

**Table of contents**

**PREFACE ..... 4**

**PRESENTATION OF INFORMATION MATERIAL ABOUT THE STUDY PROGRAMME..... 5**

**MAP OF THE SCHOOL..... 6**

**PRESENTATION OF THE ADMINISTRATION..... 7**

**GENERAL INFORMATION ABOUT THE MASTER OF ARTS IN INTERNATIONAL BUSINESS COMMUNICATION PROGRAMME..... 8**

**STUDY PROGRAMME STRUCTURE ..... 9**

**PRACTICAL INFORMATION ..... 11**

*Admission ..... 11*

*Course registration..... 11*

*Exam registration and deregistration ..... 11*

*Thesis registration form ..... 11*

*The use of PC in connection with oral exams ..... 12*

*Individual exams/group exams..... 12*

*Individual written exams ..... 12*

*Unsuitable sources in connection with a test..... 13*

*Plagiarism ..... 13*

*Submitting exam papers ..... 13*

*Illness..... 13*

*Standard page concept and paper extent ..... 14*

**STUDYING ABROAD..... 15**

**FIRST SEMESTER ..... 16**

*Corporate Communication I (obligatory subject) ..... 16*

*Stakeholder Relations (obligatory subject)..... 18*

*Strategic Management of Organisations (obligatory subject)..... 19*

## Study Guide

---

<b>SECOND SEMESTER.....</b>	<b>20</b>
<i>Corporate Communication II (obligatory subject)</i> .....	20
<i>Elective subjects</i> .....	22
<b>THIRD SEMESTER .....</b>	<b>23</b>
<i>Scientific Methods</i> .....	23
PROFILE: INTEGRATED MARKETING COMMUNICATION AND PUBLIC RELATIONS .....	24
<i>Integrated Marketing Communication and Public Relations</i> .....	24
<i>Consumption, Society and Market</i> .....	26
<i>Marketing, Organisation and Management</i> .....	27
PROFILE: GLOBAL COMMUNICATION.....	29
<i>Global Communication in a Corporate Perspective</i> .....	29
<i>Society, Networks and Globalisation</i> .....	30
<i>International Management and Globalisation</i> .....	31
<b>FOURTH SEMESTER .....</b>	<b>32</b>
THESIS .....	32
<b>CURRICULUM OF SEPTEMBER 1<sup>ST</sup> 2007 .....</b>	<b>33</b>
CHAPTER 1: PURPOSE .....	34
CHAPTER 2: ADMISSION .....	36
CHAPTER 3: STRUCTURE.....	36
CHAPTER 4: CONTENTS .....	36
CHAPTER 5: TEACHING METHODS.....	38
CHAPTER 6: ENGLISH REQUIREMENTS.....	38
CHAPTER 7: EXAMS .....	38
CHAPTER 8: EXAM DESCRIPTIONS .....	40
CHAPTER 9: GENERAL PROVISIONS .....	63
<i>Exams</i> .....	63
<i>Reexamination</i> .....	63
<i>Syllabus for reexams</i> .....	63
<i>Individual exams/group exams</i> .....	63
<i>No. of evaluation attempts</i> .....	63
<i>Exam registration</i> .....	63
<i>Exam deregistration</i> .....	64

*Special rules for 12-hour written home assignments*..... 64

*Violation of exam regulations* ..... 65

*Illness*..... 65

*Credit transfer* ..... 65

*Exam certificate*..... 65

*Complaints*..... 65

CHAPTER 10: GENERAL PROVISIONS ..... 66

*Study guide* ..... 66

*Exemption from the curriculum*..... 66

CHAPTER 11: COMMENCEMENT ..... 66

CHAPTER 12: DEADLINE FOR CONCLUSION ..... 66

### Preface

Welcome to the Master of Arts in International Business Communication programme at the Aarhus School of Business, University of Aarhus. The master programme is governed by the Executive Order on Bachelor and Master Degrees issued by the Danish Ministry of Science, Technology and Innovation (no. 338 of 6 May 2004 *Bekendtgørelse om bachelor- og kandidatuddannelser ved universiteterne*). The programme lasts two years and includes a thesis.

The purpose of the programme is:

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

The Study Committee for Master Programmes at the Department of Language and Business Communication (*Kandidatstudienævnet for Sprog og Erhvervs kommunikation*) is responsible for the organisation, contents and planning of the programme. The Study Committee is also responsible for the programme's quality and academic breadth and depth.

The Study Committee for Master Programmes within Language and Business Communication, June 2007.

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

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

This material includes:

*a curriculum*

*a study guide*

*a course catalogue*

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

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

The *course catalogue* is available on CampusNet via Study Information. CampusNet is the Aarhus School of Business' web-based and interactive communication tool. In the course catalogue on CampusNet you can find descriptions of the various subjects offered as part of the study programme.

**Map of the school**

## Presentation of the administration

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

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

**The Student Counsellors' Office, Language and Business Communication (B wing)**, offers advice about admission to study programmes, planning your studies, etc. In addition, the office receives exemption applications and exam complaints. The Director of Study, whose office is in the L building, may also be contacted.

**The Secretariat for the Study Committees (B wing)** receives requests for consideration by the Study Committee.

**The Planning Office (C wing)** primarily prepares timetables and exam schedules, communicates cancellations and compensatory lessons and is responsible for room bookings.

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

**The Department Secretaries (L building)** arrange contact to individual lecturers etc.

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

The Study Committee for Master Programmes and the Director of Study are responsible for the master programmes. The Study Committee for Master Programmes consists of five representatives of teaching staff and five student representatives. One of the teaching staff representatives is elected Director of Study. The deputy chairman of the Study Committee is elected among the Committee's student members.

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

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

The *first semester* includes Corporate Communication I, Stakeholder Relations and Strategic Management in Organisations.

The *second semester* includes Corporate Communication II as well as two elective subjects. You may choose these from the elective subjects offered under the master programme, or you may choose an elective subject within the fields of, e.g., business administration or language offered under another master programme at the Aarhus School of Business or at another institution of higher education.

In the *third semester* you must choose between two profiles:

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

The purpose of the profile is to provide you with theoretical and practical insight into the types of strategic corporate communication used in connection with integrated marketing communication and public relations in private companies not included in the basic programme. Profile topics include new types of marketing such as trend management and experiential marketing or marketing in relation to particular segments such as senior marketing.

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

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

During the *fourth and last semester* of the programme you must write your thesis. The topic of the thesis must relate to corporate communication in a wide sense of the concept, including the organisational, socio-economic or global context.

## Study programme structure

The Master of Arts in International Business Communication programme consists of eight exams, including a thesis. Five of the eight exams are taken within the basic part of the study programme which is obligatory for all students following the programme. Two of the eight exams are taken within the profiling part of the study programme. The thesis is obligatory for all students.

The figure below provides an overview of the study programme's structure.

