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FOREWORD

This curriculum intended for the international BA Programme in Marketing and Management Communication at the Aarhus School of Business is conducted by the Study Committee for Undergraduate Programmes at the Faculty of Modern Languages. The objective of the programme is established in the executive order no. 789 of September 7th 2001 for academic programmes in business languages and international business communication from the Danish Ministry of Education. Based on this, the Faculty of Modern Languages has approved the curriculum. The curriculum can be found as an appendix to the study guide.

Detailed rules and regulations for the programme can be found in the study guide under the sections concerning course and exam descriptions.

Not all matters are covered in the study guide, for this reason we advise that students consult student counsellors for the particular field of study. These counsellors are all older students who advise prospective and current students on all matters concerning the programme.

The student counsellors will also be able to assist in questions regarding cases of exemptions, procedures for complaints, etc.

The Study Committee for Undergraduate Programmes, Faculty of Modern Languages.
June 2003

MAP OF THE SCHOOL

WHO TO CONTACT

The school's official address is:

The Aarhus School of Business

Fuglesangs Allé 4

8210 Aarhus V

Denmark

Tel. +45 89 48 66 88

www.asb.dk

The Central Registry

Located in the B-wing (reception in room B4)

Deals with matters of admission, registration for exams etc.

Student Counselling Services

Located in the B-wing

Advise students on admission, structuring of study plans, applications for exemption and processing of exam complaints etc. Student Counselling Services also offer advise on international exchange programmes and on academic credits during exchange programmes.

Faculty Secretariat

Located in the K-wing

Receives and processes cases for the Dean, the Faculty, and the Student Committee as well as cases that are to be presented before one of the collegiate bodies.

Student Grants Office

Located in the B-wing

Processes applications for the Danish State Education Grant and Loan Scheme.

The Secretaries, The Faculty of Modern Languages

Located in the L-wing

Functions as a contact person for the respective professors.

The International Office

Located in the B-wing

Provides information on e.g. international exchange programmes.

The Planning Office

Located in the A-wing (main entrance)

Primarily deals with organizing class schedules, examination lists, class cancellations, replacement classes, classroom bookings.

”Inside”

The official internal website for The Aarhus School of Business, that contains information on classes and exams as well as it provides students with general information relevant to their studies.

“Inside” can be found at the following URL: <http://inside.asb.dk>

INTRODUCTION

Dear BA students!

On behalf of the Student Committee for Undergraduate Programmes at the Faculty of Modern Languages, I welcome you to the Aarhus School of Business. The new BA programme in Marketing and Management Communication as well as the Faculty's teachers and professors await you.

The study guide contains descriptions of courses and exams along with other relevant information appertaining to the programme. The study guide does not include information on the number of classes of each individual course. Information on this will be given to students by the teacher. The reason for this is, that it is up to the teacher to allocate the number of tutorials, lectures, assignments, consultations, projects etc. for each course.

The class schedule sent out to students prior to the beginning of each semester provides information on the number of classes, classrooms and professors for the individual courses. The indicated number of classes on this schedule can be used for tutorials, lectures, group work, and other activities and therefore should not be seen as the total number of classes for the given course.

The programme is overseen by the Student Committee for Undergraduate Programmes at the Faculty of Modern Languages, which is responsible for all matters regarding the structure of your study programme. Should you during your studies here have suggestions for changes in the programme, praise or new ideas, you are very welcome to contact me. As a student here you also have the possibility to run for election to the Student Committee and help make the overall decisions for your study programme. I encourage you to use this opportunity.

I hope we can meet all of your expectations for the programme and that you will feel at home in your new environment and will not be afraid to face the challenges you will meet along the way.

Best regards,

Programme supervisor

The Student Committee for Undergraduate Programmes, the Faculty of Modern Languages

E-LEARNING – IT SUPPORTED TEACHING AND LEARNING

E-learning is becoming a more and more integrated part of the studies at the Faculty of Modern Languages. Communication between the administration and students on one side and students and the teachers on the other, is largely IT based. Technology is developing increasingly faster and in comparison with other institutions of higher education, the Faculty of Modern Languages is at the very forefront in regards to IT. For this reason, many of our courses is supported by information- and communication technology.

In the *Learning Resource Centre* (LRC), located in the D-wing, students are welcome to use our many well-equipped PCs. However, we do recommend that students acquire a PC of their own to use at home, preferably with internet access, but for those who want to work on the PCs at the Aarhus School of Business, there is access to the LRC round the clock.

We expect students to be acquainted with Microsoft Office, especially WORD as well as with the Internet i.e. surfing the web, sending e-mails (with attachments), downloading etc. Students should also be familiar with regular file formats such as doc and gif. During introduction week and the first week of classes, there will be given an introduction to some of these areas in the course of 6 lessons. However, the main responsibility for learning these areas lies with the students. The 6 lessons given include such topics as using the web in a study context, becoming familiar with the electronic library, the electronic conference system, WEBBOARD, etc. From the very start students will receive their own e-mail address in order for them to be able to communicate electronically from day one.

Many of the teachers can be expected to actively integrate IT in their teaching, as well as take advantage of new forms of teaching derived from this technology. E.g. many courses will have their own website and many teachers will take advantage of the possibilities of fast communication through the electronic conference system, WEBBOARD. In written assignments, many teachers use process writing for which purpose electronic handing-in and correction of papers through the programme MARKIN will be used, providing students with a whole new kind of structured feedback.

The Internet plays a natural part in students' information retrieval in practically all courses and projects, and seminar papers can in most cases be presented by using PowerPoint or websites.

Programmes other than the ones mentioned here will be introduced through web courses or weekly users' courses.

On the Internet at the LRC will be found the Modern Languages Portal with a link to METROEN, which is an information platform that is constructed and maintained by the library at The Aarhus School of Business. On this website can be found a variety of resources such as electronic dictionaries, encyclopaedias, information on strategies for web searches, evaluation of Internet resources, study assistance and much more. The library at the Aarhus School of Business works closely with the Faculty of Modern Languages in a number of areas and continuously develops new concepts for learning and knowledge management which students will not only benefit from during their studies, but also in the job market.

The LRC has a team of supporters that can be contacted in rooms D3 and D4, as well as an IT coach and an IT co-ordinator. Their job is to help students get the best possible use of the available language technology.

Under the Modern Languages Portal is found links to teachers' websites and other practical information.

E-learning is a tool designed to improve students' course of study, to be used as a supplement to teaching. It gives great flexibility in the daily studies by providing the possibility to study from anywhere at any time. Furthermore, getting access to the material and information needed is easy because of the easy access and contact to teachers and fellow students. E-learning is a tool that improves the quality of studying and provides a solid foundation for the life-long learning process students will continue after their studies here end – as it will be almost 100% based on information technology.

PROGRAMME CALENDAR

The BA programme in Marketing and Management Communication has an estimated duration of 3 years, i.e. 1st through 6th semester.

The programme consists of compulsory courses, electives, and a BA thesis.

The estimated course of study will be outlined in the following pages, divided into an outline and a programme calendar. The activities mentioned in the calendar will be further elaborated on in the study guide. Because attendance is optional students may take the courses in any order they wish. However, we do recommend that the course of study outlined is followed since the individual courses are connected.

Each exam has been given a number under which the study guide contains additional information.

OUTLINE OF SUGGESTED COURSE OF STUDY

Semester	1st	2nd	3rd	4th	5th	6th
Business	Organisational Psychology		Marketing Management	Managerial Accounting		Project Management
				Organisational Theory/HRM		
Communi- cation		Media	Corporate Communication	Cultural Theory and Analysis	Integrated Advertising Communication	
	Discourse Analysis	Discourse Analysis			Cross-cultural Negotiation	
Language	Communicative Grammar	Communicative Grammar	Written, Oral, and Visual (Graphic) Communication	Written, Oral, and Visual (Graphic) Communication		Bachelor's thesis
	Written, Oral, and Visual (Graphic) Communication	Written, Oral, and Visual (Graphic) Communication				

1st semester - Fall 2003

WEEK	COMPULSORY COURSES
35	Introduction to programme
36	Classes begin
37	
38	
39	
40	
41	
42	FALL BREAK
43	Classes
44	
45	
46	
47	
48	
49	
50	
51	
51	Exam: Organisational Psychology (6)
52	CHRISTMAS BREAK
1	
2	
3	
4	
5	

2nd semester - Spring 2004

WEEK	COMPULSORY COURSES
6	Classes start
7	
8	
9	
10	
11	
12	
13	
14	
15	EASTER BREAK
16	Classes
17	
18	
19	
20	
21	Exam: Screening examination (11) Media (1)
22	
23	
24	
25	
26	

3rd semester - Fall 2004

WEEK	COMPULSORY COURSES
36	Classes start
37	
38	
39	
40	
41	
42	FALL BREAK
43	Classes
44	
45	
46	
47	
48	
49	
50	Exam: Marketing Management (7)
51	
52	CHRISTMAS BREAK
53	
1	Exam: Corporate Communication (2)
2	
3	
4	

4th semester - Spring 2005

WEEK	COMPULSORY COURSES
5	Classes start
6	
7	
8	
9	
10	
11	
12	EASTER BREAK
13	Classes
14	
15	
16	
17	
18	
19	Exam: Managerial Accounting (8)
20	Organisational Theory (9)
21	Cultural Theory and Analysis (3)
22	
23	
24	
25	
26	

5th semester - Fall 2005

WEEK	ELECTIVES
36	Classes start
37	
38	
39	
40	
41	
42	FALL BREAK
43	Classes
44	
45	
46	
47	
48	
49	
50	Exam: Integrated Advertising Communication (4)
51	
52	CHRISTMAS BREAK
1	Exam: Cross-cultural Negotiation (5)
2	
3	
4	

6th semester - Spring 2006

WEEK	COMPULSORY COURSES
5	Classes start
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	EASTER BREAK
16	Classes
17	
18	
19	
20	Exam: Project Management (10) BA thesis (12)
21	
22	
23	
24	
25	
26	

COURSE DESCRIPTIONS, *Core programme*

Communication

Course overview

SEM.	COURSES
1st	Discourse Analysis
2nd	Media
3rd	Corporate Communication
4th	Cultural Theory and Analysis
5th	Integrated Advertising Communication Cross-cultural Negotiation

Communication

Course no. and title:	Corporate Communication
------------------------------	--------------------------------

TEACHING	
Course no. and title:	
Course co-ordinator:	
Teacher:	
Department:	Communication
Type of course:	
Duration:	One semester
Start:	3rd semester
Level:	
Lessons placed at:	

EVALUATION	
Exam. no. and title:	
ECTS credits:	15
Evaluation:	Oral examination based on a project report
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	Discourse Analysis, Organisational Communication, Marketing Management

Course background

The growing interest in organisational communication, human resource management, corporate branding and ethics, etc. makes it necessary for companies and organisations to manage corporate communication planning and execution effectively. An organisation's internal communication is the key to understanding its basic values, identity, and image. Therefore, internal and external communication interact. In order for the organisation to grow and work towards a shared goal, developing an integrated corporate communication strategy is essential.

