IBC - Master of Arts (MA) in International Business Communication

Preamble

Pursuant to section 30 of Ministerial Order no. 1520 of 16 December 2013 on Bachelor and Master Programmes at Universities (the Study Programme Order); section 2(2) of Ministerial Order no. 258 of 18 March 2015 on Admission and Enrolment on Master's (Candidatus) Programmes at Universities (Kandidatadgangsbekendtgørelsen); section 29 of Ministerial Order no. 670 of 19 June 2014 on University Examinations (the Examination Order); and section 20 of Ministerial Order no. 114 of 3 February 2015 on the Grading Scale and other forms of assessment of educations within the sphere of the Ministry of Higher Education and Science (the Grading Scale Order), the Dean of Education, acting on a proposal prepared by the study board, has approved the following programme regulations.

Part 1: Programme specific regulations

Degree title and duration

1. Students who successfully complete the programme earn the degree Master of Arts (MA) in International Business Communication. The Danish/Latin title is cand.ling.merc. (candidatus/candidata linguae mercantilis).

(2) This programme is governed by the Study Board for MA IBC.

(3)The master's candidatus programme is a two-year full-time programme, corresponding to 120 ECTS credits. The deadline for completing the programme is the rated time of study + one year after the student commenced the programme. Leave periods, if any, are not included in this time frame.

(4) The programme duration refers to the number of student full-time equivalents according to which the programme is structured. A full-time equivalent corresponds to one year of work by a full-time student and corresponds to an annual workload of 1650 working hours, corresponding to 60 ECTS credits (European Credit Transfer System). The workload includes scheduled classes, preparation for classes, completion of written assignments, other teaching activities, independent study as well as preparation for, and participation in examinations.

Admission requirements

1A. To be eligible for direct admission to the Master of Arts Programme in International Business Communication a student must hold a *bachelor i engelsk og organisationskommunikation (BA EOK),* English designation, *Bachelor of Arts* (BA) *in English and Organizational Communication* or a *bachelor i europæisk business (BA EB),* English designation, *Bachelor of Arts* (BA) *in European Business* with English as a foreign language from Copenhagen Business School.

(2) Students who hold either of the bachelor degrees mentioned in section 1A have a legal claim to being accepted into the programme when the enrollment is made directly after graduation and the bachelor degree is awarded by CBS, even when there are limited places available.

(3) For other students: the general entry requirement is a bachelor degree within the humanities or the social sciences. The specific entry requirements are

1) a minimum of 30 ECTS-points in English Language as an area of study and

2) a minimum of 15 ECTS-points in Communication and/or Organization and/or Marketing, (of which at least two areas must be covered). Further information on the entry requirements and standard assessments for certain other programmes are available on www.cbs.dk

(4) **When applying for admission, students must as a rule be able to document appropriate English skills similar to the Danish level A (upper secondary school leaving certificate).**

(5) The university may grant approval to students with some other degree than the ones mentioned in (1), or similar, to be admitted to the Programme, provided that upon the assessment of the university the degree in question has given the students academic qualifications which match either one of the degrees specified in (1 and 3). Admission may be made conditional, depending on the previous completion of specified supplementary course(s).

(6) Decisions under (3) and (5) will be made on the basis of an academic assessment.

Purpose

2. The MA Programme in International Business Communication, MA IBC, is a graduate-level, research based programme, which serves as a continuation of CBS's BA Programme in English and Organizational Communication, and the BA Programme in European Business with English as a foreign language.

(2) The overall aim of the programme is that students achieve high level theoretical knowledge and strategic competences that enable them to identify problems and operationalize solutions to international business communication challenges in private, as well as public businesses and organizations.

(3) The competences are obtained through programme focus on overall perspectives on intercultural and interlingual challenges in global communication as well as more in-depth specialist knowledge on selected areas. This enables graduates to draw on specialist knowledge and to acquire, produce and implement new knowledge and insights.

(4) The MA IBC programme thus qualifies the graduates to navigate in a global knowledge society and integrates these competences with professional English on the analytical as well as the implementation level to ensure the quality of the English-language communication of the organization/business.

(5) The programme focus on intercultural and interlingual challenges invites students' collaboration between peers and across professional as well as other communicative barriers, thus adding to graduates' competences in regard to understanding and solving cross-disciplinary challenges.