### Semester overview

1 <sup>st</sup> semester	2 <sup>nd</sup> semester	3 <sup>rd</sup> semester	4 <sup>th</sup> semester
<ul style="list-style-type: none"> <li>- Corporate Communication I</li> <li>- Stakeholder Relations</li> <li>- Strategic Management of Organisations</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate Communication II</li> <li>- 2 electives</li> </ul>	<ul style="list-style-type: none"> <li>-Scientific Methods</li> <li>Profiles:                             <ul style="list-style-type: none"> <li>- Integrated Marketing Communication and Public Relations</li> <li>- Global Communication in a Corporate Perspective</li> <li>- (Internship)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Thesis</li> </ul>

### Exam overview

1 <sup>st</sup> semester	2 <sup>nd</sup> semester	3 <sup>rd</sup> semester	4 <sup>th</sup> semester
Project Report with Oral Defense (Exam 1)	Project Report with Oral Defense (Exam 3)	Written home assignment (Exam 6a-b)	Thesis on an Optional Topic with Oral Defense (Exam 8)
Oral exam (Exam 2)	Continuous assessment (Exam 4-5)	Oral Exam (Exam 7a-b)	

# Study Guide

---

## Exam types

The study programme includes five different exam types:

- a) An oral exam based on a syllabus with a set of predefined questions
- b) A written home assignment on either an optional or a set topic for which a paper is produced
- c) A project report with an oral defence on an optional topic for which you produce a report to be defended at an oral exam
- d) Continuous assessment (based on optional or set assignments) involving the assessment of your active participation and regular attendance of classes (min. 75 per cent) as well as the assessment of one or more written and/or orally presented assignments

In case of reexamination, the continuous assessment is replaced by a 12-hour written home assignment

- e) Thesis with oral defence.

## Thesis

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

The thesis is a written assignment of 50-80 standard pages (2,200 characters (no spaces)) in length. The thesis is written in English. Permission to exceed the maximum length may be granted by the supervisor on the basis of an application stating in detail the reasons for such application. The topic of the thesis must be approved by the section coordinator who also is responsible for providing the necessary supervision (assigning a supervisor).

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

Theses are defended through an individual oral examination.

The thesis must be submitted to the Central Registry.

---

## Practical information

### Admission

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

### Course registration

The Registrar link on CampusNet provides access to the Registrar's Office Online service where you can register for courses. The registration deadline for courses offered in the spring is *November 15<sup>th</sup> at the latest* and *May 15<sup>th</sup> at the latest* for courses offered in the fall.

### Exam registration and deregistration

You can only sit for an exam if you have registered for it. This, however, does not apply in relation to the thesis. Registration takes place via the Central Registry (B wing) by *October 1<sup>st</sup> at the latest* for the winter exams and by *March 1<sup>st</sup> at the latest* for the summer exams.

You can register for exams via the Registrar's Office Online service. You can also register in writing by contacting the Central Registry where the relevant form is filled-out and handed in. It is your own responsibility to check that you have registered correctly. The Central Registry must be notified of any registration errors prior to the deadline stated in the study guide for checking the registration. In the event that the error has not been corrected before the deadline expires, you will be considered as not having registered for the exam in due time.

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

### Thesis registration form

When commencing your thesis, you must submit a thesis registration form to the Communication Section. The form includes information about the working title of the thesis, the name of your supervisor and the expected date for handing in the thesis. The form can be obtained from and should be submitted to the department secretaries (L building).

## Study Guide

---

### **The use of PC in connection with oral exams**

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

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

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

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

All oral exams are taken individually. Written exams can be either individual or group exams. The student is always entitled to handing in an individual paper.

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

### **Individual written exams**

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

#### *Declaration*

In connection with individual written exams, the paper must include a written declaration to the effect that the paper has been completed in accordance with the exam rules set out in the study guide/curriculum and that the requirement for independent completion of the paper has been met. The wording of the declaration will appear from the exam paper and must be printed and signed by the student when handing in the paper. Students submitting their exam papers electronically enter their signature digitally. If you fail to print and sign the declaration as part of your exam paper, you may be called in for an interview with your lecturer.

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

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

### **Plagiarism**

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

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

In connection with (project) reports, lecturers may require students to submit an electronic version of their report with a view to checking for plagiarism. Submission of an electronic version, including the medium (diskette, CD-ROM, file) must be agreed on by the lecturer and the student. The student should submit the electronic version directly to the examiner. In the event of discrepancies between the hard copy and the electronic version, the hard copy of the report has legal validity, while the electronic version can only be used for checking for plagiarism.

### **Submitting exam papers**

Exam papers must be submitted to the department secretaries (L building) in three copies. Theses must be submitted to the Central Registry in two printed copies and on CD-ROM (PDF format). In connection with 12-hour written home assignments as well as papers on **set subjects**, you must write your student exam number on the paper. In relation to other exam types, your name and Social Security Number (CPR) must be indicated on the paper. If it is possible to access exam assignments and submit exam papers electronically, it is stated in the exam plans.

### **Illness**

If you are prevented from sitting or completing an exam or a written home assignment on account of illness or similar circumstances, you may apply to the Study Committee who may grant you permission for late deregistration.

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

## Study Guide

---

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

### **Standard page concept and paper extent**

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

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

The number of characters must be indicated in the exam papers.

## Studying abroad

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

### Further information

You can find further information about exchange positions and freemover possibilities as well as application procedures at the address <http://www.asb.dk/studinfo/studyabroad.aspx>

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

The deadline for applying for exchange positions in the spring of 2008 and the autumn of 2008 is September 2007.

# FIRST SEMESTER

## Corporate Communication I (obligatory subject)

### Competences developed

The aim of this subject is to provide you with fundamental knowledge of central concepts, models and theories within corporate communication defined as the strategic management of the integrated communication of private and public companies, organisations or institutions. The knowledge and practical skills acquired from the course will enable you to analyse, prepare and implement a corporate branding process from concept to text as well as other relevant skills within strategic communication management.

### Course content

The course centres on different aspects within corporate communication and corporate branding providing you with an extended introduction to the strategic management of the day-to-day communication within companies, organisations and institutions (e.g. values based management and reputation management).

To achieve the above mentioned aims, you should, by the end of this course, have acquired the following qualifications:

a) knowledge about:

- various perceptions of corporate communication, the disciplines comprised by corporate communication and the societal and organisational background for and consequences of the emergence of corporate communication
- central concepts such as culture, identity, image and reputation (e.g. van Riel, Schultz & Hatch, Balmer, Cornelissen, Dowling and/or Fombrun)
- corporate branding
- modern and postmodern theories concerning corporate branding and integrated communication (e.g. Cheney or Christensen)

b) skills in:

- implementing, analysing and evaluating different dimensions within corporate communication and corporate branding (e.g. gap analyses, identity-tests)
- drawing-up of communications policies and plans
- measuring (the effects of) communication.

The course content will be coordinated with the courses Strategic Management of Organisations and Stakeholder Relations.

### **Teaching methods**

Tutorials combining exercises, cases and class discussions

### **Exam**

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

### Stakeholder Relations (obligatory subject)

#### Competences developed

The aim of this subject is to provide you with fundamental knowledge of central concepts, models and theories within stakeholder relations management. The knowledge and practical skills acquired from the course will enable you to manage the strategic communication of private and public companies, organisations and institutions with internal and external stakeholders.

#### Course content

The subject comprises an introduction to central definitions of stakeholders, stakeholder typologies and fundamental principles of stakeholder relations management and issues management.

The topics of this course are closely related to the topics covered in Corporate Communication.