Aim of the course

The aim of the course is to provide a basic knowledge of integrated corporate communication planning and management. Important theories and methods of organisational, marketing and management communication will be introduced and applied in order to develop students' analytic and practical skills in corporate communication in an international environment.

Main topics

- Introduction to integrated corporate communication
- Corporate identity and corporate image analysis
- Corporate communication planning
- Public affairs and public responsibility
- Corporate branding

The course comprises systematic treatment of the most important corporate communication tasks in organisations with focus on applying communication strategies to solve these tasks – from concept to practical implementation. Course work consists of production and analysis of corporate communication genres (mission statements, annual reports, job announcements, press releases, image brochures, image advertisements, corporate websites, etc.).

Activities

The course consists of a combination of lectures, tutorials, and case presentations.

Suggested literature

Theaker, Alison (2001): *The Public Relations Handbook*. Routledge.

Van Riel, Cees B. M. (1995): *Principles of Corporate Communication*. Prentice Hall.

Ferguson, Sherry Deveraux (1999): *Communication Planning – An Integrated Approach*, Sage Series in Public Relations.

Miller, Kathrine (1998): *Organizational Communication : Approaches and Processes*. Wadsworth.

Scholes et al. (1999): *Guide to Internal Communication Methods*. Gower

Course no. and title:	Cultural Theory and Analysis
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TEACHING	
Course no. and title:	Cultural Theory and Analysis
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	
Duration:	One semester
Start:	4th semester
Level:	
Lessons placed at:	

EVALUATION	
Exam. no. and title:	
ECTS credits:	5
Evaluation:	Continuous assessment
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	Discourse Analysis, Organisational Theory/HRM, Organisational Psychology

Course background

With increased internationalisation, culture has become an important business parameter. Companies more and more often have to manage, interact, and negotiate with people from different cultures. Working with people whose language, customs, values, and beliefs are different from one's own can give rise to costly misunderstandings, but when successfully managed, differences in culture can be sources of a competitive advantage.

Aim of the course

The aim of the course is to increase students' awareness about the importance of culture and cultural differences in business communication with a view to developing their (inter)cultural qualifications. Students will obtain tools to analyse culture and to identify, understand, and manage cultural differences.

Main topics

The course introduces students to relevant theories on culture and to cultural analysis. The course examines how culture manifests itself at different supranational, national, and regional levels and in different business and organisational contexts. Up-to-date theories will be employed to find out how culture translates into contextual dimensions such as explicitness/implicitness, organisational structures, and communication patterns and conventions, including the use of directness/indirectness, politeness, etc.

Activities

The course consists of a combination of lectures, tutorials, and case presentations.

Suggested literature

Geert Hofstede (1984) *Culture's Consequences: International Differences in Work-related Values*. London: Sage.

Fons Trompenaars and Charles Hampden-Turner (1997) *Riding the Waves of Culture: Understanding Cultural Diversity in Business*. London: Nicholas Brealey Publishing.

William B. Gudykunst and Young Yun Kim (1997) *Communicating with Strangers. An Approach to Intercultural Communication*. Boston (etc.): McGraw-Hill

Judith N. Martin and Thomas K. Nakayama (2000) *Intercultural Communication in Contexts*. Mountain View, California/London/Toronto: Mayfield

Judith N. Martin, Thomas K. Nakayama, Lisa A. Flores (eds) (1998) *Readings in Cultural Contexts*. Mountain View, California/London/Toronto: Mayfield.

Course no. and title:	Discourse Analysis
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TEACHING	
Course no. and title:	Discourse Analysis
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	
Duration:	Two semesters
Start:	1st semester
Level:	Undergraduate
Lessons placed at:	

EVALUATION	
Exam. no. and title:	
ECTS credits:	10
Evaluation:	Written examination. This evaluation is a screening examination which also includes the curriculum from the course Communicative Grammar.
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	Written, Oral, and Visual (Graphic) Communication

Course background

Communicating the right thing at the right moment seems more important now than ever in this new world of global communication, in which *virtual* is considered equal to *real*. Understanding the function and value of signs, concrete or abstract, literal or symbolic as well as local or global has become a crucial skill in every company and organisation in order to be able to satisfy customers, the public, the press, and government authorities. Therefore, communication managers and officers need to know which approach to choose when producing, analysing, and evaluating material for a company's different target groups.

Aim of the course

The aim of the course is to provide students with skills enabling them to analyse and evaluate printed and electronic discourse – letters, publications, and advertising material from or about international companies and organisations. In order to obtain these skills, students must have methodological knowledge and an understanding of how discourse analysis and semiotics can be effectively applied when analysing texts and images in a business and promotional context.

Main topics

An introduction to discourse analysis and semiotics will be followed by hands-on course work in which students apply the theoretical framework to the analysis of relevant genres of business and corporate communication (advertisements, brochures, websites, annual reports, articles, press releases, etc.). The course deals with the following main topics:

- Text, discourse, and discourse analysis
- Textual organisation
- Text genres
- Rhetorical analysis
- Argumentation
- Social theory and Critical Practices
- Semiotics
- Image analysis and document design

Activities

The course consists of a combination of tutorials and case presentations.

Suggested literature

Stillar, Glenn F. (1998): *Analysing everyday texts – Discourse, Rhetoric and Social Perspectives*, Sage m.m.

Course no. and title:	Media
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TEACHING	
Course no. and title:	
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	
Duration:	One semester
Start:	2nd semester
Level:	
Lessons placed at:	

EVALUATION	
Exam. no. and title:	
ECTS credits:	10
Evaluation:	Continuous assessment
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	Written, Oral, and Visual (Graphic) Communication

Course background

In media planning it is important to know the functional value, the rhetorical features, the production and reception conditions, as well as the economic conditions of each medium. However, as marketing and communication mix-strategies form the basic platform of media planning it is also necessary to have insight into the media convergence.

The aim of the course

The aim of this course is to give students insight into the communicative characteristics of select media and media groups, into media for personal, internal, and external communication, and finally into theories on the social roles and functions of communication through various media.

Course content

The course is divided into two parts: one concerning practical usage, *Choice of media*, and another concerning facts and knowledge, *Media knowledge*.

- **Choice of media**

This part of the course focuses on the communicative characteristics of different media, including their possibilities and limitations. This will entail both qualitative and quantitative aspects (ranging from language use, text structures and genres to frequency, circulation, and target group characteristics). This will give students an introduction to media planning (strategic media planning and media mix) in relation to a given communication task.

- **Media knowledge**

The fact/knowledge oriented part of the course focuses on the international media and the predominant theories concerning the role and function of communication through various media (mediation theory, agenda setting, gate keeping, diffusion theory, etc.). The practical and knowledge based sections will be integrated.

Activities

The course consists of a combination of lectures and/or tutorials, practical assignments, discussions, and project work.

Suggested literature

Bignell, J. (1997) *Media Semiotics : An Introduction*, Manchester University Press, Manchester.

McQuail, D. (1994) *McQuail's Mass Communication Theory*, Sage Publications, London.

McQuail, D./Windahl, S. (1993) *Communication Models : For the Study of Mass Communications*, Longman, Harlow.

Business

Course overview

SEM.	COURSES
1st	Organisational Psychology
2nd	
3rd	Marketing Management
4th	Managerial Accounting Organisational Theory/HRM
5th	
6th	Project Management

Business

Course no. and title:	Managerial Accounting
------------------------------	------------------------------

TEACHING	
Course no. and title:	
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	
Duration:	One semester
Start:	4th semester
Level:	Undergraduate
Lessons placed at:	

EVALUATION	
Exam. no. and title:	
ECTS credits:	10
Evaluation:	Written examination
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	

Course background

In any company, financial reporting and financial decision-making are important parts of corporate decision-making and communication. Therefore, employees with responsibility in sales, marketing, project work, or management need to be involved in the financial management of the company. This involves budgeting, pricing, product decisions, external financial accounting, etc.

Aim of the course

The aim of the course is to introduce students to central financial topics such as corporate decision-making, decentralised financial management, and to some extent external financial reporting. Students will be able to take part in decision-making regarding pricing, product mix, and budgeting. Finally, students are expected to acquire an understanding of the communicative functions of external accounting.

Main topics

- Cost behaviour and cost concepts
- Product costing and pricing
- Breakeven analysis
- Short-term and long-term decision-making
- Budgeting
- Financial statements and annual reports

Activities

The course consists of a combination of lectures and tutorials.

Suggested literature

Yet to be determined, but for example: Ray Practor, Managerial Accounting for Business Decisions.

Course no. and title:	Marketing Management
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TEACHING	
Course no. and title:	
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	
Duration:	One semester
Start:	3rd semester
Level:	Undergraduate
Lessons placed at:	

EVALUATION	
Exam. no. and title:	
ECTS credits:	10
Evaluation:	Written examination
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	Media

Course background

In relation to a company or organisation's communication tasks, it is essential for the person co-ordinating activities in the company's different departments and activities made by external suppliers (e.g. advertising agencies) to know the fundamental principles and tools of marketing.

Aim of the course

The aim of this course is to provide students with knowledge of fundamental principles and theories in connection with modern marketing, and give them an understanding of the analytical and co-ordination tasks associated with planning and developing a marketing strategy, including market research, concept development, parameter mix, campaign development, etc. in relation to final

consumers, retail, and wholesale. Finally, students will learn to master the skill of project planning and analysing market research.

