessment. Preparation time allowed is 45 minutes.

### **Examiner(s)**

External.

### **Marking**

One mark is awarded according to the Danish marking scale (*13-skalaen*).

**Exam title: Thesis**

**Exam code: Exam 9**

**Exam type: Independent thesis on an optional topic with oral defence**

**ECTS: 30**

### **Description of exam**

The thesis is an independent thesis on an optional topic. The thesis must be written in Danish or English, depending on the line of study. The thesis must include an abstract of max. 4,400 characters (no spaces). The abstract must be in English or another foreign language (as per agreement with the supervisor).

### *Topics*

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

### *Supervision*

Students must register for supervision with a supervisor by handing in a registration form. The form is available from the secretariat. Students may work with a primary and a secondary supervisor, if necessary.

The thesis may be done in groups, provided that the contributions of individual students are clearly identifiable.

### **Scope**

The thesis is an independent written paper of 50-80 standard A4 pages (2,200 characters (no spaces)) in length, exclusive of appendices. The length of the thesis in characters (no spaces) must be indicated.

### **Duration**

The defence is in the form of an oral exam of a duration of 45 minutes including assessment. The oral exam is held max. 8 weeks after submission of the thesis.

## **Examiner(s)**

External.

## **Marking**

One mark is awarded according to the Danish marking scale (*13-skalaen*). The mark is given in connection with the oral defence. The written part has a weighting of two thirds, while the oral part has a weighting of one third.

The following criteria are assessed:

- Does the thesis focus on aspects of importance to the topic?
- Are the materials well chosen?
- Is the information presented correct and documented?
- Does the student demonstrate a critical sense in the use of materials and secondary literature?
- Does the student document knowledge of the scientific literature relevant to the topic?
- Has terminology been used precisely and consistently?
- Is there a reasonable balance between reporting exposition, commentary and own observations?
- Does the student demonstrate independence in observation, analysis, argumentation and identification of correlations?
- Is the composition logical and characterised by overview?
- Is the written presentation clear, free from self-contradictions and satisfactory in its composition?
- Is the presentation and discussion in connection with the oral defence of the thesis clear and coherent?

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

In the event that a thesis is not passed, the same thesis may form the basis of a revised thesis which is then submitted, defended and assessed according to normal practice.

## **Chapter 10: General provisions**

### **Exams**

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

The exams are taken in the two exam terms (December-January and May-June). Deviations may be made to the exam terms in connection with take-home papers on optional topics, always however subject to a decision being made by the Study Committee to this effect. The thesis may be submitted at any time during the course of study.

An exam being marked in accordance with the Danish marking scale is passed when a mark of 6 (six) or higher is awarded. With other types of assessment, the mark “Passed” is awarded when an exam is passed.

### **Re-examination**

If a student fails to obtain the mark 6 (or “Passed”) at an exam, the student can register for the same exam in a later exam term. As regards coursework assessments, please refer to the exam descriptions for elective subject (1) and elective subject (2).

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

With individual exams as well as group exams, the performance of individual students must be assessed. If written papers are handed in as group papers, the contributions of the individual members of the group must be clearly identifiable.

### **No. of evaluation attempts**

Students can sit individual exams, and submit a thesis, a maximum of *three times*. The Study Committee for Master Programmes at the Faculty of Language and Business Communication may in special cases grant a fourth exam attempt.

### **Exam registration**

For all examinations, registration is required by a specific date.

## **Exam deregistration**

The deadline for deregistering from an exam is no later than two weeks 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.

## **Violation of exam regulations**

If an examinee fails to comply with the exam regulations, it may lead to his or her paper being rejected. Reference is made to the rules concerning disciplinary action against students at the Aarhus School of Business. These can be found at [inside.hha.dk](http://inside.hha.dk) under *Regler/Studerende/Disciplinære foranstaltninger (in Danish)*.

## **Illness etc.**

If you are prevented from taking or completing an exam on account of illness etc., the Study Committee for Master Programmes may upon application grant permission for late deregistration.

If this may cause a delay in the completion of your studies, the Study Committee for Master Programmes may grant permission for a make-up exam to be held or alternatively for submission of the paper to be postponed. If a make-up exam is held, other students are allowed to participate provided that they have been granted permission for late deregistration subject to the above rule.

The application must be accompanied by documentation in the form of a medical certificate covering the day or period in question, such certificate having been issued following personal contact with the doctor on the day on which the exam was due to take place.

## **Credit transfer**

The Study Committee for Master Programmes may grant a credit transfer for programme elements completed at another Danish or foreign institution of higher education. Such programme elements are recognised as having been “Passed” unless

a mark has been given according to the Danish marking scale at the institution at which the programme element was completed.

### **Exam certificate**

The Aarhus School of Business issues a degree certificate stating the exams passed and the marks 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 marks achieved.

### **Complaints**

Complaints concerning exam results must be filed with the Student Counsellors' Office.

## **Chapter 11: General provisions**

### **Study guide**

A study guide will be prepared for the master programme. The study guide will be approved by the Study Committee for Master Programmes.

The study guide comprises a broader description of the study programme, practical guidelines for students and information about other aspects of relevance to the students' planning of their study programme.

### **Exemption from the curriculum**

The Study Committee for Master Programmes may, when special circumstances dictate, grant exemptions from those provisions of the curriculum which are not based on the executive order, but stipulated by the Aarhus School of Business.

Requests for exemption must be submitted to the Danish Ministry of Education via the Aarhus School of Business and must be accompanied by the school's comments.

## **Chapter 12: Commencement**

The present curriculum is valid for students commencing the study programme (Danish line) on 1 September 2004.