To achieve the aims above, you will acquire the following qualifications:

a) knowledge about:

- strategic management of integrated communication in relation to central stakeholders e.g. employees, consumers/citizens, the media and political players
- the most important theories pertaining to the specific stakeholder groups such as theories concerning how employees think and act as well as methods designed to analyse such relationships; theories regarding the public, the public opinion and agenda setting; theories regarding CSR, ethics, the role and influence of the media as well as parliamentary and non-parliamentary actors (non-governmental organisations etc.)
- issues management and the most important principles for handling current issues
- central concepts and models within media training

b) skills in:

- media training and handling the media in relation to interviews, statements etc.
- communication involving face-to-face interaction, e.g. a TV interview relying on both verbal language and body language and which is transmitted and thereby shaped by a certain media
- acting as a spokesperson during television interviews for instance in relation how to ensure that your message is communicated to the recipients (phrasing of the message, camera training).

#### Teachings methods

Tutorials combining exercises, cases and class discussions

#### Exam

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

### **Strategic Management of Organisations (obligatory subject)**

#### **Competences developed**

The aim of this subject is to provide you with the fundamental theoretical and practical insight into strategic management, by means of which you will be able to develop, implement and evaluate any corporate strategy with particular reference to managing communication processes.

#### **Course content**

In order to achieve the above mentioned aim, you will acquire the following qualifications:

a) knowledge about:

- management and corporate strategy
- relevant theories, concept and models within the field of strategic management.

b) skills in:

- analysing the strategic context (markets, competitors, distributors, governments, co-operation strategies etc.) and the human, financial and operational resources which a corporate strategy must take into account
- developing, implementing and evaluating a corporate strategy (emergent and prescriptive approaches) with due consideration given to the type, size and structure of the organisation.

#### **Teaching methods**

Lectures and tutorials combining exercises, cases and class discussions.

#### **Exam**

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

# SECOND SEMESTER

The second semester includes Corporate Communication II. In addition, you must choose two elective subjects offered under the Master programme e.g Corporate Social Responsibility and Reputation Communication, Investor Relations and/or Human Resource Management.

## Corporate Communication II (obligatory subject)

### Competences developed

The aim of this subject is to provide you with the fundamental knowledge of central concepts, models, theories and practical tools relating to the strategic work within the fields of change management/communication and crisis management/communication in private and public companies, organisations or institutions. This will enable you to identify and apply the relevant communication theories, methods and strategies in connection with such change and crisis communication.

### Course content

The course centres on the use of corporate communication by companies, organisations and institutions in unusual situations (e.g. change and crisis) as well as issues management and stakeholder management in change and crisis situations.

In order to achieve the above mentioned aims, you should, by the end of this course, have acquired the following qualifications:

a) knowledge about:

- central concepts relating to change management: the notion of change, change typologies and change communication
- different models and theories within change management : planned vs emergent models of change (e.g Burnes)
- central concepts relating to crisis management: the concept of crisis, crisis definitions, crisis typologies and crisis communication
- theories and models within crisis management: the three-stage model of crisis management (Coombs)
- the importance of culture (national culture, industry culture and organizational culture) and media (Internet) for the onset and development of corporate crisis and changes

b) skills in:

- strategic communication with relevant stakeholders in change and crisis situations (e.g. employees, investors, media, NGOs etc.)
- planning and implementing change communication using different change communication models (e.g. Larkin & Larkin, H. Petersen)
- planning and implementing crisis communication using different crisis communication models (e.g. the Situational Crisis Communication Theory (Coombs), the image-restoration theory (Benoit) and the game and complexity theory related to the model of the rhetorical arena (Johansen & Frandsen)).

The course contents are based on the subject of Corporate Communication I and Strategic Management of Organisations.

### **Teaching methods**

Tutorials combining exercises, cases and class discussions.

### **Exam**

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

## Study Guide

---

### **Elective subjects**

The printed study guide does not include descriptions of elective subjects as these may change from one year to the next. Detailed descriptions of elective subjects are issued for one semester at a time and can be studied in the subject catalogue on CampusNet.

### **Exam**

Exam 4 /exam 5 (Please see the curriculum at the end of the student handbook).

## THIRD SEMESTER

### Scientific Methods

#### Competences developed

The aim of the course is to enable you to apply theories of scientific works of knowledge in connection with the study of strategic management of corporate communication practised by private or public organisations, i.e. integrated communication.

#### Course content

The course takes its starting point in specific research assignments within the Master of Arts programme in corporate communication.

In order to achieve the above-mentioned aims, you should, by the end of this course, have acquired the following qualifications:

a) knowledge of:

- key scientific theoretical positions (positivism, critical rationalism, hermeneutics, social constructivism etc.)
- relevant research methods and techniques (collection of data, propounding of hypotheses, application of models, qualitative vs. quantitative methods etc.) within the arts and social sciences
- history of science, sociology of knowledge, and critical science in their brief form

b) skills in:

- identifying and distinguishing between various scientific and theoretical paradigms
- analysing scientific problems and issues and their influence on the way the surroundings are perceived
- applying the theory of science in assignments as the basis for choice of method and carrying out of analyses
- applying the theory of science to manage communicative tasks in private/public companies, institutions and organisations.

#### Teaching methods

Tutorials combining exercises, cases and class discussions.

The subject prepares you for working with your chosen profile.

# Profile: Integrated Marketing Communication and Public Relations

## Integrated Marketing Communication and Public Relations

### Competences developed

The aim of this subject is to provide you with theoretical and practical insight into the types and forms of strategic communication used in connection with integrated marketing communications and public relations. Based on this knowledge, you will be able to develop and implement the marketing strategies of private companies and organisations targeting industrial and/or private customers in the global market place.

### Course content

The subject centres on an advanced introduction to key elements within integrated marketing communications and public relations strategies with focus on how to strategically integrate the two disciplines as well as on the many strategic options available to organisations. Thus, the subject has as one of its primary aims to place focus on the strategic complexity when communicating with both industrial and private customers.

In order to achieve the above mentioned aims, you should, by the end of this course, have acquired the following qualifications:

a) knowledge about:

- key concepts, models and theories relating to the types of integrated marketing communications and public relations developed in compliance with the parameter mix school of thought (e.g. relation/customer relationship marketing, ethical/cause-related marketing and viral marketing)
- key concepts, models and theories relating to the types of integrated marketing communications and public relations developed outside the parameter mix school of thought (e.g. experimental marketing and tribal marketing)
- integrated marketing communications and public relations aimed at new target groups (e.g. seniors, teenagers or gays)
- the inclusion of new information technology in the marketing and public relations process (e-marketing and e-PR) as well as alternative media and strategies (outdoor marketing, events, sponsoring, co-branding and subvertising)

b) skills in:

- integrating marketing communications and public relations when communicating with customers on a global scale
- selecting amongst the many strategic solutions within integrated marketing communications
- selecting amongst the opportunities offered by new information technology and alternative media.

### **Teaching methods**

Tutorials combining exercises, cases and class discussions.

### **Exam**

Exams 6 a and 7 a (Please see the curriculum at the back of the student handbook).

### Consumption, Society and Market

#### Competences developed

The aim of this subject is to provide you with advanced, extensive knowledge within a number of customer related aspects. In this manner, you will be able to influence and manage the analysis, conception, implementation and measurement of integrated marketing communications and public relations in a strategic perspective. The aspects in question are found within society related, market related as well as consumer related factors that can be said to influence the customers with whom organisations seek to communicate.

#### Course content

The subject comprises an introduction to and a discussion of key topics in relation to central aspects of society, market and consumers when working strategically with integrated marketing communications and public relations in a global context. Consequently, the subject will provide you with an understanding of the context in which organisations market their products and customers buy and consume those products.