Main topics

- Consumer buyer behaviour
- Industrial buyer behaviour
- Market research and survey design
- Market segmentation
- Product positioning
- Product branding
- Pricing
- Product range
- Location/place
- Parameter mix
- Parameter marketing and relationship marketing
- Industrial marketing
- E-commerce
- Internal marketing
- International marketing

Activities

The course consists of a combination of lectures and tutorials.

Suggested literature

Philip Kotler: Marketing Management 9th Edition, Prentice Hall International

Svend Hollensen: Relationship Marketing, Thompson International Press

Course no. and title:	Organisational Psychology
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TEACHING	
Course no. and title:	Organisational Psychology
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	
Duration:	One semester
Start:	1st semester
Level:	Undergraduate
Lessons placed at:	

EVALUATION	
Exam. no. and title:	
ECTS credits:	10
Evaluation:	Continuous assessment
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	

Course background

Understanding the basics of human and social psychology is an invaluable tool for co-ordinating and managing communication involving a diverse range of specialists and managers as well as providing conceptual frameworks for assessing one's own strengths and weaknesses in relation to taking on a co-ordinating role in the organisation.

Aim of the course

The aim of the course is to provide students with basic knowledge about social and personality psychology, which deals with the interaction between the individual and its surroundings. Having completed the course, students will be familiar with relevant theories concerning social and personality psychology, the fields' relation to corporate and organisational psychology, and finally the psychological aspects of consumer behaviour.

Main topics

The course deals with important aspects of the field of social and personality psychology, such as need, motivation, emotion, levels of consciousness, behaviour, opinion, moral, self, identity, communication, norms, roles, socialization, institutionalisation, and group processes. These aspects are discussed from an organisational point of view. The course focuses on specific psychological aspects of the relation between the individual and its work and takes its point of departure in factors used in the field of general psychology, i.e. leadership, work motivation, job satisfaction, stress, well-being, and mental health in a broad sense: interpersonal relations in a work context including the importance of social relations and roles within the workplace, communication, learning, the acquisition of new qualifications, performance assessment, etc. Finally, the course gives an introduction to principles and methods related to psychological testing, organisational psychology, and the psychological factors behind consumer behaviour.

Activities

The course consists of a combination of lectures and tutorials.

Course no. and title:	Organisational Theory/HRM
------------------------------	----------------------------------

TEACHING	
Course no. and title:	
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	
Duration:	One semester
Start:	4th semester
Level:	
Lessons placed at:	

EVALUATION	
Exam. no. and title:	
ECTS credits:	10
Evaluation:	Written examination
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	Organisational Psychology Organisational Communication Cultural Theory and Analysis

Course background

Good communication with an organisation's stakeholders requires an understanding of any given communication context. An important feature of any communicative situation relates to the organisational structure and social processes of the company as well as of the institutions of which the organisation is part.

Aim of the course

The aim of this course is to familiarize students with the main organisational theories as well as characterize and analyse these theories' view on the human factor within an organisation. In the course of the semester, students are expected to learn to understand the influence of the organisational context on the communication process. Moreover, the aim is to enable students to analyse and characterize the content and symbolism of communication in the various organisational forms.

Main topics

- Classical approaches (Fayol, Weber, Taylor)
- Human relations approaches
- Human resources approaches
- Systems approaches
- Socialization processes
- Performance control processes
- Decision-making processes
- Conflict Management processes
- Stakeholder theory
- Network theory
- Institutional theory

Activities

The course consists of a combination of lectures and tutorials.

Suggested literature

Yet to be determined, but for example: Katherine Miller *Organizational Communication Approaches and Process*, Wadsworth Publishing Company.

Course no. and title:	Project Management
TEACHING	
Course no. and title:	
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	
Duration:	One semester
Start:	6th semester
Level:	Undergraduate
Lessons placed at:	

EVALUATION	
Exam. no. and title:	
ECTS credits:	10
Evaluation:	Oral examination based on a project report
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	All courses

Course background

In order to cope with the dynamics of fluctuating business conditions, organisations are increasingly aiming for flexibility in their organisational architecture. Rather than relying on functional or market based task division, still more organisations focus on team work and projects in order to adjust to the ever-changing business conditions and accommodate organisational learning, knowledge management requirements, etc.

Aim of the course

This course provides students with fundamental skills of project management as well as practical experience through exercises in project management and its relation to the organisation including the completion of internal projects and the configuration of temporary organisations. The course includes both theoretical insight and practical assignments using different forms of project management methods.

Main topics

The fundamentals of project management success, project management techniques for initiating the project life cycle, including initiation, monitoring of progress and facilitating process, execution and control, project management and organisational knowledge acquisition.

Activities

The course consists of a combination of lectures and tutorials.

Suggested literature

Book: John M. Nicholas (2001), Project Management for Business and Technology: Principles and Practice, 2/e
Compilation

Language

Course overview

SEM.	COURSES
1st	Communicative Grammar Written, Oral, and Visual (Graphic) Communication
2nd	Communicative Grammar Written, Oral, and Visual (Graphic) Communication
3rd	Written, Oral, and Visual (Graphic) Communication
4th	Written, Oral, and Visual (Graphic) Communication
5th	
6th	BA thesis

Language

Course no. and title:	English Communicative Grammar
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TEACHING	
Course no. and title:	English Communicative Grammar
Course co-ordinator:	
Teacher:	
Department:	English
Type of course:	
Duration:	Two semesters
Start:	1st semester
Level:	
Lessons placed at:	

EVALUATION	
Exam. no. and title:	English Communicative Grammar
ECTS credits:	20
Evaluation:	Written examination. This evaluation is a screening examination which also includes the curriculum from the course Discourse Analysis.
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	

Course background

English Communicative Grammar is essential for students to acquire professional skills in writing and speaking English.

Aim of the course

The course aims at helping students obtain a thorough knowledge of English grammar so as to strengthen their understanding of the importance of grammar in communication. This will enable them to choose – in their production of written and spoken texts – appropriate grammatical structures for any given communicative context, particularly with respect to levels of formality and politeness. The course also aims at acquainting students with basic aspects of text grammar and textual analysis.

Main topics

- Basic English grammar
 - (a) Grammatical terminology
 - (b) Basic sentence analysis

- Grammar in communication
 - (a) Understanding talk about things
 - (b) Ways of identifying things
 - (c) Understanding talk about situations
 - (d) Ways of identifying situations
 - (e) Attitudes towards situations
 - (f) Ways of making discourse

- Text grammar and textual analysis
 - (a) Language and text functions
 - (b) Cohesion
 - (c) Textual genres and registers
 - (d) Formality and politeness in language

Activities

The course consists of a combination of lectures, tutorials, and case presentations.

Suggested literature

Geoffrey Leech & Jan Svartvik: *A Communicative Grammar of English*. Third ed., Longman, 2002
Michael Swan: *Practical English Usage*. Oxford University Press, 1995

Course no. and title:	Written, Oral, and Visual (Graphic) Communication
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TEACHING	
Course no. and title:	Written, Oral, and Visual (Graphic) Communication
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	
Duration:	Four semesters
Start:	1st semester
Level:	Undergraduate
Lessons placed at:	

EVALUATION	
Exam. no. and title:	
ECTS credits:	20
Evaluation:	The course involves three examinations: Evaluation of oral proficiency Evaluation of proficiency in the written language Evaluation of visual (graphic) skills
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	All other courses

Course background

When communicating in a professional context, we communicate through texts that must live up to a number of requirements. These requirements depend on several parameters such as: the characteristics of the communicative context, the potential of the chosen medium, and the interest shown by the receiver. In order to communicate appropriately and efficiently, the communicator needs thorough knowledge of the requirements and the ability work accordingly.

Aim of the course

The main objective of the course is to provide students with methodological and practical skills, which enable them to compose texts suited for various media, genres, contexts, and cultural settings. The course provides tools for this work in the form of insight into the application of the latest genre, media, and communicative theories for composing, producing, and revising texts.

Main topics

The course relates to all other courses in the programme, which gives students an opportunity to implement much of the knowledge acquired in the course of the programme.

During the course, students will work with a number of practical and theoretical aspects of written, oral, and visual (graphic) communication. As its pivotal point the course has a workshop, that will provide the framework for an interactive – and problem solving – learning situation with focus on the acquisition of relevant text production skills. In this workshop, students will:

- compose, produce, and revise texts
- visualize information
- optimize layout

The framework for this work will be:

- the criteria governing communicative interaction in different contexts and cultural settings
- the communicative possibilities of different media
- the conventions of different genres

Activities

The course consists of a combination of lectures, tutorials, and case presentations.

Suggested literature

Gerson/Gerson (2000): *Technical Writing: Proces and Product*. Prentice Hall.

Gurak/Lannon (2001): *A Concise Guide to Technical Communication*. Longman.

Rude, Carolyn D.(1998): *Technical Editing*. Allyn and Bacon.

Tufte, Edward R. (1990): *Envisioning Information*. Cheshire, CT: Graphics Press.

Tufte, Edward R. (1983): *The visual display of quantitative information*. Cheshire, CT: Graphics Press.

ABOUT THE ELECTIVES

During the programme's 5th semester students are required to take two electives.

An information meeting on the electives will be held in the course of the 4th semester.

REGISTERING FOR THE ELECTIVES

Before April 1st of the 4th semester students must register for their 5th semester electives. Registration can be done take place through CampusNet (by using the link Registrar from where there is access to the online self-service system, where registration can be done for exams) or by contacting The Central Registry Office, where the appropriate form can be filled out and handed in.

For an elective to be established it requires a certain number of students registered. For this reason the registration form includes a priority list in case we cannot accommodate the student's first choice for an elective.

It is required that students are assessed on their oral proficiency during the course of the programme. If students have not already been assessed on this they may do it in connection with an oral elective exam.