Competency profile

3. The Study Board has developed a competency profile, which describes the expected learning outcomes of this degree programme. It is available on CBS' website, more specifically here on e-campus:

Content and structure

4. The MA Programme in International Business Communication (MA IBC) has two concentrations of which students chose one on enrollment.:

- *Intercultural Marketing* (ICM)
- *Multicultural Communication in Organizations* (MCO)

(2) Students who meet the admission requirements and who wish to enroll in the MA IBC programme must state their choice of programme concentration before the deadlines specified by CBS' Admissions Office. A special form is used for enrolment, which can be downloaded from http://www.cbs.dk/en/study/graduate/graduate-admission-step-1.

(3) After having submitted the enrolment form, students are not allowed to change concentration without special permission from the Admission Office. Change of concentration

may only be approved if justified by special circumstances. Requests for change of concentration filed during the normal enrolment period will not be approved.

Intercultural Marketing **(ICM)**

The overall aim of this concentration is that the graduate

- is able to plan marketing processes based on an understanding of intercultural differences in the global market place and their consequences for marketing and management.
- can use the principles of consumer marketing and research, and business to business marketing including relationship building.
- possesses excellent skills in English which enables him/her to communicate across different markets, languages and cultures.

Multicultural Communication in Organisations **(MCO)**

The focus of this concentration is the links between communication and the organisation.

The overall aim of this concentration is that the graduate

- can work strategically with internal organisational communication and knowledge exchange across cultural and linguistic diversity in relation to the goals, structure and values of international organisations.
- possesses excellent skills in English in international communication awareness which enables him/her to communicate across different languages and cultures.

(4) The language of instruction and exam is English, though in 2 non-mandatory courses (see course catalogue) excellent knowledge of Danish as a language is required.

(5) The whole programme contains 8 courses of 7,5 ECTS, 60 ECTS in all, electives (30 ECTS) and Thesis (30 ECTS).

Each concentration comprises 3 compulsory concentration specific courses, one compulsory common core course, and 4 optional courses (out of a choice of 6 specified MA IBC courses, different from electives).

The programme is structured with 4 courses (out of 6 programme specific options) in the 1st semester, and 4 courses in the 2nd semester out of which one is a common core course and three are concentration specific.

(6)The courses in the concentration-specific block and the common core block, totalling 60 ECTS, are taken in the 1st and 2nd semesters. The elective courses, totalling 30 ECTS, are taken in the 3rd semester. The Master's thesis, which carries 30 ECTS, is the final component of the programme and is thus normally written during the 4th semester.

The table below lists the structure of the programme and the ECTS credits of the individual courses (30 ECTS per semester). The course descriptions are available in the online course catalogue. Direct links are inserted in the table below.

Structure of the Intercultural Marketing (ICM) concentration

1st semester - students must choose four out of these six courses:

Course	ECTS
Marketing Strategy and Planning in an International Perspective	7.5
International Strategic Management	7.5
Cross-Cultural Management	7.5
Financial and Legal Communication	7.5
English Proficiency Management	7.5
Organizational Communication I: Structures and Dynamics	7.5

2nd semester

Course	ECTS
Stakeholder Relations Management	7.5
Consumer Culture and Communication	7.5
Project in Intercultural Marketing	7.5
International Business Negotiation	7.5

Structure of the Multiculturel Communication in Organisations (MCO) concentration

1st semester - students must choose four out of these six courses:

Course	ECTS
Organizational Communication I: Structures and Dynamics	7.5
International Strategic Management	7.5
Cross-Cultural Management	7.5
Financial and Legal Communication	7.5
English Proficiency Management	7.5
Marketing Strategy and Planning in an International Perspective	7.5

2nd semester

Course	ECTS
Organisational Communication II: Cultures and Identities	7.5
Knowledge Work Within and Between Organizations	7.5
Project in Multicultural Communication in Organizations	7.5
International Business Negotiation	7.5

3rd and 4th semester (both concentrations)

Course	ECTS
Internship 15 ECTS	15
Electives	15
Master's Thesis	30

Master’s thesis

4A. The master’s (candidatus) thesis must be the last element finalizing the programme. The Study Board may grant an exemption from this provision, if warranted by extraordinary circumstances, or when one or more preceding courses or course elements have not yet been passed.

(2) The Programme Director, or the person the Programme Director has empowered to do so, approves the proposed research question of the master’s thesis and at the same time determines a submission deadline for the thesis and a plan for the thesis supervision. The deadline for submitting the thesis contract is 15 December in the student’s 3rd semester.