In order to achieve the above mentioned aims, you should, by the end of this course, have acquired the following qualifications:

a) knowledge about:

- the development from a modern industrial society to new forms of society (e.g. the hyper-modern/post-modern society, the knowledge society and the risk society)
- theories concerning markets (e.g. scope, structure and development trends)
- theories concerning consumer behaviour and consumer culture (e.g. brand communities, consumer trends and lifestyle)

b) skills in:

- analysing society related, marketing related and consumer related factors that influence the customers
- deducing how these different factors influence the integrated marketing communications and public relations effort targeting specific customers.

#### Teaching methods

Tutorials combining exercises, cases and class discussions.

#### Exam

Exams 6 a and 7 a (Please see the curriculum at the back of the student handbook).

### **Marketing, Organisation and Management**

#### **Competences developed**

The aim of this subject is to provide you with advanced knowledge of key aspects, which characterise the organisation and management of marketing and public relations in global companies. Based on this knowledge, you will be able to handle the strategic planning of integrated marketing communications and public relations.

#### **Course content**

The subject comprises an introduction to and discussion of relevant topics, processes and tools related to the management and organisation of the marketing and public relations function(s) of which in-depth knowledge is essential for working with integrated marketing communications and public relations from a strategic perspective. In other words, the subject centres on dealing with those managerial and organisational factors that are of relevance when communicating with customers in the global market place.

In order to achieve the above mentioned aims, you should, by the end of this course, have acquired the following qualifications:

a) knowledge about:

- project management in relation to marketing and public relations management theory
- differences and similarities between marketing in business-to-consumer and business-to-business markets in relation to organisational and managerial processes and functions
- the global marketing and public relations department(s) as a workplace (e.g. types of employees and job content in companies and communication bureaus)
- the functions and responsibilities of the global marketing and public relations department(s) in both intra- and inter-organisational contexts (e.g. within the organisation as well as in relation to outsourcing marketing tasks to external bureaus)

b) skills in:

- organising and managing the daily workflow in global marketing and public relations departments
- organising and managing the outsourcing of marketing communication tasks (e.g. selecting external bureaus and working with them on a continuous basis).

## Study Guide

---

### **Teaching methods**

Tutorials combining exercises, cases and class discussions.

### **Exam**

Exams 6 a and 7 a (Please see the curriculum at the back of the student handbook).

## Profile: Global Communication

### Global Communication in a Corporate Perspective

#### Competences developed

The aim of the course is to give you theoretical and practical insight into relevant forms of corporate communication in organisations which operate in a cross-cultural environment. With this background knowledge, you will have the ability to handle strategic corporate communication processes in a global context.

#### Course content

In order to achieve the aims above, you have to acquire the following qualifications:

- a) advanced knowledge and understanding of organisations' strategic communication with external and internal stakeholders in a global, multi-cultural environment
- b) skills in:
  - handling strategic planning and implementation of cross-cultural corporate communication: Value communication in a multicultural perspective (corporate branding)
  - adopting global marketing strategies and international marketing communication strategies:
    - marketing and the global/local paradox
    - the four P's in a global environment
    - globalization vs. adaptation strategies
    - new trends in international marketing communication
  - managing corporate reputation, change communication and public relations in an international and multicultural context
  - strategic planning of issues management and international public stakeholder management (NGO's, authorities, etc.)
  - strategic planning and implementation of organisational communication in the multinational corporation

#### Teaching methods

Tutorials combining exercises, cases and class discussions.

#### Exam

Exams 6 b and 7 b (Please see the curriculum at the back of the student handbook).

### Society, Networks and Globalisation

#### Competences developed

The aim of the subject is to provide you with knowledge of the general concepts and theories relating to the increasing complexity and interrelatedness which characterise the global company context. This will enable you to analyse the environment in which international organisations operate.

#### Course content

Focus is placed on a number of central concepts and conditions of relevance to the understanding of cross-boarder political, economic, social and cultural processes.

In order to achieve the above mentioned aims, you should, by the end of this course, have acquired:

a) knowledge about:

- The concept of globalisation
  - the myth of global society
  - key characteristics of the global society
  
- Networks and network societies
  - networks, information and communication
  - global division of labour
  - new forms of co-operation and increasing internationalisation
  - strengthening of supernational organisations
  
- Transnational way of life and cultural nationalism
  - the global market and the global consumer
  - globalisation, localisation and/or glocalisation
  - global versus local consumers

b) skills in:

- analysing the political, economic and cultural context of the company in a transnational and global perspective.

#### Teaching methods

Tutorials combining exercises, cases and class discussions.

#### Exam

Exams 6 b and 7 b (Please see the curriculum at the back of the student handbook)

### **International Management and Globalisation**

#### **Competences developed**

The aim of the subject is to provide you with advanced knowledge of central conditions characteristic of international management and organisations in a global context which may influence the strategic planning of communication. This will enable you to organise and manage the organisational workflow in a multi-cultural environment.

#### **Course content**

You will be given an introduction to relevant topics, structures, processes as well as types and tools within international management and organisation. Knowledge of these elements is important when working with international communication in a strategic perspective.

In order to achieve the above mentioned aims you should, by the end of this course, have acquired the following qualifications:

a) knowledge about:

- the post-modern company in a global context: international trade, global business strategy etc.
- multinational/international companies: organisation, structure and processes
- basic principles of international management
- intercultural management
- values-based management across borders
- diversity management and global human resource management

b) skills in:

- organising and managing the daily workflow in multinational/international companies
- organising and managing intercultural diversities

#### **Teaching methods**

Tutorials combining exercises, cases and class discussions

#### **Exam**

Exams 6 b and 7 b (Please see the curriculum at the back of the student handbook).

# FOURTH SEMESTER

## Thesis

The 4<sup>th</sup> semester of the master program is reserved for writing the thesis.

### Topic

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

### Supervision

Students must register for supervision with a supervisor by submitting a registration form. The form is available from the department secretaries. Students may work with a primary and a secondary supervisor if necessary.

The thesis may be prepared in groups of max 3 students, provided that the contributions of individual students are clearly identifiable.

### Length and duration

The thesis is an independent written paper on an optional topic. The thesis must be written in English.

If the thesis is written by one student, its extent is 50-80 standard A4 pages (2,200 characters (no spaces)) in length, exclusive of appendices. Groups with 2 students may write 75-120 standard pages and groups with 3 students may write 100-150 standard pages. The length of the thesis in characters (no spaces) must be indicated. The thesis must include an abstract of max. 4,400 characters (no spaces). The abstract must be in English.

The thesis is defended at an individual oral exam lasting 45 minutes including discussion of the examinee's performance. There is no preparation time. The oral exam is held max. 8 weeks after the thesis has been submitted.

**Curriculum of September 1<sup>st</sup> 2007**

## Curriculum

### Chapter 1: Purpose

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

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

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

##### (a) knowledge of:

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

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

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

(c) skills within:

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

**1.3.** For the profiling part of the study programme (third semester) there are two profiles:

### **Integrated Marketing Communication & Public Relations**

The profile provides students with competences required to manage, develop and operate the function of integrated marketing communication and public relations in multinational and global organisations.

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

The profile provides students with competences required to manage, develop and operate the function of internal and external intercultural communication in multinational and global organisations.