COURSE DESCRIPTIONS, *Electives*

Course no. and title:	Cross-cultural Negotiation
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TEACHING	
Course no. and title:	Cross-cultural Negotiation
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	
Duration:	One semester
Start:	5th semester
Level:	
Lessons placed at:	

EVALUATION	
Exam. no. and title:	Cross-cultural Negotiation
ECTS credits:	15
Evaluation:	Oral examination
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	Cultural Theory and Analysis

Course background

Negotiation occurs in a variety of different contexts, ranging from everyday problem solving over dispute resolution to more or less formal business negotiations, be they internal or external. Any negotiation situation is highly complex, but the complexity increases considerably when negotiators represent different national and/or business cultures, and that is when negotiation becomes cross-

cultural. Cross-cultural negotiation skills are therefore highly important in today's increasingly international business community.

Aim of the course

The aim of the course is for students to obtain the necessary skills to negotiate effectively in a variety of different contexts, with an emphasis on cross-cultural business contexts. Efficient negotiation skills include the ability to understand and handle negotiation as a universal process as well as deal with different negotiation styles and behavioural characteristics of negotiators from different cultures.

Main topics

The course introduces students to different approaches to and models of negotiation and mediation. Theoretical introductions are followed by practical assignments throughout the course.

The subject of negotiation will be addressed from three different perspectives:

(1) From a *universal* perspective. When approaching negotiation from a universal perspective, topics will for example include: general principles of effective negotiation, common obstacles in a negotiation context, strategies to overcome them, and the different stages of the negotiation process.

(2) From a *cultural* perspective. When approaching negotiation from a cultural point of view, we will examine how national business cultures influence people's negotiation styles and types of behaviour. This part of the course draws on a map of international negotiator profiles based on dichotomies such as deal-focused vs. relationship-focused cultures, informal vs. formal cultures, expressive vs. reserved cultures, collective vs. individual cultures, etc.

(3) From a *personal/individual* perspective. When examining the personal/individual aspect of a negotiation, discussions will focus on different behavioural styles of individual negotiators (aggressive attitudes, trusting behaviour, co-operative style, etc.). The aim is to enable students to identify different negotiators' types of behaviour. Throughout the course, special attention will be given to analysing students' personal negotiation styles and to suggesting ways of developing and improving them.

Activities

The course consists of a combination of lectures, video demonstrations, and simulations/cases followed by analyses of the students' behaviour in a negotiation context.

Suggested literature

Roger Fisher and William Ury (1983) *Getting to Yes: Negotiating Agreement Without Giving In*. New York: Penguin Books.

Gavin Kennedy (1998) *The New Negotiating Edge. The Behavioural Approach for Results and Relationships*. London: Nicholas Brealey Publishing.

Richard R. Gesteland (1999) *Cross-Cultural Business Behaviour. Marketing, Negotiating and Managing Across Cultures*. Copenhagen: Copenhagen Business School Press.

Course no. and title:	Integrated Advertising Communication
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TEACHING	
Course no. and title:	
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	
Duration:	One semester
Start:	5th semester
Level:	Undergraduate
Lessons placed at:	

Evaluation	
Exam. no. and title:	
ECTS credits:	15
Evaluation:	Oral examination
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	Organisational Psychology Managerial Accounting Corporate Communication Discourse Analysis

Course background

In market-oriented companies, the ability to mobilize internal resources and effectively plan activities in order to ensure successful marketing campaigns is essential for achieving market success. However, managing the process of conceptualising, designing and implementing campaigns requires analytical as well as managerial skills. Therefore, companies must continuously develop their internal capabilities in this respect.

Aim of the course

The course aims at providing students with basic techniques for managing the process of analysing marketing communication needs, defining communication objectives, and integrating internal and external resources.

Main topics

- Global vs. local branding
- Product branding/brand management and brand positioning
- Campaign project management
- Advertising regulations
- Creative approaches for market development
- Communication strategies and message design
- Media planning, management and media selection
- Campaign budgeting (setting and allocating media budgets)
- Advertising testing
- Customer communication policies
- CRM strategies
- Trade fair communication
- Viral marketing approaches

Activities

The course consists of a combination of lectures, tutorials, and case presentations.

Suggested literature

Kenneth Clow & Donald Baack: Integrated Advertising, Promotion & Marketing Communications, 1st ed., Prentice-Hall International

COURSE DESCRIPTION, *Bachelor's thesis*

Course no. and title:	Bachelor's thesis
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TEACHING	
Course no. and title:	Bachelor's thesis
Course co-ordinator:	
Teacher:	
Department:	
Type of course:	Individual project
Duration:	One semester
Start:	6th semester
Level:	Undergraduate, compulsory
Lessons placed at:	

EVALUATION	
Exam. no. and title:	Bachelor's thesis
ECTS credits:	20
Evaluation:	Thesis and oral defence
Additional material:	

RELATIONS TO OTHER COURSES	
Relations to other courses:	All other courses

Course background

The bachelor's thesis is the final project of the BA-MMC programme. The thesis can be written individually or in groups of a maximum of 4 students. Students form the project groups themselves. The project report must be written in English.

Aim of the course

The objective of the Bachelor's thesis is for students to:

- conduct and demonstrate independent information research
- approach information systematically and methodically
- conduct and demonstrate critical analysis of source material and problems
- solve subject related problems
- apply relevant and appropriate methods
- prepare a clear and concise project report
- present and discuss subject related issues

Main topics

The topic of the thesis must cover issues dealt with in different areas of study. The topic must be approved by a supervisor.

The Bachelor's thesis may be written on the basis of a specific project in a company or organisation to be contacted by the student. It can also be based on a theoretical problem within one or more of the areas covered in the programme.

EXAMS

The programme includes the following exams:

		<i>Suggested semester of examination</i>						
			1.	2.	3.	4.	5.	6.
Communication	Media	(1)		•				
	Corporate Communication	(2)			•			
	Cultural Theory and Analysis	(3)				•		
	Electives ¹⁾	(4-5)					•	
Business	Organisational Psychology	(6)	•					
	Marketing Management	(7)			•			
	Managerial Accounting	(8)				•		
	Organisational Theory	(9)				•		
	Project Management	(10)						•
Language	Screening examination ²⁾	(11)	•					
	Oral communication exam ³⁾							
	Written communication exam ⁴⁾							
	Visual (Graphic) communication exam ⁵⁾							
BA-Thesis	(12)						•	

- 1) During the 5th semester students are required to take two electives (please consult the section on electives for further information).
- 2) The screening examination must be taken in the first May-June after the student's having been accepted into the programme.
- 3) Technically, Oral Communication is an exam in itself, but it does not have an individual examination event. The student can choose to take this exam in connection with the Corporate Communication, Integrated Advertising Communication, Cross-cultural Negotiation, Project Management exams or with the BA thesis.
- 4) Technically, Written Communication is an individual exam, but does not have an individual examination event. The student may choose to take this exam in connection with Managerial Accounting, Marketing Management, Organisational Theory, Corporate Communication, Project Management, Discourse Analysis and Communicative Grammar exams or with the BA thesis.

5) Technically, Visual (Graphic) Communication is an individual exam, but does not have an individual examination event. The student may choose to take this exam in connection with Corporate Communication, Integrated Advertising Communication, Project Management exams or with the BA thesis.

For suggested time of the exams, please consult the Programme Calendar. Exam numbers correspond to those indicated in the curriculum.

GENERAL RULES CONCERNING WRITTEN ASSIGNMENTS

Assessing written assignments will entail an evaluation of the student's presentation ability i.e. the student's ability to present his/her case in a precise, balanced, well-structured and linguistically correct manner. Throughout the programme the demands for presentation and language skills will increase.

NORMAL PAGES

In the exam description of the programme is used the term normal pages. A normal page is defined as consisting of 2,200 characters excl. spaces.

DESCRIPTON OF EXAMS, *Core programme*

Business

Organisational Psychology

Examination form:	Continuous assessment
Duration:	-
Aids allowed in the examination room:	-
Evaluation:	By teacher
Evaluation:	One mark according to the Danish marking system
ECTS credits:	10
Suggested time of exam.:	1st semester

The evaluation consists of regular attendance and active in-class participation. Regular attendance is defined by a minimum of 80% class attendance. Active in-class participation is defined as the student solving one or more assignments individually or in groups during the course of the semester. These assignments will include oral presentations or written assignments to be discussed in class.

Evaluation criteria:

The evaluation of the presentation and written assignments will be based on:

- Theoretical and analytical knowledge of basic psychological comprehension and analysis models
- Ability to analyse psychological problems that may form the basis of organisational decision-making processes.
- Understanding the influence of the suggested solution to a given problem on the life of the involved parties
- The ability to provide proper argumentation for the suggested psychological analysis models in an appropriate and non-manipulative manner.

Marketing Management

Examination form:	Written examination
Duration:	3 hours
Aids allowed in the examination room:	None
Evaluation:	By the teacher and an internal examiner
Evaluation:	One mark according to the Danish marking system
ECTS credits:	10
Suggested time of exam.:	3rd semester

The exam consists of two parts aimed at testing both the student's theoretical knowledge and ability to apply marketing models or approach a marketing related problem. The first part of the examination varies between a multiple choice test and an essay. The second part of the examination typically consists of a case analysis.

Evaluation criteria:

- Knowledge about relevant marketing theories
- Ability to apply theoretical models to specific practical assignments

Managerial Accounting

Examination form:	Written examination
Duration:	3 hours
Aids allowed in the examination room:	All
Evaluation:	By teacher and internal examiner
Evaluation:	One mark according to the Danish marking system
ECTS credits:	10
Suggested time of exam.:	4th semester

The exam includes one or more of the following elements:

- Discussion of select topics and/or concepts within financial management
- Financial management assignments
- Case analysis and the presentation of a possible solution to a given problem

Evaluation criteria:

- The student's knowledge about the theories and models of the course.
- The student's ability to apply theories and models to a practical assignment.

Organisational Theory in a Communication Perspective

Examination form:	Written examination
Duration:	4 hours
Aids allowed in the examination room:	All
Evaluation:	By the teacher and internal examiner
Evaluation:	One mark according to the Danish marking system
ECTS credits:	10
Suggested time of exam.:	4th semester

The exam includes a case analysis as well as an outline and discussion of a model of a solution to a given problem regarding organisational theory in relation to the case.

Evaluation criteria:

- Theoretical knowledge of key organisational theories and the ability to analyse these theories' view on the human factor within an organisation.
- The ability to analyse and characterize the basic communication contents and symbolism that form the basis of the various organisational forms.
- The ability to analyse organisational issues that form the basis of the organisational decision-making processes.