(3) The deadline for submitting the thesis is 15 May in the student’s 4th semester. If the student does not submit within the deadline, the student has used one examination attempt.

(4) If the student does not submit the thesis within the time frame specified in subsection (3), the Programme Director, or the person the Programme Director has empowered to do so, approves a modified problem formulation within the same field and lays down a new three-month deadline for submission at the same time. If the student does not submit the thesis by the new deadline, the student may be granted a third examination attempt, see the Examination Order, in accordance with the same rules which applied to the second examination attempt.

(5) The Master's thesis is a major, independent, written thesis, the subject of which must lie within the academic areas which are part of the MA Programme in International Business Communication, and which are part of the research related to the programme.

(6) Learning Objectives

The Master's thesis shall document the student(s)'s skills in applying scientific method and theory in the work with a delimited academic problem as well as the student(s)'s ability for academic concentration.

(7) Topic

Students have a free choice as to whether the subject of their Master's thesis lies within one or several of the academic areas that the students have been working with in the programme, i.e. students may also choose topic areas that they have been working with in elective courses and the related research.

Students will choose their topic in collaboration with one or more educators, who function as counsellor(s). Ahead of the counselling period, the problem formulation of the thesis must be approved. At the time of the approval, the hand-in date is determined, and a plan for the counselling period is made.

(8) Exam form

An oral, individual exam on the basis of the written thesis. The thesis may be written individually or in a group of two (2) students (double thesis).

For further information, see the course catalogue.

(9) Supervision

In the period when the Master's thesis is written, students are entitled to supervision to a stipulated extent (see course catalogue and e-campus).

Examinations

5. The programme consists of the examinations listed below. The learning objectives and the regulations of the individual examinations are prescribed in the online course catalogue. Direct links to the individual examinations are inserted in the table below.

Examinations for Intercultural Marketing (ICM) concentration

The 1st semester consists of four of the following examinations.

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Marketing Strategy and Planning in an International Perspective	Home assignment - written product	7-step scale	Internal exam	7.5	7.5

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
International Strategic Management	Written sit-in exam	7-step scale	Internal exam	7.5	7.5
Cross-Cultural Management	Oral exam based on written product	7-step scale	Internal exam	7.5	7.5
Financial and Legal Communication	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
English Proficiency Management	Oral Exam	7-step scale	External exam	7.5	7.5
Organizational Communication I: Structures and Dynamics	Home assignment - written product	7-step scale	Internal exam	7.5	7.5

2nd semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Stakeholder Relations Management	Oral Exam	7-step scale	External exam	7.5	7.5
Consumer Culture and Communication	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Project in Intercultural Marketing	Oral exam based on written product	7-step scale	External exam	7.5	7.5
International Business Negotiation	Written sit-in exam	7-step scale	Internal exam	7.5	7.5

Examinations for the Multicultural Communication in Organisations (MCO) concentration.

The 1st semester consists of four of the following examinations.

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Organizational Communication I: Structures and Dynamics	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
International Strategic Management	Written sit-in exam	7-step scale	Internal exam	7.5	7.5
Cross-Cultural Management	Oral exam based on written product	7-step scale	Internal exam	7.5	7.5
Financial and Legal Communication	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
English Proficiency Management	Oral Exam	7-step scale	External exam	7.5	7.5
Marketing Strategy and Planning in an International Perspective	Home assignment - written product	7-step scale	Internal exam	7.5	7.5

2nd semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Organisational Communication II: Cultures and Identities	Oral Exam	7-step scale	External exam	7.5	7.5
Knowledge Work Within and Between Organizations	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Project in Multicultural Communication in Organizations	Oral exam based on written product	7-step scale	External exam	7.5	7.5
International Business Negotiation	Written sit-in exam	7-step scale	Internal exam	7.5	7.5

3rd and 4th semester (both concentrations)

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Internship	Home assignment - written product	7-step scale	Internal exam	15	15
Electives	See individual course description	See individual course description	See individual course description	15	15
Master's thesis	Oral exam based on written product	7-step scale	External exam	30	30

Prerequisites for registering for the exam – compulsory activities

5A. There are no compulsory activities in the compulsory courses of this programme.

Body of external examiners

6. This degree programme is covered by the body of external examiners for business language programmes.

Pass requirements

7.The general pass requirements are stipulated in section 26.