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

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

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

## Chapter 2: Admission

To be admitted to the Master of Arts in International Business Communication programme, you must hold a bachelor degree awarded for completion of a study programme which comprises elements within communication on a scale corresponding to the Bachelor in Marketing & Management Communication or the Bachelor in English and Communication programme. BA graduates with at least 60 ECTS for communication elements may apply.

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

## Chapter 3: Structure

The Master of Arts in International Business Communication programme is a two-year study programme divided into three parts: 1) a basic part, 2) a profiling part 3) a thesis. The programme must be concluded no later than five years from commencement.

The programme comprises a total of eight exams including the thesis.

### 3.1. Basic part

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

### 3.2. Profiling part

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

Students are free to choose one of the profiles offered: the Integrated Marketing Communication and Public Relations profile or the Global Communication in a Corporate Perspective profile (both with optional trainee period).

### 3.3. Thesis

The thesis corresponds to 30 ECTS.

## Chapter 4: Contents

### 4.1. Basic part

#### *Corporate Communication and Stakeholder Relations*

The purpose with these 2 subject areas is to provide students with insights into strategic corporate communication in an external, an internal and an integrated perspective, i.e. in relation to stakeholders as well as the coordination of such communication in private and public companies, organisations and institutions. Topics include: corporate branding, values-based communication, communications planning, change communication and crisis communication.

### *Strategic Management of Organisations*

The purpose with this subject is to provide students with insight into structures, functions and developments within the strategic management of private or public companies, organisations and institutions, especially from the point of view of corporate communication. Topics include: value-based management, image management, project management, crisis management, corporate social responsibility, corporate governance, organisational theory, organisational psychology, human resource management, change management, knowledge management, organisational learning etc. In addition, students will be given insight into relevant management tools.

### **4.2. Profiling part**

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

### *Integrated Marketing Communication and Public Relations*

The purpose of the profile is to provide students with theoretical and practical insight into the types of strategic corporate communication used in connection with integrated marketing communication and public relations in private companies not included in the basic programme. Profile topics include new types of marketing such as trend management and experiential marketing or marketing in relation to particular segments such as senior marketing.

### *Global Communication in a Corporate Perspective*

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

### **4.3. Thesis**

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

## Chapter 5: Teaching methods

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

## Chapter 6: English Requirements

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

## Chapter 7: Exams

**7.1.** Exams are censored internally or externally. Internal exams are assessed by the lecturer(s) or by the lecturer(s) and an internal examiner.

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

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

**7.2.** Students take five types of exams and submit a thesis.

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

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

The thesis may be prepared individually or in groups, but the oral defence is always individual. The maximum number of students per group for written exams is four. However, the maximum number of students per group in connection with the thesis is 3. It must be clear which sections /parts are contributed by the individual group members so as to allow for an individual assessment of student performance.

Types of exams:

- a) Oral exam (set topic)
- b) Written home assignment (optional or set topic)
- c) Project report with oral defence (optional topic)

d) Continuous assessment (optional or set topics)

Reexamination: 12-hour written home assignment

e) Thesis with oral defence (optional topic)

### **7.3. Individual exams:**

Exam 1: Corporate Communication I and Stakeholder Relations (20 ECTS)

Exam 2: Strategic Management of Organisations (10 ECTS)

Exam 3: Corporate Communication II (10 ECTS)

Exam 4: Elective subject (10 ECTS)

Exam 5: Elective subject (10 ECTS)

Exam 6a: Integrated Marketing Communication and PR profile (1) (20 ECTS)

*or*

Exam 6b: Global Communication in a Corporate Perspective profile (1) (20 ECTS)

Exam 7a: Integrated Marketing Communication and PR profile (2) (10 ECTS)

*or*

Exam 7b: Global Communication in a Corporate Perspective profile (2) (10 ECTS)

Exam 8: Thesis (30 ECTS)

## Chapter 8: Exam Descriptions

**Exam title: Corporate Communication I and Stakeholder Relations**

**Exam code: Exam 1**

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

**ECTS: 20**

### **Description of exam**

A project report which analyses, solves and/or evaluates a theoretical or practical communicative problem or task within corporate communication from an internal and/or external perspective is prepared alongside the normal studies on an ongoing basis. The topic of the report is chosen by the student in collaboration with a supervisor. The student is responsible for finding the theoretical and/or empirical basis of the report.

### **Scope**

The report has a maximum length of 55,000 characters (25 standard pages) per student. The number of characters must be indicated in the report.

### **Duration**

The deadline for handing in the report will be announced online via your exam schedule. The oral exam is held a maximum of five weeks after submission of the report. A total of 30 minutes is allowed for the oral defence, including assessment. No preparation time.

### **Evaluation criteria:**

- Ability to demonstrate theoretical insight into and/or practical skills within the strategic management of corporate communication from an internal and/or an external perspective, i.e. in relation to communication with relevant stakeholders (consumers, employees, media etc.)
- Ability to discuss and critically reflect upon models, theories and concepts within the field
- Ability to elaborate on the contents of the report and further demonstrate his or her knowledge of the chosen topic
- Ability to use standard principles for writing reports as well as proficiency in written English
- Ability to demonstrate an understanding of standard principles for oral presentations as well as a proficiency in spoken English.

### **Description of individual marks**

#### 12: Excellent

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

#### *Detailed description:*

The student demonstrates excellent ability to present, discuss, apply and critically reflect upon relevant theories and methods in relation to the chosen report topic. At the oral defence, the student's presentation is characterised by being focused, structured and reflected. In addition, the student is able to elaborate on and discuss all aspects of the report in relation to corporate branding and corporate communication. Finally, the language written and spoken by the student is fluent and demonstrates excellent communicative proficiency.

#### 02: Minimum

For a performance meeting only the minimum requirements for acceptance.

#### *Detailed description:*

The student demonstrates basic theoretical and methodological knowledge in relation to corporate communication and corporate branding, but is insecure in terms of how to critically reflect upon and apply the theories and methods to the project topic. At the oral defence, the student shows knowledge of basic presentation skills, but lacks focus and reflection. In addition, the student is partially able to elaborate on and discuss relevant aspects of the report in relation to corporate communication and corporate branding. Finally, the language written and spoken by the student is fairly fluent and demonstrates a capacity of formulation, but lacks communicative proficiency.

### **Exam evaluation**

External examiner

### **Marking**

One mark is awarded according to the Danish 7-point scale. The mark is based on the report (2/3) and the oral defence (1/3).

# Curriculum

---

**Exam title: Strategic Management of Organisations**

**Exam code: 2**

**Exam type: Oral exam**

**ECTS: 10**

## **Description of exam**

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

## **Duration**

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

## **Evaluation criteria**

- Ability to present and discuss relevant concepts, models and theories within strategic management in a corporate communication perspective
- Ability to discuss and critically reflect upon the models, theories and concepts
- Ability to apply those models, theories and concepts in relation to analysing specific situations or cases within strategic management in a corporate communication perspective
- Ability to comply with standard principles of oral communication as well as proficiency in spoken English.

## **Description of individual marks**

### 12: Excellent

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

### *Detailed description:*

The student shows substantial knowledge about and excellent skills within presenting, applying and discussing relevant concepts, models and theories of relevance in relation to strategic management in a corporate communication perspective. The student's presentation is characterised by good reasoning and his/her ability to discuss and critically reflect upon the exam issues and questions is excellent. The student demonstrates a high degree of knowledge in relation to principles of good oral communication as well as excellent English proficiency and communicative skills.

### 02: Minimum

For a performance meeting only the minimum requirements for acceptance.