Project Management

Examination form:	Oral examination
Duration:	30 minutes including performance evaluation
Aids allowed in the examination room:	-
Evaluation:	Teacher and internal examiner
Evaluation:	One mark according to the Danish marking system
ECTS credits:	10
Suggested time of exam.:	6th semester

Oral examination based on an assignment or case given to the student 7 days prior to the oral examination. The examination can entail an outline of the process in regard to the planning of a budget, negotiation, campaign, event, etc.

Evaluation criteria:

- Documentation of theoretical knowledge of project management
- The ability to apply project management tools to specific situations
- The ability to provide proper argumentation for the consequences of suggested solution models
- Knowledge about general principles of oral presentation and good communication skills

Communication

Media

Examination form:	Continuous assessment
Duration:	-
Aids allowed in the examination room:	-
Evaluation:	Examiner
Evaluation:	Passed/not passed
ECTS credits:	10
Suggested time of exam.:	2nd semester

The evaluation consists of regular attendance and active in-class participation. By regular attendance is understood that the student attends at least 80% of class. By active in-class participation is understood that the student in relation to the course hands in one or more assignments individually or as part of a group. The assignments consist of oral/written assignments to be presented and discussed in class.

Evaluation criteria:

The evaluation of the assignments will be based on:

- Knowledge of the individual media
- Knowledge of the communicative possibilities of the media
- The ability to apply relevant media/media mix in specific communicative contexts
- Knowledge of the social role of the media
- Skills in using specific and relevant media

Corporate Communication

Examination form:	Oral examination based on a project report
Duration:	20 minutes including performance evaluation
Aids allowed in the examination room:	-
Evaluation:	By teacher and an external examiner
Evaluation:	One mark according to the Danish marking system covering both the written project report and oral defense
ECTS credits:	15
Suggested time of exam.:	3rd semester

Project report

The exam consists of an analysis of a company or organisation's communication (e.g. corporate branding, communication flow, communication policy, etc.) and/or parts of its external/internal communication material (e.g. draft version for communication plan, company profile, website, etc.) including an account of relevant theory, methods, context and choice of communication strategies in relation to the particular field of study.

The report must be in English and should not exceed 12 pages per student, appendices exclusive. If possible, the report should be written in groups of 4 and should be prepared as one report with each student's contribution to the report explicitly listed.

Description of examination

The project report is to be defended at an oral examination to take place 3-5 weeks after the report has been handed in.

The oral examination consists of a presentation and discussion in which the teacher and examiner ask the student to elaborate on various aspects of the presentation and/or report.

The presentation of the project report and/or issues relevant to the report should not exceed 5-10 minutes per student. The group members can choose to take the examination individually.

Evaluation criteria:

- The practical use and relevance in a specific communication context of the prepared analysis or communication material
- The ability to place the report in a larger communicative context
- Knowledge of relevant theory and of the corporate communication structure and function within organisations.
- Basic knowledge of relevant principles when writing a report and good communication skills in the written language.
- Knowledge and skills acquired by the student during the Corporate Communication course.

The evaluation of the oral presentation and discussion will be based on:

- The ability to enter into dialogue with teacher and examiner and elaborate on the aspects of the report.
- Knowledge of the field of study covered in the report.
- Basic knowledge about the principles of oral presentation and oral communication skills.

Re-examination

In the event of a re-examination, a new report with a new topic must be prepared.

Cultural Theory and Analysis

Examination form:	Continuous assessment
Duration:	-
Evaluation:	Examiner
Evaluation:	Passed/not passed
ECTS credits:	5
Suggested time of exam.:	4th semester

The evaluation consists of regular attendance and active in-class participation. By regular attendance is understood that the student attends at least 80% of class. By active in-class participation is understood that the student in relation to the course hands in one or more assignments individually or as part of a group. The assignments consist of oral/written assignments to be presented and discussed in class.

Evaluation criteria:

The evaluation of the assignments will be based on theoretical and analytical insight into cultural theory and analysis including:

- Insight into cultural theoretical concepts and models
- Insight into how culture manifests itself on various supranational, national, and regional levels as well as in various business and organisational contexts.
- Knowledge on how culture is reflected in communication
- Knowledge on how cultural theory is applied in the analysis of intercultural communication

Language

Discourse Analysis and Communicative Grammar (screening examination)

Examination form:	Written examination
Duration:	12 hours
Aids allowed in the examination room:	-
Evaluation:	By teacher and internal examiner (in the event of re-examination an external examiner will conduct the assessment)
Evaluation:	One mark according to the Danish marking system
ECTS credits:	30
Time of exam.:	2nd semester

The evaluation consists of an individual home assignment containing aspects of systematic analysis and evaluation of a text based on theoretical and methodical principles of discourse analysis. Moreover, the examination includes sentence analysis as well as commenting on the communicative grammar of a text.

Evaluation criteria:

- The ability to analyse and evaluate texts and pictures
- Insight into the theories of textual and discourse analysis
- The ability to use methodical sentence analysis
- Insight into communicative grammar

Exam in Oral Communication

Examination form:	Oral examination
Duration:	-
Aids allowed in the examination room:	-
Evaluation:	-
Evaluation:	One mark according to the Danish marking system
ECTS credits:	7.5
Suggested time of exam.:	-

During the BA-MMC programme students' oral proficiency must be evaluated. Technically, this is an exam in its own right, however, it does not take place as a separate event, as it can be taken in connection with the examinations in Corporate Communication, Integrated Advertising Communication, Cross-cultural Negotiation, Project Management, or the Bachelor's thesis. For more details on the exam please consult the exam description for these courses.

When registering for the exam you must indicate in which of the above mentioned exams you wish to have your oral proficiency evaluated.

Evaluation criteria:

The evaluation will be based on the student's ability to express himself/herself in the foreign language including an evaluation of the students' use of grammatically, idiomatically, and phonetically correct language.

Exam in Written Communication

Examination form:	Written exam
Duration:	-
Aids allowed in the examination room:	-
Evaluation:	-
Evaluation:	One mark according to the Danish marking system
ECTS credits:	7.5
Suggested time of exam.:	-

During the BA-MMC programme your proficiency in the written language must be evaluated. Technically, this is an exam in its own right, however, it does not take place as a separate event, as it can be taken in connection with a written exam of the student's own choice between Managerial Accounting, Marketing Management, Organisational Theory, Corporate Communication, Project Management, Discourse Analysis, Communicative Grammar, or the Bachelor's thesis. For more details on the exam please consult the exam description for these courses.

When registering for the exam you must indicate in which of the above mentioned exams you wish to have your written proficiency evaluated.

Evaluation criteria:

The evaluation will be based on the student's ability to express himself/herself in a clear and stylistically correct manner as well as on whether the language used is grammatically, idiomatically and terminologically correct.

Exam in Visual (Graphic) Communication

Examination form:	Oral examination
Duration:	-
Aids allowed in the examination room:	-
Evaluation:	-
Evaluation:	One mark according to the Danish marking system
ECTS credits:	5
Suggested time of exam.:	-

During the BA-MMC programme students' graphic skills must be evaluated. Technically, this is an exam in its own right, however, it does not take place as a separate event, as it can be taken in connection with any exam that entails an oral presentation; i.e. Corporate Communication, Integrated Advertising Communication, Project Management, or the Bachelor's thesis. For more details on the exam please consult the exam description for these courses.

When registering for the exam you must indicate in which of the above mentioned exams you wish to have your graphic skills evaluated.

Evaluation criteria:

- The student's acquisition of the principles of graphic design.
- The student's ability to consider appropriate use of graphic/visual tools within the various media and genres.
- The student's ability to attach an appropriate graphic expression to a given communication task taking into consideration the use of select presentation software.

EXAMINATION DESCRIPTIONS, *Electives*

Cross-cultural Negotiation

Examination form:	Oral examination
Duration:	30 minutes including performance evaluation
Aids allowed in the examination room:	-
Evaluation:	By teacher and an external examiner
Evaluation:	One mark according to the Danish marking system
ECTS credits:	15
Suggested time of exam.:	5th semester

The exam consists of handing in an assignment to be given to the student 7 days prior to the oral examination. The examination includes: (1) a 5 minute presentation of a negotiation outline based on a case, (2) a 10 minute negotiation based on the presentation/case, (3) a 10 minute discussion.

Evaluation criteria:

- Negotiation skills including the ability to apply technical negotiation tools as well as plan and implement negotiation strategies appropriate in a given (inter)cultural context
- The ability to provide proper argumentation for the chosen negotiation strategy
- Theoretical and analytical insight into the negotiation process, especially concerning intercultural negotiations.

Integrated Advertising Communication

Examination form:	Oral examination
Duration:	30 minutes including performance evaluation
Aids allowed in the examination room:	-
Evaluation:	By teacher and an external examiner
Evaluation:	One mark according to the Danish marking system
ECTS credits:	15
Suggested time of exam.:	5th semester

The exam consists of handing in an assignment to be given to the student 7 days prior to the oral examination. The assignment includes the preparation of a campaign draft and a campaign plan including an account of the chosen strategies as well as their relation to relevant theories and methods applied in class. The assignment may also include a case analysis.

Evaluation criteria:

- Theoretical and analytical insight into integrated advertising communication
- The ability to use the theories and assess their practical relevance
- The ability to enter into dialogue with the teacher and examiner in order to elaborate on the aspects of the report.
- Knowledge of basic principles for oral presentation and good oral proficiency.

EXAMINATION DESCRIPTION, *Bachelor's thesis*

Bachelor's thesis

Examination form:	Oral examination based on a project report
Duration:	30 minutes per student inclusive performance evaluation
Aids allowed in the examination room:	None
Evaluation:	By teacher and an external examiner. (In order for the student to take the oral exam, the project report must be approved for oral examination by the teacher and the external examiner.)
Evaluation:	One mark in total according to the Danish marking system (the mark is based 50% on the project report and 50% on the oral defense).
ECTS credits:	20
Suggested time of exam.:	6th semester

The project may be written individually or in groups of a maximum of 4 students.

The project should comprise a minimum of 25 pages and a maximum of 30 pages per student, appendices exclusive.