Elective courses/internship

8. The block of elective courses comprises 30 ECTS points. The elective courses may be chosen among the courses offered within or adjacent to the academic area of the MA Programme in International Business Communication. The purpose of the elective courses is to offer students the possibility of individual specialization within the general guidelines and aims of the programme in order that they may strengthen their personal competence profiles and add to their professional competence and employability.

(2) The academic contents, learning objectives and exam regulations must be approved by the Study Board.

(3) Students may choose elective courses offered at CBS at master's level, and at Summer University, which have been pre-approved by the Study Board. In addition, students may choose elective courses at other Danish universities as credit students or students can obtain a transfer of credit after an exchange period with a university abroad. In this case the course must be approved by the Study Board.

(4) The course descriptions for elective courses offered by CBS' master's programmes are published on the website of the Electives Secretariat at http://www.cbs.dk/uddannelser/enkeltfag-valgfag-supplering/valgfag.

(5) The sign-up deadlines for elective courses can be found on CBS' website.

(6) The electives *Teknisk oversættelse, Økonomisk oversættelse, Juridisk oversættelse* and *Tolkning* offered by the Study Board for the Master of Arts in International Business Communication qualify for a formal qualification as a sworn translator/interpreter on condition that exams in all four courses and the two courses *Financial and Legal Communication* and *English Proficiency Management* are passed (cf. section **5).** These four elective courses require an excellent level of skills in both Danish and English.

Project based internship

9. A project based internship is a non-compulsory educational element in the programme which may replace a given number of ECTS points in the electives block, cf. subsection (4B). A number of counselling sessions are offered in connection with the report which is to be written after the internship.

(2) Learning Objectives

The objective of the project based internship is through practical work inside an organization to give students an insight into and experience of problems facing organizations so that in an experience-based report the students will reflect on these problems on the basis of the theoretical

and methodological content of the MCO programme. Further information may be found in the course description.

(3) Contents of the Report

The contents of the report will depend on the internship as described in the contract made between the individual student and the organization. If during the internship the student has prepared concrete materials, these may be added as an appendix to the report, but shall not be included in the required number of pages in the report; nor shall such materials be included in the evaluation of the report. The contents of the report must be relevant to the overall goals of the MCO programme and must to the widest possible extent be based on the compulsory courses in the first year of the MCO programme. Further information may be found in the course description.

Teaching formats

10. Case-based teaching and learning.

Apart from the activities mentioned in 4 (5), the MA IBC programme involves the use of different media as an increasingly central element in the reality of university students. Therefore, these media are considered a natural supplement to other didactic practices and methods. The MA IBC programme offers a 'blended learning' environment, where classroom lessons, lectures, and case studies are part of the teaching and learning environment. In order to support collaboration, peer work and active student participation in class activities are required.

(2) Mission

• To facilitate reflection and deep learning in the participating students through collaboration with their fellow students.

(3) Vision

• To expand the case(s) so that in the longer term the case(s) may be used across programmes, classes, universities and frontiers. That way the students' network is strengthened and their learning processes are supported through dialogue with students located elsewhere in the education system.

(4) Strategy

• To motivate the students for active participation and (inter)action in the case environment.

• To motivate the students to take responsibility for their own learning by facilitating the process.

• To collaborate with the students in formulating adjustments to the case(s) based on the students' experience from their work, e.g. formulated in learning logs.

• To redefine the role of the educator into a more coaching/mentoring role.

In real terms, the teaching in the first two semesters of the programme will include cases that highlight problem areas contained in the courses of the respective semesters.

Part 2: General regulations for master's (candidatus) programmes

11. The teaching is organised in a collaboration between the Programme Director, the course coordinators and the teachers. The Study Board approves the organisation of the teaching.

Examination language
12. Examinations are conducted in English; see however subsection (2).

(2) If a course has been taught in a language other than English, the examination is conducted in that language.

(3) The Study Board may decide to deviate from the rules stipulated in subsections (1)-(2), except when documenting the student's skills in a specific other language is part of the objective of the examination.

(4) The provisions in subsections (1)-(2) apply to oral and written sit-in examinations and to all types of written take-home assignments (seminar papers, projects etc.) subject to assessment.

Prerequisites for participating in the exam: compulsory assignments and requirements about active class participation
13. Besides the examinations listed in section 5, which are included in the final grade point average, on some courses it is a requirement that one or more assignments are submitted, as part of the teaching (so-called compulsory assignments). In order for students to participate in the final examination of the course in question, it is a condition that, within a set deadline, the required number of compulsory assignments have been submitted and that the assessment 'Approved' has been achieved. Further specifications regarding the number of compulsory assignments, format etc. are stipulated in the examination regulations of the individual courses.