### *Detailed description:*

The student shows basic knowledge about and basic skills relating to concepts, models and theories within strategic management in a corporate communication perspective, but is insecure in terms of how to apply and discuss the knowledge/skills in relation to the exam issues and questions. The presentation and discussion lack focus and critical reflection. The student further demonstrates moderate English proficiency and communicative skills.

### **Exam evaluation**

Internal examiner.

### **Marking**

One mark is awarded according to the Danish 7-point scale.

# Curriculum

---

**Exam title: Corporate Communication II**

**Exam code: Exam 3**

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

**ECTS: 10**

## **Description of exam**

A project report which analyses, solves and/or evaluates a communicative problem or task of a theoretical or practical nature within change and/or crisis communication is prepared alongside the normal studies. The topic of the report is decided in collaboration with the supervisor. The student is responsible for finding the theoretical and/or empirical basis of the report.

## **Scope**

The report has a maximum length of 33,000 characters (15 standard pages) per student. The number of characters must be indicated in the report.

## **Duration**

The deadline for handing in the report will be announced online via your exam schedule. The oral exam is held a maximum of five weeks after submission of the report. A total of 30 minutes is allowed for the oral defence, including assessment. No preparation time.

## **Evaluation criteria**

- Ability to demonstrate theoretical insight into and/or practical skills within the strategic management of corporate communication in unusual situations such as change communication/management, crisis communication/management as well as issues and stakeholder management in change and crisis situations
- Ability to discuss and critically reflect upon models, theories and concepts within the field
- Elaborate on the contents of the report and further demonstrate his or her knowledge of the chosen topic
- Ability to comply with standard principles for writing reports as well as proficiency in written English
- Ability to demonstrate an understanding of standard principles for oral presentations as well as a proficiency in spoken English.

## **Description of individual marks**

### 12: Excellent

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

*Detailed description:*

The student demonstrates excellent ability to present, discuss, apply and critically reflect upon relevant theories and methods in relation to chosen report topic. At the oral defence, the student's presentation is characterised by being focused, structured, reflected and well-chosen in relation to the report. In addition, the student is able to elaborate on and discuss all aspects of the report in relation to change and/or crisis communication. Finally, the language written and spoken by the student is fluent and demonstrates excellent communicative proficiency in English.

02: Minimum

For a performance meeting only the minimum requirements for acceptance.

*Detailed description:*

The student demonstrates basic theoretical and methodological knowledge within crisis and/or change communication, but is insecure in terms of how to critically reflect upon and apply the theories and methods to the project topic. At the oral defence, the student shows knowledge of basic presentation skills, but lacks focus and reflection. In addition, the student is partially able to elaborate on and discuss relevant aspects of the report in relation to corporate change and/or crisis communication. Finally, the language written and spoken by the student is fairly fluent and demonstrates a capacity of formulation, but lacks communicative proficiency in English.

**Exam evaluation**

External examiner.

**Marking**

One mark is awarded according to the Danish 7-point scale. The mark is based on the report (2/3) and the oral defence (1/3).

# Curriculum

---

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

**Exam code: 4**

**Exam type: Continuous assessment**

**ECTS: 10**

## **Description of exam**

The evaluation consists of regular attendance and active in-class participation. By regular attendance is understood that the student attends at least 75% of all classes. By active in-class participation is understood that the student completes a number of assignments in class. This may be in the form of two short, individual presentations based on the curriculum, which must be presented and discussed in class, and a non-comprehensive synopsis based on a concrete problem or case study. The synopsis may be prepared individually or in groups.

## **Evaluation criteria**

The evaluation will be based on:

- Theoretical and practical insight into the subject area(s) dealt with in class
- Ability to analyse and/or produce corporate communication within these areas
- Ability to communicate in English (written and oral).

## **Description of individual marks**

### 12: Excellent

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

### *Detailed description:*

The student demonstrates an excellent ability to present, discuss, apply and critically reflect upon relevant theories and methods in providing a solution to the assignments. The presentation is characterised by being focused, structured and reflected. In addition, the student is able to elaborate on and discuss all aspects of the subject of the assignments in relation to the course framework. The student demonstrates excellent English proficiency and communicative skills.

### 02: Minimum

For a performance meeting only the minimum requirements for acceptance.

*Detailed description:*

The student demonstrates basic theoretical knowledge within the area of study, but shows certain shortcomings when applying the theories and methods to the assignment. The student shows an ability to present the assignment solutions by taking into account relevant aspects from the assignment cases, but the presentation lacks focus and reflection. In addition, the student is unable to further elaborate on and discuss the various aspects of his/her solution. The student demonstrates moderate English proficiency and communicative skills.

**Reexam**

If the student fails the ordinary course exam, he or she must hand in a 12-hour written home assignment. The scope of the assignment is limited to max. 22,000 characters corresponding to 10 standard pages. The subject of the assignment is chosen by the teacher of the class.

**Evaluation criteria (reexam)**

The evaluation will be based on:

- Theoretical and practical insight into the subject area(s) dealt with in class
- Ability to analyse and/or produce corporate communication within these areas
- Ability to communicate in written English.

**Description of individual marks (reexam)**

12: Excellent

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

*Detailed description:*

The student demonstrates an excellent ability to present, discuss, apply and critically reflect upon relevant theories and methods in providing a solution to the assignment. The presentation is characterised by being focused, structured and reflected. In addition, the student is able to elaborate on and discuss all aspects of the subject of the assignment in relation to the course framework. The student demonstrates excellent English proficiency (written) and communicative skills.

02: Minimum

For a performance meeting only the minimum requirements for acceptance.

*Detailed description:*

The student demonstrates basic theoretical knowledge within the area of study, but shows certain shortcomings when applying the theories and methods to the assignment. The student shows an

## Curriculum

---

ability to present the assignment solution by taking into account relevant aspects from the assignment case, but the written presentation lacks focus and reflection. In addition, the student is unable to further elaborate on and discuss the various aspects of his/her solution. The student demonstrates moderate English proficiency (written) and communicative skills.

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

**Exam code: Exam 5**

**Exam type: Continuous assessment**

**ECTS: 10**

### **Description of exam**

The evaluation consists of regular attendance and active in-class participation. By regular attendance is understood that the student attends at least 75% of all classes. By active in-class participation is understood that the student completes a number of assignments in class. This may be in the form of two short, individual presentations based on the curriculum, which must be presented and discussed in class, and a non-comprehensive synopsis based on a concrete problem or case study. The synopsis may be prepared individually or in groups.

### **Evaluation criteria**

The evaluation will be based on:

- Theoretical and practical insight into the subject area(s) dealt with in class
- Ability to analyse and/or produce corporate communication within these areas
- Ability to communicate in English (written and oral).

### **Description of individual marks**

#### 12: Excellent

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

#### *Detailed description:*

The student demonstrates an excellent ability to present, discuss, apply and critically reflect upon relevant theories and methods in providing a solution to the assignments. The presentation is characterised by being focused, structured and reflected. In addition, the student is able to elaborate on and discuss all aspects of the subject of the assignments in relation to the course framework. The student demonstrates excellent English proficiency and communicative skills.

#### 02: Minimum

For a performance meeting only the minimum requirements for acceptance.