Group project reports must have the form of one project and each student's contribution must be explicitly listed.

The project report will be defended through an oral examination.

The oral examination consists of a presentation of the project including an elaboration on relevant issues and aspects dealt with in the project. The teacher and examiner may ask the student to elaborate on some of these aspects.

For group project reports, each group member must present his/her individual part of the project as part of the defense. Students may choose to take the oral examination individually.

Evaluation criteria:

The evaluation will be based on whether the project relates to aspects that pertain to the chosen topic, on the relevance of the source material, and on the relation between the chosen methods and the problem statement.

Moreover, the student is evaluated on his/her ability to critically analyse and select the source material as well as show independence in relation to the analysis and argumentation in the project.

Finally, the evaluation takes into account whether the report is written in a clear, concise, and well-formulated English, and whether the student's oral presentation shows the ability to treat subject related issues in a foreign language (English) free of major errors that are disturbing to the communication.

EXAM RULES

SCREENING EXAMINATION

The screening examination (exam no. 11) must take place in the first May-June after the student's having been accepted into the programme.

Passing requires the grade of 6 or higher.

Exams in which the grade of 6 or higher have been achieved cannot be re-taken.

If the student does not pass the screening examination he/she may re-take the exam in August. Additional attempts at passing the exam may take place in December/January or at the following summer exams.

The screening examination must be passed within two years after the student's having been accepted into the programme.

Should the student not pass the screening exam in the first May/June after having been accepted into the programme, the teacher (or internal examiner) will offer a guidance meeting.

REMAINING EXAMS

The remaining exams of the programme may be scheduled according to the student's wishes.

The suggested scheduling of exams are outlined in the programme calendar and in the section *exam descriptions*.

The exam form at re-exams are not necessarily the same as in previous exams.

Exams take place twice a year in December/January and in May/June.

Passing an exam requires the grade of 6 or higher. In those exams where two grades are given, the average of the two grades must be 6 or higher. This average cannot be achieved by rounding up the result of the average.

Exams in which a grade of 6 or higher have been achieved cannot be re-taken.

WRITTEN EXAM TEXTS AND SOURCES

Students are encouraged to notify his/her teacher or the Secretariat of Modern Languages if he/she during an exam discovers inappropriate sources, i.e. if all or parts of a translation of a text is available in translated form on the Internet.

INDIVIDUAL EXAMS/GROUP EXAMS

Evaluation at individual and group exams are based on students' individual performance. In written group exams, the individual student's contribution must be clearly specified.

INDIVIDUAL WRITTEN EXAMS

Individual written exams must at all times be prepared independently. Even if students are encouraged to work out solutions in groups during class, group work during exams is not allowed.

Statement

In individual written exams, the exam paper must include a statement guaranteeing that the assignment has been carried out in accordance with the provisions set forth in the study guide/ curriculum, including stating that the assignment has been prepared independently. Students taking the exams without access to the Internet are not required to sign the statement.

The text for the statement will be specified in the exam paper and must be written and signed by the individual student at the end of the exam paper. If handing in the exam paper digitally, the field indicated *signature* should simply be filled in by using a computer keyboard. If the statement is not written and signed, the student may be called in for a meeting with the teacher.

PROJECT REPORTS AND WRITTEN HOME ASSIGNMENTS

Handing-in

Project reports and written home-assignments are to be handed in in 3 copies at the Central Registry (room B4). Deadlines for the written papers and projects will be announced on the school's monitors and through written notices at the Student Counselling Services.

The front page of the assignment must clearly indicate:

- Name of author/student
- Student ID number
- Name of project supervisor
- Name of course

For project reports, the title of the report must also be stated.

Approval of reports/written papers with oral exams

Project reports and written papers must be approved by the teacher and examiner before students are eligible to take the oral exam.

Approving the project reports/written papers does not involve an assessment of the report or paper. The examiner and teacher simply approve the project or assignment to be subject to oral examination and that the project meets the formal standards of a project or paper. Therefore, getting a project approved does not mean that you are guaranteed to pass the exam.

Approval of reports and papers will be announced on bulletin board no later than 3 days prior to the date set for the oral exam.

BA THESIS

- During the 5th semester, a meeting will be held for those students that have chosen to write their BA thesis. Here students, along with teachers, will lay down a rough schedule for the production of the thesis and will fill out a registration form for the thesis.
- Once students have chosen a topic and e.g. suggested a project supervisor for the thesis, the form needs to be handed in to the appropriate department no later than December 1st.

- A supervisor will be appointed by the appropriate department. Students who have chosen the same or related topics will be placed in groups with one supervisor responsible for each group.
- By December 15th, the department will send the form to the Central Registry Office with information on:

Name(s) of student(s)

Topic

Name of supervisor

- Scheduled group meetings with a supervisor will take place during the 6th semester.
- The problem statement is to be agreed upon with the respective supervisors in accordance with the guidelines of the particular department.
- The project must be handed in at the Central Registry Office (Room B4) no later than May 15th in 3 copies.

The BA thesis is only offered once a year, with the possibility of a re-examination in the following fall semester, for which the deadline for handing in the project is set for November 1st.

Students who wish to be re-examined are required to have taken the scheduled exam in the previous semester.

RULES FOR USE OF PCs AT ORAL EXAMS

These rules apply to the use of PowerPoint presentations during oral exams

1. It is a main rule that the use of a PC must not prolong the duration of the exam set forth in exam descriptions.
2. SPR>IT will log in and make sure the technical appliances are in full function for the exam.
3. SPR>IT will have a supporter on call for the exam in the event that unforeseen technical difficulties occur. The supporter may be called upon in scheduled breaks during the examination and repair technical difficulties.
4. The student must bring his/her own disc or CD-Rom containing the presentation.
5. The student will install the disc or CD-Rom.
6. The student should bring transparencies to replace the presentation in case of technical

difficulties.

7. Additional examination time will not be given in the event of technical difficulties or installation problems. Instead the student should use transparencies.

NUMBER OF EXAMINATION ATTEMPTS

Students may only attempt at taking each exam three times, this includes handing in project reports and home assignments. Only under very special circumstances will the Study Committee allow a fourth attempt.

REGISTRATION AND CANCELLATION

Registration for the screening exam in May/June will happen automatically after the 2nd semester. Re-examination for the screening exam and other exams requires registration.

It is the student's responsibility to check that the registration for exams is filled out correctly. Should any registration errors be discovered, the Central Registry Office should be contacted before the registration deadlines mentioned below. If the error has not been corrected in due time, the student has not properly registered for the exam.

Should a student regret his/her registration for exams, it is possible to cancel it before the cancellation deadline mentioned below.

If you fail to cancel your registration, the exam counts as an examination attempt.

Deadlines are as follows:

Oral and written exams

- Registration deadline - March 1st and October 1st
- Control deadline - April 1st and November 1st
- Cancellation deadline - no later than 2 weeks before the exam in question.

BA thesis

- Registration deadline - December 1st (re-exam July 1st)
- Cancellation deadline - February 1st (re-exam September 1st)

ILLNESS ETC.

If a student is unable to take an exam, complete a project or written paper due to illness or other matters of that nature, the Study Committee may, based on a written application from the student, grant permission to late cancellation of the student's exam registration.

Should this illness or other matter prevent you from finishing your studies on time, the Study Committee can also grant permission to take a make-up examination or grant permission for late handing-in of the paper or project. Should a make-up examination take place, other students may also take their re-examination on this day, if they have received permission to do so.

When requesting permission to postpone examination due to illness, students are required to provide a written doctor's note as confirmation. On the day of the exam or handing-in students must contact the doctor personally and have him/her write and date the doctor's note so that it covers the day or period upon which the exam is supposed to take place.

SYLLABUS FOR RE-EXAMS

If the re-examination takes place within the first two exam periods immediately following the originally scheduled exam, the syllabus will be the same as for the original exam. Minor adjustments and updates for the syllabus are not considered changing the syllabus and therefore may occur. It is the student's responsibility to contact the teacher and gather information about adjustments to the syllabus.

EXAM RULES

Practical rules have been set for written exams. These are outlined and specified in the booklet: "Exam rules for the Faculty of Modern Languages".

STUDY ABROAD

The Aarhus School of Business believes that the quality of language studies is improved by the students spending a semester or more studying in another country. For this reason, spending a semester (typically 5th semester) abroad has been integrated in the programmes at the Aarhus School of Business. The Aarhus School of Business has many exchange partners among universities around the world. However, many students set up their own exchange programme with a school of their own choosing.

Students may take their Danish State Education Grant and Loan with them while studying abroad, and it is possible to receive a grant from the Aarhus School of Business as well. Moreover, students can apply for various other private grants to cover the expenses of the stay abroad.

ACADEMIC CREDITS

GENEREL INFORMATION

One semester of studies at The Aarhus School of Business represents 30 ECTS credits. ECTS (European Course Credit Transfer System) includes all relevant work in connection with your studies such as: number of classes, assignments, group work, presentations etc. This system is standardised within the EU, i.e. 30 ECTS credits always correspond to one semester, regardless of the actual number of classes taken in the individual institutions. Most of our partner institutions use the ECTS credit system, which makes it very easy to plan a course of study. Should the institution you wish to study at not use the ECTS credit system, you can contact the international student counsellor at the institution and have him/her translate their credits into ECTS credits, or you can consult the database of partner institutions at The International Office.

PRE-APPROVAL OF COURSES

Before going abroad, students must have his/her course of study pre-approved. The total study programme for a semester must represent 30 ECTS credits. The course of study must be approved by the International student counsellor.

CREDIT

During the 5th semester students are required to take two electives. Should you choose to go abroad, you may apply to be exempted for taking these two electives.

During your study abroad you must choose courses that are academically relevant to your studies at The Aarhus School of Business. Typically such courses include: languages, culture, literature, business, economics, translation, politics, social sciences, etc.

To obtain full credit for their semester abroad students must pass all exams taken. Should students take a course in which there is no exam, they must get a certificate of attendance or a statement from the teacher confirming that he/she has participated actively in the course.