(2) If a student does not, within the set deadline, fulfil the requirement of achieving the result 'Approved' for the required number of compulsory assignments for a specific course, the student has the right to submit extra assignments. However, it is a condition that the student has submitted all set assignments, unless failure to submit was caused by illness or a condition equalled with illness.

(3) Besides the examinations listed in section 5, which are included in the final grade point average, on some courses there is a requirement of class participation in order to participate in the exam in the course; it must be a well-defined part of the teaching (e.g. presentation seminars, case projects etc.). Further specifications are stipulated in the examination regulations of the individual courses, see also section 27(3).

Course and exam registration

14. Before the start of each academic year, students enrolled on bachelor and master's (candidatus) programmes are registered for subjects or subject elements at the relevant programme level corresponding to 60 ECTS points. Registration must take place regardless of whether a student still needs to pass subjects from previous years of study.

(2) The Director of the Study Administration may withdraw the registration of a student for one or more subjects or subject elements, see subsection (1), if the student is an elite athlete, or under special circumstances (concrete, individual circumstances regarding den individual student),

including impairment, and where the student will be unable to complete the programme within the prescribed period of study.

(3) If the registration of a student for one or more subjects or subject elements has been withdrawn in an academic year or a semester, see subsection (2), the subject(s) or subject element(s) will be included in the calculation of ECTS points pursuant to subsection (1) in the student's subsequent year of study or semester.

(4) When selecting students for elective courses, a draw is made among the students who fulfil the conditions for taking the elective course in question if there are more applicants for the course than there are available places.

(5) Students are automatically registered for an examination or examinations when they are registered for a subject or subject element with which one or more examinations are associated. Withdrawal of registration is not possible, and students who fail to participate in an examination have used an examination attempt, see section 27(1), unless an exemption has been granted pursuant to subsection (6). Students who do not fulfil the requirements for participating in the examination as laid down by the university, see section 13(1) and (3) have used an examination attempt, see section 27(1), unless an exemption has been granted pursuant to subsection (6).

(6) Under special circumstances, the Study Board may grant exemptions from the rules set out in subsection (5). The university may also automatically register students for a new examination attempt. Deadlines for submitting dispensation applications are provided on the student intranet.

(7) Students who have been granted an exemption pursuant to subsection (6) to not participate in the first ordinary examination due to illness or other special circumstances are subject to the rules that apply for students who have not passed the ordinary exam.

(8) The deadline for registering for an examination in a course on which the student is not enrolled is determined on the student intranet.

(9) Under special circumstances, the Study Board may grant exemptions from the rules concerning registration set out in subsection (8).

Re-take examinations

15. On programmes where the examination period is at the end of the autumn semester, students who have failed an ordinary examination must automatically be registered for a re-exam (second examination attempt) in the same examination period or immediately thereafter; however, no later than in February. On programmes where the examination period is at the end of the spring semester, students who have failed an ordinary examination must automatically be registered for a re-exam (second examination attempt) in the same examination period or immediately thereafter; however, no later than in August. Withdrawal of registration is not possible, and students who fail to participate in an examination have used an examination attempt, see section 27(1), unless an exemption has been granted pursuant to section 16(1).

(2) On programmes with more examination periods than in subsection (1), students who have failed an ordinary examination must automatically be registered for a re-exam (second examination attempt) as soon as possible; however, no later than six months after the ordinary examination. Withdrawal of registration is not possible, and students who fail to participate in an examination

have used an examination attempt, see section 27(1), unless an exemption has been granted pursuant to section 16(1).

(3) The rules on automatic registration for a re-exam (second examination attempt) are dispensed with if the students are not offered the opportunity to fulfil the requirements laid down pursuant to section 13(1) and (3) before the second examination attempt is held. Students are registered for the second examination attempt as soon as possible.

(4) In cases where registration for a subject requires that a preceding subject has been completed and passed (academic progression), students who have failed their first and second examination attempts must automatically be registered for the next ordinary examination (third examination attempt) in the prerequisite subject. Withdrawal of registration for the third examination attempt is not possible, unless an exemption has been granted pursuant to section 16(1). The university must ensure that the third attempt to pass the examination in the prerequisite subject takes place before the ordinary examination in the subsequent subject.