#### *Detailed description:*

The student demonstrates basic theoretical knowledge within the area of study, but shows certain

## Curriculum

---

shortcomings when applying the theories and methods to the assignment. The student shows an ability to present the assignment solutions by taking into account relevant aspects from the assignment cases, but the presentation lacks focus and reflection. In addition, the student is unable to further elaborate on and discuss the various aspects of his/her solution. The student demonstrates moderate English proficiency and communicative skills.

### **Reexam**

If the student fails the ordinary course exam, he or she must hand in a 12-hour written home assignment. The scope of the assignment is limited to max. 22,000 characters corresponding to 10 standard pages. The subject of the assignment is chosen by the teacher of the class.

### **Evaluation criteria (reexam)**

The evaluation will be based on:

- Theoretical and practical insight into the subject area(s) dealt with in class
- Ability to analyse and/or produce corporate communication within these areas
- Ability to communicate in written English.

### **Description of individual marks (reexam)**

#### 12: Excellent

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

#### *Detailed description:*

The student demonstrates an excellent ability to present, discuss, apply and critically reflect upon relevant theories and methods in providing a solution to the assignment. The presentation is characterised by being focused, structured and reflected. In addition, the student is able to elaborate on and discuss all aspects of the subject of the assignment in relation to the course framework. The student demonstrates excellent English proficiency (written) and communicative skills.

#### 02: Minimum

For a performance meeting only the minimum requirements for acceptance.

#### *Detailed description:*

The student demonstrates basic theoretical knowledge within the area of study, but shows certain shortcomings when applying the theories and methods to the assignment. The student shows an ability to present the assignment solution by taking into account relevant aspects from the assign

ment case, but the written presentation lacks focus and reflection. In addition, the student is unable to further elaborate on and discuss the various aspects of his/her solution. The student demonstrates moderate English proficiency (written) and communicative skills.

# Curriculum

---

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

**Exam code: Exam 6a**

**Exam type: Written home assignment (individual)**

**ECTS: 20**

## **Description of exam**

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

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

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

## **Scope**

The home assignment should be max. 66,000 characters, corresponding to 30 standard pages, in length. The number of characters must be indicated in the assignment.

## **Evaluation criteria**

- Ability to integrate marketing communications and public relations in relation to market communication
- Ability to select amongst the many strategic solutions within integrated marketing communications and public relations
- Ability to present relevant concepts, models and theories within integrated marketing communications and public relations
- Ability to select, apply and discuss the relevant concepts, models and theories
- Ability to communicate, reason and contextualise in writing
- Ability to demonstrate knowledge of standard principles for writing reports as well as proficiency in written English.

## **Description of individual marks**

### 12: Excellent

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

*Detailed description:*

The student shows extensive knowledge about and exceptional skills within selecting, presenting, applying and discussing relevant concepts, models and theories of relevance in relation to the chosen report topic within integrated marketing communications and public relations. The report is characterised by good reasoning and contains relevant and independent contextualisation. The written presentation is focused, well-structured and consistent. The student demonstrates a high degree of knowledge of standard principles for writing reports as well as excellent English proficiency and communicative skills.

02: Minimum

For a performance meeting only the minimum requirements for acceptance.

*Detailed description:*

The student shows basic knowledge about and skills relating to concepts, models and theories within integrated marketing communications and public relations, but is insecure in terms of how to apply and discuss the knowledge/skills in relation to the chosen report topic. The report is descriptive and characterised by a lack of contextualisation, analytic/systematic approach or structure. The student demonstrates knowledge of standard principles for writing reports as well as moderate English proficiency and communicative skills.

**Exam evaluation**

External examiner.

**Marking**

One mark is awarded according to the Danish 7-point scale.

# Curriculum

---

**Exam title: Global Communication in a Corporate Perspective profile (1)**

**Exam code: Exam 6b**

**Exam type: Written home assignment (individual)**

**ECTS: 20**

## **Description of exam**

A written home assignment which analyses, solves and/or evaluates a communicative problem or task of a theoretical or practical nature within the selected profile home assignment is prepared. The topic of the home assignment is decided in collaboration with the supervisor. The student is responsible for finding the theoretical and/or empirical basis of the home assignment.

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

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

## **Scope**

The home assignment should be max. 66,000 characters, corresponding to 30 standard pages, in length. The number of characters must be indicated in the assignment.

## **Evaluation criteria**

- Ability to present relevant concepts, models and theories within global communication from a corporate communication point of view
- Ability to discuss, apply and critically reflect upon relevant concepts, theories and models.
- Ability to select amongst the many strategic solutions within the theoretical framework
- Ability to communicate, reason and contextualise in writing
- Ability to demonstrate knowledge of standard principles for writing reports as well as English proficiency.

## **Description of individual marks**

### 12: Excellent

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

*Detailed description:*

The student shows extensive knowledge about and exceptional skills within selecting, presenting, applying and discussing relevant concepts, models and theories of relevance in relation to the chosen report topic within global communication in a corporate perspective. The report is characterised by good reasoning and contains relevant and independent contextualisation. The written presentation is focused, well-structured and consistent. The student demonstrates a high degree of knowledge of standard principles for writing reports as well as excellent English proficiency and communicative skills.

02: Minimum

For a performance meeting only the minimum requirements for acceptance.

*Detailed description:*

The student shows basic knowledge about and skills relating to concepts, models and theories within global communication in a corporate perspective, but is insecure in terms of how to apply and discuss the knowledge/skills in relation to the chosen report topic. The report is descriptive and characterised by a lack of contextualisation, analytic/systematic approach or structure. The student demonstrates knowledge of standard principles for writing reports as well as moderate English proficiency and communicative skills.

**Exam evaluation**

External examiner.

**Marking**

One mark is awarded according to the Danish 7-point scale.

# Curriculum

---

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

**Exam code: Exam 7a**

**Exam type: Oral exam**

**ECTS: 10**

### **Description of exam**

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

### **Duration**

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

### **Evaluation criteria**

- Ability to demonstrate knowledge about central models, theories and concepts within market and consumption or management of strategic integrated marketing communication and public relations
- Ability to discuss and critically reflect upon the models, theories and concepts
- Ability to apply those models, theories and concepts in relation to analysing specific situations or cases within market and consumption or management of strategic integrated marketing communication and public relations
- Ability to comply with standard principles of good oral communication as well as proficiency in spoken English.

### **Description of individual marks**

#### 12: Excellent

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

#### *Detailed description:*

The student shows substantial knowledge about and exceptional skills within presenting, applying and discussing relevant concepts, models and theories of relevance in relation to market and consumer or management aspects of strategic integrated marketing communications and public relations. The student's presentation is characterised by good reasoning and his/her ability to discuss and critically reflect upon the exam issues and questions is excellent. The student demonstrates a high degree of knowledge in relations to principles of good oral communication as well as excellent English proficiency and communicative skills.

### 02: Minimum

For a performance meeting only the minimum requirements for acceptance.

#### *Detailed description:*

The student shows basic knowledge about and basic skills relating to concepts, models and theories within market and consumer or management aspects of strategic integrated marketing communications and public relations, but is insecure in terms of how to apply and discuss the knowledge/skills in relation to the exam issues and questions. The presentation and discussion lacks focus and critical reflection. The student further demonstrates moderate English proficiency and communicative skills.

#### **Exam evaluation**

External examiner.

#### **Marking**

One mark is awarded according to the Danish 7-point scale.