Additional information regarding credits is available at <http://inside.asb.dk>

APPENDICES

CURRICULUM

CURRICULUM AS OF SEPTEMBER 1ST 2003
FOR THE INTERNATIONAL BACHELOR'S PROGRAMME IN MARKETING AND
MANAGEMENT COMMUNICATION
AT THE AARHUS SCHOOL OF BUSINESS

The curriculum is prepared according to the executive order for academic programmes in business languages and international business communication no. 789 of September 7th 2001.

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PROGRAMME STRUCTURE

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Chapter 1

OBJECTIVE

1.1 The objective of this International Bachelor's Programme in Marketing and Management Communication is:

- to enable students to co-ordinate and carry out communication tasks in English in international companies and organisations, individually or in teams.
- to enable students to use the scientific and subject related methods that form the basis of advanced studies within Marketing and Management Communication.

1.2 To meet this objective, students will throughout this programme acquire the knowledge and skills within the following areas:

- Communication
- Business
- Language

(a) Knowledge about

communication

Fundamental theories and methods within:

- corporate communication
- media
- culture
- discourse analysis

business

Fundamental theories and methods within

- organisational theory and HRM (Human Resource Management)
- corporations' decision-making processes and financial management principles
- marketing and advertising

language

Fundamental theories and methods within

- communicative grammar and textual analysis
- written, oral, and visual (graphic) communication

- (b) working methods aiming at
- developing students' ability to plan and co-ordinate various tasks and projects
 - developing students' analytical skills, e.g. through problem statements and problem solving
 - developing students' abilities to work both individually and in teams
 - developing students' abilities to conduct critical analysis of subject related issues

- (c) skills which enable to

communication

- carry out internal and external communication tasks in spoken as well as in written English
- analyse internal as well as external issues and needs
- analyse texts and visual material
- plan communication tasks from concept to final product
- carry out cross-cultural communication tasks and participate in cross-cultural negotiations

business

- analyse and evaluate the fundamental view of various organisational theories on the human factor within the organisation
- understand the influence of organisational processes on corporate and organisational communication
- make decisions regarding parameter mix
- participate in budgeting processes in a company or organisation
- analyse the communicative value of a company's financial statement
- analyse and plan product and image campaigns

language

- use grammatically correct structures in specific communicative contexts
- analyse and evaluate various forms of discourse material
- understand and produce oral and written texts as well as producing written texts with an appropriate visual structure and layout

1.3 5th semester offers electives within the following fields of study:

- Cross-cultural Negotiation
- Integrated Advertising Communication

1.4 The international Bachelor's Programme in Marketing and Management Communication is rounded off with a Bachelor's thesis. The objective of the thesis is to develop students' skills in the fields of

- independent acquisition as well as systematic and methodical processing of subject related knowledge
- systematic and methodical processing of information
- independent and critical analysis of subject related issues
- clear and concise English written proficiency
- presentation and discussion of subject related issues in English

Chapter 2

PROGRAMME STRUCTURE

The International Bachelor's Programme in Marketing and Management Communication comprises a total of 180 ECTS credits in accordance with the executive order of bachelor's and master's programmes in business languages and international business communication.

The programme is divided into three parts: 1) compulsory courses, 2) electives, 3) a Bachelor's thesis.

Compulsory courses

2.1 The compulsory courses in *Language, Communication and Business* represent a total of 100 ECTS credits:

- Corporate Communication (15 ECTS credits)
- Media (10 ECTS credits)
- Cultural Theory and Analysis (5 ECTS credits)
- Discourse Analysis (10 ECTS credits)
- Communicative Grammar (20 ECTS credits)
- Marketing Management (10 ECTS credits)
- Managerial Accounting (10 ECTS credits)
- Organisational Theory/Human Resource Management (10 ECTS credits)
- Project Management (10 ECTS credits)

2.2 The remaining compulsory courses represent 30 ECTS credits:

- Organisational Psychology (10 ECTS credits)
- Written, Oral, and Visual (Graphic) Communication (20 ECTS credits)

Electives

2.3 The electives represent 30 ECTS credits and include such courses as:

- Integrated Advertising Communication (15 ECTS credits)
- Cross-cultural Negotiation (15 ECTS credits)

Bachelor’s thesis

2.4 The bachelor’s thesis represent 20 ECTS credits.

The programme courses are scheduled as follows:

Semester	1st	2nd	3rd	4th	5th	6th
Business	Organisational Psychology		Marketing Management	Managerial Accounting		Project Management
				Organisational Theory/HRM		
Communi- cation		Media	Corporate Communication	Cultural Theory and Analysis	Integrated Advertising Communication	
	Discourse Analysis	Discourse Analysis			Cross-cultural Negotiation	
Language	Communicative Grammar	Communicative Grammar	Written, Oral, and Visual (Graphic) Communication	Written, Oral, and Visual (Graphic) Communication		Bachelor’s thesis
	Written, Oral, and Visual (Graphic) Communication	Written, Oral, and Visual (Graphic) Communication				

Chapter 3

CONTENTS

Communication

The objective of the course is to develop students' skills in planning and carrying out internal and external communication, marketing, and/or public relations tasks in international corporations and organisations.

To meet this objective students must acquire basic knowledge on:

- corporate communication
- integrated advertising communication
- media
- cultural theory and analysis
- cross-cultural negotiations
- discourse analysis

Corporate communication

Objective: to provide students with basic theoretical insight into central areas within the field of corporate communication and give students an understanding of the corporation's internal and external communication needs when approaching different target groups.

The aim is to introduce students to the basic concepts, theories and methods that contribute to developing their qualifications for producing and analysing communication strategies as well as planning and undertaking specific communication tasks in international corporations and organisations.

Students must acquire sufficient knowledge and skills which enable them to plan and undertake internal and external communication tasks in an organisation. This will be achieved by drawing on relevant theories, methods and concepts such as: context analysis, objective outline, target group definition, choice of message, media, etc.

Integrated advertising communication

Objective: to provide students with knowledge on theories and methods for analysing the need for market communication within corporations and organisations, defining and planning campaigns as well as ensuring appropriate co-ordination between internal parties (sales, production, product development etc.) and external parties (suppliers of marketing related services) involved in the production of campaigns from draft to final product.

Media

Objective: to provide students with knowledge on the communicative characteristics of various kinds of media and on how to use the media for internal and external communication internationally. Furthermore, the social role and function of communication mediated through the media will be dealt with.

Cultural theory and analysis

Objective: to increase students' awareness of the influence of culture and cultural differences in relation to international corporate communication and thereby develop students' (cross-)cultural competence. The aim is to provide students with the relevant tools for analysing culture and identifying, understanding and working across cultural differences. This will be done by working with basic cultural theories and hands-on cultural analysis.

Cross-cultural negotiation

Objective: to provide students with the skills needed for negotiating in various contexts on behalf of international companies and organisations. The focus of the course is primarily on cross-cultural negotiation. Various theoretical approaches will be taken on the art of negotiating, just as the course includes analysis of specific negotiations and hands-on assignments on cross-cultural negotiation.

Discourse analysis

Objective: To give students tools for analysing and evaluating printed and electronic discourse material. Students will get insight into how discourse analysis and semiotics are used in multi-modal analysis of texts and pictures.

Business

The objective of the business courses is to develop students' skills in using theories and models for organising the company's internal and external activities, financial decision-making process, as well as market related projects. This part of the programme aims at giving students sufficient financial

and administrative insight to take a co-ordinative role and handle financial and managerial responsibility in connection with internal and external communication tasks.

To meet this objective, students must acquire basic knowledge on:

- marketing management
- project management
- organisational theory
- organisational psychology
- managerial accounting

Marketing management

Objective: To give students an understanding of fundamental marketing theory relevant for this programme, including theories on buyer behaviour, market segmentation, and parameter mix. The aim is to give students sufficient insight into marketing in theory as well as in practice to be able to plan and carry out a company's marketing projects, campaigns, etc.

Project management

Objective: To present to students the tools needed for managing, administering and controlling given projects including the planning of work schedules, identification of critical tasks and activities, etc. For this purpose, an introduction will be given to fundamental project management tools such as Gantt diagrams and other relevant tools. The course will enable students to analyse the structure of a project in regards to project goals, co-ordinating these and administering the communication involved in the project internally (staff) and externally (external stakeholders such as management, clients, and others).

Organisational theory

Objective: To introduce the main organisational theories and analyse the underlying view on the human factor in the organisation. Moreover, students are expected to understand how the organisational context influences the communication process. The aim is to enable students to analyse and characterize which messages and symbolisms the various organisational methods entail.

Organisational psychology

Objective: To introduce students to the areas of social and personality psychology which involve the interaction between the individual and its surroundings. Students will obtain insight into social

and personality psychology and the areas' relation to work and organisational psychology, including consumer behaviour psychology.

Managerial accounting

Objective: To make students familiar with central financial areas such as decision-making and decentralized financial management and to a certain extent external financial accounting. The aim is to enable students to participate in decision-making concerning pricing, product mix, and budgeting as well as become active users of a budget. Students are expected to understand the communicative functions of a financial statement.

Language

The objective of the language courses is to develop students' linguistic skills in order for them to be able to use appropriate and correct language in any given communication context.

To achieve this, students will learn the methodical tools needed to acquire the following skills:

- communicative grammar
- written, oral and visual (graphic) communication

Communicative Grammar

Objective: To learn students how to use grammatical structures appropriately in any given communication context. Students will learn to use grammatical terminology, basic sentence analysis, communicative grammar and basic text grammar and textual analysis.

Written, oral and visual (graphic) communication

Objective: To train students in the communicative practice based on skills acquired in the other courses of the programme. Students learn to use theoretical methods in order to produce written and oral texts with the use of appropriate visuals and layout upholding the conventions of genre, medium and communication context. Moreover, students learn to produce oral texts based on personal communication skills including the use of presentation techniques.

Chapter 4

Teaching methods

All courses in *Business* and *Communication* are held in English. *Language* courses may be held in either French, German, English or Spanish. Please consult the study guide for specific details.

Various teaching methods such as lectures, tutorials, case studies, group projects and seminars will be applied in all courses.

Chapter 5

EXAMINATION

5.1 Examinations have an internal or an external examiner.

Internal examinations are marked by the teacher(s) or by the teacher(s) and an internal examiner. The study guide description of each course holds information on whether or not an internal examiner is used.

External examinations are marked by the teacher(s) and one or more external examiners appointed by The Ministry of Science, Technology and Innovation.

5.2 The study guide includes specific rules for each exam. The areas covered are:

For oral examinations: The duration of the preparation and examination.

For written examinations: The actual duration of the examination.

For project reports and home assignments: The required length measured in number of pages containing 2,200 characters and period of time given for writing the report.

For oral examinations based on a project report or home assignment: The duration of the examination.

Additionally, the study guide includes a description as to when the exam is recommended to be taken.

Where two marks are given for the examination, the study guide defines what the two marks are given for.

5.3 The programme consists of the following exams:

Communication

Media (10 ECTS)

Exam 1: Internal examination according to the Danish marking system

Examination form: Continuous assessment

Corporate Communication (15 ECTS)

Exam 2: External examination according to the Danish marking system

Examination form: Oral examination based on a project report

Cultural Theory and Analysis (5 ECTS)

Exam 3: Internal examination according to the Danish marking system

Examination form: Continuous assessment

Integrated Advertising Communication (15 ECTS)

Exam 4: External examination according to the Danish marking system

Examination form: Oral examination

Cross-cultural Negotiation (15 ECTS)

Exam 5: External examination according to the Danish marking system

Examination form: Oral examination

Business

Organisational Psychology (10 ECTS)

Exam 6: Internal examination according to the Danish marking system

Examination form: Continuous assessment

Marketing Management (10 ECTS)

Exam 7: Internal examination according to the Danish marking system

Examination form: Written examination

Managerial Accounting (10 ECTS)

Exam 8: Internal examination according to the Danish marking system

Examination form: Written examination

Organisational Theory (10 ECTS)

Exam 9: Internal examination according to the Danish marking system
Examination form: Written examination

Project Management (10 ECTS)

Exam 10: Internal examination according to the Danish marking system
Examination form: Oral examination

Language

Discourse Analysis and Communicative Grammar (30 ECTS)

Exam 11: Screening exam
Internal examination according to the Danish marking system.
In case of a re-examination there will be an external examination according to the Danish marking system.
Examination form: Written examination

Exam in Oral Communication (7.5 ECTS)

Technically, this examination in oral proficiency is an examination in its own right. However, it does not take place as a separate event. The examination takes place in connection with another exam to be chosen by student, e.g. in Corporate Communication.

Exam in Written Communication (7.5 ECTS)

Technically, this examination in proficiency in the written language is an examination in its own right. However, it does not take place as a separate event. The examination takes place in connection with another exam that includes a written part to be chosen by the student, e.g. in Corporate Communication.

Exam in Visual (Graphic) Communication (5 ECTS)

Technically, this examination in visual (graphic) communication is an examination in its own right. However, it does not take place as a separate event. The examination takes place in connection with another exam that entails an oral presentation.

Bachelor's thesis

Exam 12: External examination according to the Danish marking system (20 ECTS)

Examination form: Oral examination based on project report.

Chapter 6

EFFECT

This curriculum is in effect for students beginning the programme September 1st 2003.

GUIDELINES FOR WRITING PROJECT REPORTS

1. Introduction

The following is a guideline to writing project reports. This guideline is a supplement to the rules for project reports outlined in the study guide.

This guideline is based on a book by Finn Frandsen and Henrik Halkier: *Erhvervsprog. Kommunikation. Samfund. Systime, 1993.*

2. The elements of the project report

The following elements should be included in the project report:

- Introduction Identification
 Table of contents

- Text Introduction
 Division of paragraphs
 Approach to topic
 Notes
 Conclusion/recommendations

- Documentation References
 Quotes, models and tables

- References Bibliography
 List of abbreviations
 Appendices

2.1 Identification

The first element of the report is the identification part, providing information on the title of the report, names of the authors of the report, year, student ID numbers and name of the supervisor involved. If the report is written by a group, it must be specified which member of the group is responsible for which section.

The main objective of the identification is a practical one, i.e. providing a specific identification of the report that makes it easy to locate the report at a later point in time.

The title should cover the contents of the report in order to provide the reader with an idea of the topics of the report. In many cases a short catchy title is combined with a longer and more precise subtitle.

2.2 Table of contents

The table of contents gives the reader a more detailed look into the contents of the report. It must include headlines and page numbers of all the sections of the report.

The headlines in the table of contents must correspond to the headlines in the actual report, and if sections in the report are numbered (which is highly recommended) these numbers must also be included in the table of contents.

2.3 Introduction

The introduction functions as an elaboration of the report's introductory sections i.e. it is used to elaborate on the title, table of contents, etc.

The most important element of the introduction is the problem statement, i.e. the key question that the report tries to answer. Often the problem statement can be formulated as a direct question. In other cases it can be formulated as a claim that can either be confirmed or denied in the report. It is essential that the problem statement is formulated in a clear and concise manner and that it contains delimitations of topics and view points that will be dealt with in the report.

Additionally, the introduction may contain a presentation of the structure of the report, as well as definitions of key aspects of the report.

2.4 Division of paragraphs

The overall structure of the report divides the text into sections. Each of these should have a headline. These headlines must cover the contents of the individual sections and the relationship between sections and sub-sections must be clearly marked.

This can be done by using the decimal system, in which the numbers before the headline indicate the hierarchy of the individual text parts:

4. Chapter

4.1 Main section

4.1.1 Sub-section

4.1.2 Sub-section

4.2 Main section

4.2.1 Sub-section

4.2.2 Sub-section

4.2.3 Sub-section

Three section levels will usually be enough. Using more than three levels may confuse the reader.

2.5 Approach to topic

Each section that deals with an isolated part of the topic should be structured in three parts, providing a miniature model of the entire report:

- An introduction to the question dealt with in the particular section
- A discussion where the documentation and argumentation is presented and evaluated
- A conclusion containing a final evaluation.

Discussing the question of the section simply means presenting an analysis based on the question. Here it is very important to give the reader all background information used in the analysis. It is equally essential that statements and decisions are substantiated, i.e. telling the reader why a certain argument is not relevant or why certain argumentation is not considered to be credible.

2.6 Notes

Very detailed background information may be provided as footnotes. It is important to consider whether background information is relevant to the report or whether the reader would be able to follow the report without having been given the background information, in which case the information may be included as a footnote.

2.7 Conclusion/Recommendations

The conclusion is the report's final part and its function is to answer the question posed in the problem statement.

It should be emphasized that it is not always possible to answer the question with a simple "yes" or "no". Often it is necessary to conclude that it is impossible to answer the question based on the information, analysis and discussions in the report. However, an attempt at providing a conclusion should always be made.

Usually the conclusion will contain a summary in which the main findings of the report are outlined. However, if the report is extensive or complex, a separate summary may be in order.

If the report has been prepared as part of a decision-making process in e.g. a private company or an organisation, the final sections of the report should include a number of recommendations, i.e. suggestions for what should or should not be changed in the company.

2.8 References

References must always be given for:

- Direct quotes – "hidden" quotes are considered to be copied material and is not allowed
- Extensive indirect quotes – when a section is based on one specific source
- Models and tables
- Reproduction of view points
- Documentation in the form of figures and examples that are not common knowledge
- Controversial information of any kind.

There are two main systems for references. In the first, references are given in parenthesis in the text that lists the author's last name, the year the text was published, and page number:

"It has been claimed that ..." (Bowan & Jarrett 1996, 129)

"Majaro (1993, 97) has proved that ..."

This short information in parenthesis serves as a reference to the bibliography at the end of the report.

In the other system, references are given as footnotes. This system is very simple: The first time a text is quoted, the entire source is stated, as in the bibliography, along with references to page number (2). If the same text is quoted immediately afterwards, the reference is shortened to "ibid." (3). And if the text is quoted at a later time, the reference will consist of the author's last name followed by "op.cit." and the relevant page number (5):

References to Internet texts that are essential for the report must be included as appendices in copied form. References to other Internet texts should be given as corresponding to the URL address from which the text was retrieved.

(2) David Victor: *International Business Communication*. HarperCollins Publishers, 1992, p. 63

(3) *Ibid.*, p. 64

(4) http://www.iab.net/advertise/content/women_click.html

(5) Victor, *op.cit.*, p. 195

2.9 Quotes, models, and tables

Argumentation in a text can be strengthened by not only referring to other texts with a particular point of view, but also reproducing them in the form of quotes.

Text is reproduced in the form of quotes. A short quote can be integrated in the text while longer quotes should be abbreviated:

“Face has two aspects: one is negative face, which is a claim to personal space, privacy and the right not to be distracted; another is positive face, which is a claim to be appreciated and to be approved of by others ...”

(Guirdham, 1999:140)

Quantitative documentation can be reproduced in the form of tables or models such as graphs and bar or pie charts.

It is essential that the report explicitly reflects what is mentioned in the documentation that has been reproduced as graphs or charts. Otherwise, the interpretation of them will be left up to the reader, which involves a risk that the reader will misinterpret the documentation.

2.10 Bibliography

All reports should consist of a list of literature and other material used to write the report. The bibliography should not be a long list of books on the particular topic which have however not been used in writing the paper.

The bibliography should be listed in alphabetical order based on the principle of including enough information for the reader to find the material. References for various texts should be listed as follows:

Monographies:

Adcock, D., R. Bradfield, A. Halborg and C. Ross (1993): *Marketing. Principles and Practice*. London: Pitman Publishing.

Young, S., J. Hamill, C. Wheeler and J.R. Davies (1989): *International Market Entry and Development. Strategies and Management*. Eaglewood Cliffs: Prentice Hall.

Anthologies:

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Texts from the Internet:

Garrubo, G.: What makes women click? http://www.iab.net/advertise/content/women_click.html

If more than one article from the same year and by the same author have been used, a, b, etc. should be added to the year of publication. The numbers following the title of a periodical refers to volume and year of publication and should also be included.

2.11 List of abbreviations

If the report contains special abbreviations that the reader would be unfamiliar with, they must be explained in the text the first time they are used, as well as on a special list at the back of the report. “Homemade” abbreviations for names, concepts etc. are not allowed.

2.12 Appendices

Parts of the documentation that is essential when reading the report such as analysed material, extensive tables, etc. may be included as appendices.