# Curriculum

---

**Exam title: Global Communication in a Corporate Perspective profile (2)**

**Exam code: Exam 7b**

**Exam type: Oral exam**

**ECTS: 10**

## **Description of exam**

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

## **Duration**

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

## **Evaluation criteria**

- Ability to demonstrate knowledge about central models, theories and concepts within society and globalisation or international management of global communication in a corporate perspective
- Ability to discuss and critically reflect upon the models, theories and concepts
- Ability to apply those models, theories and concepts in relation to analysing specific situations or cases within society and globalisation or international management of global communication in a corporate perspective
- Ability to comply with standard principles of good oral communication as well as proficiency in spoken English.

## **Description of individual marks**

### 12: Excellent

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

### *Detailed description:*

The student shows substantial knowledge about and excellent skills within presenting, applying and discussing relevant concepts, models and theories of relevance in relation to society and globalisation or international management of global communication in a corporate perspective. The student's presentation is characterised by good reasoning and his/her ability to discuss and critically reflect upon the exam issues and questions is excellent. The student demonstrates a high degree of knowledge in relations to principles of good oral communication as well as excellent English proficiency and communicative skills.

### 02: Minimum

For a performance meeting only the minimum requirements for acceptance.

#### *Detailed description:*

The student shows basic knowledge about and basic skills relating to concepts, models and theories within society and globalisation or international management of global communication in a corporate perspective, but is insecure in terms of how to apply and discuss the knowledge/skills in relation to the exam issues and questions. The presentation and discussion lacks focus and critical reflection. The student further demonstrates moderate English proficiency and communicative skills.

#### **Exam evaluation**

External examiner.

#### **Marking**

One mark is awarded according to the Danish 7-point scale.

# Curriculum

---

**Exam title: Thesis**

**Exam code: Exam 8**

**Exam type: Thesis on an optional topic with oral defence**

**ECTS: 30**

## **Objectives**

The purpose of the thesis is to enable the students:

- to carry out extensive scientific research
- of a problem which is relevant to the study programme
- by applying scientific theories and methods

in an independent manner.

## **Description of exam**

The thesis is an independent paper on an optional topic. The thesis must be written in English and must include an abstract. All key references and analysed material must also be in English and be included in the thesis or as appendices.

## *Topics*

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

## *Supervision*

Students must register with a supervisor by submitting a registration form. The form is available from the department secretaries. Students may work with a primary and a secondary supervisor if necessary.

The thesis may be prepared in groups of max 3 students provided that the contributions of individual students are clearly identifiable.

The thesis is defended through an individual oral examination.

## **Scope**

If the thesis is written as an individual assignment, the scope is limited to 50 to 80 standard A4 pages (2,200 characters per page excl. spaces) excl. table of contents, literature list, abstract and

appendices, but incl. notes. The total number of characters must be stated in the thesis. The thesis must comprise an abstract of max. 4,400 characters excl. appendices. If the thesis is written by two students, the scope is limited to 75 to 120 standard pages, and if it is written by 3 students, the scope is limited to 100 to 150 standard pages. The total number of characters must be stated in the thesis.

### **Duration**

The thesis is defended during an individual oral exam lasting 45 minutes, incl. assessment of the performance. There is no preparation time. The oral exam is held max. 8 weeks after submission of the thesis.

### **Evaluation criteria**

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

#### *Written skills:*

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

#### *Oral exam:*

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

### **Description of individual marks**

#### 12: Excellent

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

## Curriculum

---

### *Detailed description:*

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

### 02: Minimum

For a performance meeting only the minimum requirements for acceptance.

### *Detailed description:*

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

### **Exam evaluation**

External examiner

### **Marking**

One mark is awarded according to the Danish 7-point scale. The mark is announced in connection with the oral exam. The mark is based on the thesis and the oral exam in unison, but with main emphasis on the thesis. The assessment also includes the abstract accompanying the thesis.

If a thesis does not meet the minimum requirements for passing, this thesis may be used as the basis of a revised thesis, which must be submitted and assessed in accordance with standard practice.

---

## Chapter 9: General provisions

### Exams

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

The exams are taken in the two exam terms (December-January and May-June). Deviations may be made in relation to the exam terms in connection with home assignments on optional topics. Such decisions always rest with the Study Committee. The thesis may be submitted at any time during the course of study.

An exam being marked in accordance with the Danish marking scale is passed when a mark of 02 (two) or higher is awarded. With other types of assessment, the mark “passed” is awarded when an exam is passed.

### Reexamination

If a student fails to obtain the mark 02 (or “passed”) at an exam, the student can register for the same exam in a later exam term. As regards continuous assessment, please refer to the exam descriptions for elective subject (1) and elective subject (2).

### Syllabus for reexams

If the reexamination 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.

### Individual exams/group exams

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

### No. of evaluation attempts

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

### Exam registration

Registration is required by *October 1<sup>st</sup> at the latest* for the winter exams and by *March 1<sup>st</sup> at the latest* for the summer exams.

# Curriculum

---

## Exam deregistration

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

## Special rules for 12-hour written home assignments

- **Picking up the assignment**

The assignment may be downloaded electronically. For more information, please see “student info” ([www.asb.dk/studinfo](http://www.asb.dk/studinfo)) under “find your exam schedule” “internet exams”. A hard copy of the assignment may also be picked up at the Study Information (B4). The assignment may be picked up/downloaded from 8:15am on the relevant exam date.

- **Material**

Students must bring their own stationery and aids if they choose to prepare their exam paper at ASB. All aids are allowed.

- **During the exam**

The author of the home assignment may be contacted by phone within the first hour of the exam in case the students have any doubts on how to interpret the contents of the assignment.

- **Independence**

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

The exam paper must be accompanied by a declaration stating that the assignment has been carried out in accordance with the provisions set forth in the study guide/curriculum, and that the exam paper has been prepared independently. The declaration must be signed by the student at the end of the exam paper. If submitting the exam paper digitally, the field “*signature*” should simply be filled in by using a computer keyboard. If the statement is not signed, the student may be called in for a meeting with the teacher.

- **Submission of exam paper**

The exam paper may be uploaded electronically. For more information, please see “student info” ([www.asb.dk/studinfo](http://www.asb.dk/studinfo)) under “find your exam schedule” “internet exams”. Submission may also take place at the Study Information (B4) from 8:15am to 2pm and at the “Information desk” located across from the ASB main entrance on the left from 2pm to 8:15pm. A total of 3 copies of the exam paper must be submitted.

The deadline for submission is 8:15pm.

### **Violation of exam regulations**

If an examinee fails to comply with the exam regulations, it may lead to his or her paper being rejected. Reference is made to the rules concerning disciplinary action against students at the Aarhus School of Business, University of Aarhus. These can be found at

<http://www.asb.dk/studinfo/study/studieregler/vejledninger/disciplinaer.aspx>

*(in Danish).*

### **Illness**

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

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

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

### **Credit transfer**

The Study Committee for Master Programmes may grant a credit transfer for programme elements completed at another Danish or foreign institution of higher education. Such programme elements are recognised as having been “passed” unless a mark has been given according to the Danish marking scale at the institution at which the programme element was completed.

### **Exam certificate**

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

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

### **Complaints**

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

### **Chapter 10: General provisions**

#### **Study guide**

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

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

#### **Exemption from the curriculum**

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

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

### **Chapter 11: Commencement**

The present curriculum is valid for students commencing the international study programme on September 1<sup>st</sup> 2007.

### **Chapter 12: Deadline for conclusion**

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