(5) Students who have not passed re-exams held in accordance with the provisions in subsections (1) and (2), or have failed to participate in a re-exam, see subsection (3), must be given the opportunity to participate in the next ordinary examination.

16. Under special circumstances, the Study Board may grant exemptions from the rules on participation in and automatic registration for examinations and re-exams, see section 15(1)-(4). The university may also automatically register students for a new examination attempt (first or second examination attempt).

(2) About documentation requirements etc. (e.g. medical certificates) as regards dispensation applications under subsection (1), see CBS' rules about participation in make-up examinations. It is recommended that any application is submitted as soon as possible, in order that there is sufficient time to process the application. The current deadlines are listed on the student intranet.

17. Re-take examinations are subject to the learning objectives of the regular examination of the examination in question.

(2) Re-take examinations are conducted according to the examination regulations of the regular examination of the test in question, except when:

1. the examination regulations for the examination in question explicitly contain differing provisions for make-up examinations/re-take examinations (see subsection (3)), or
2. it is a written examination and the number of registered candidates for the make-up examination/re-take examination warrants that it may most appropriately be held as an oral examination.

(3) It is not possible to determine another examination form for the master's thesis.

Extraordinary re-exams and offers of re-assessment/re-exam

18. If an extraordinary re-examination is arranged or offered in accordance with section 19 of the Examination Order (regarding examination irregularities) or the offer of a re-evaluation/re-examination is given in accordance with section 36 or 41 of the Examination Order (regarding assessment complaints), the re-examination is subject to the learning objectives of the regular examination of the examination in question.

(2) To the widest extent possible, examinations under subsection 1 will be conducted in accordance with the regulations of the regular examination. In the event that this is not possible due to the examination format, the extraordinary re-examination may be conducted in accordance with the regulations of the make-up examination/re-take examination of the examination in question.

Examination forms

19. Examinations are organised as individual examinations or as group examinations. The specific examination form of a given examination, including whether it is an individual or a group examination, or a mixture of the two, is stated in the relevant course description, see links in section 5.

(2) At both individual and group examinations the student's individual performance must be assessed, and grading must be individual, see subsections (3)-(4).

(3) At oral group examinations the individual student must be examined in such a way that it is ensured that the student's individual performance is assessed.

(4) If a written product is produced by more than one student, and if there is no oral defence of the product, the students must show what their individual contributions are, and in such a way that it is ensured that individual assessment is possible.

(5) For group examinations, see subsection (1), rules about those of the following factors that are relevant for the examination form in question must be stated in the regulations of the individual examination:

1. maximum group
2. the allotted time at the oral examination – see subsection (3)
3. requirements regarding individual contributions – see subsection (4).

(6) Where it is stipulated in the regulations of a given examination that it is a group examination, it is possible for the student to take the examination as an individual examination, unless the regulations of the examination in question state otherwise. When the examination in question contains both a written and an oral part, both parts must then be taken as an individual examination.

(7) When it is an oral exam based on a written product, the following applies to all variations:

1. Submission of the written product is a requirement to be able to attend the oral examination.
2. Both the written product and the oral presentation count in the assessment.
3. The assessment is an overall evaluation of the written product and the oral presentation.

Examination rules

20. All students have an obligation to familiarise themselves with and to observe the examination rules of the examinations which they participate in, including the general rules that apply to the individual examination. Those rules are in particular:

- The examination rules, as stipulated in the relevant course description, see links in section 5.
- *Rules about written sit-in examinations at CBS, including rules about electronic aids*, see section 21(3).

- Rules on good academic conduct, see section 4 of *Copenhagen Business School's rules and regulations on academic conduct, including penalties*.

(2) Students are not permitted to make audio and/or picture recordings during an examination or the examiners' discussion of a student's performance.

(3) It is stipulated in the examination regulations of the individual examination what the maximum number of pages is for a given written product. In addition, the following applies:

1. In the page count the front page, the bibliography and any appendices are not included. Appendices are not part of the assessment.
2. All pages must have a margin of min. 3 cm in top and bottom and min. 2 cm to each of the sides. The font must be minimum 11 points.
3. Tables, diagrams, illustrations etc. are not included in the number of characters, but will not justify exceeding the maximum number of pages.
4. On average, one page must not contain more than 2,275 characters (including spaces).

(4) All written products composed at home must contain – in all copies submitted for assessment – a declaration of authorship.

(5) Any violation of rules and regulations under subsections (1)-(2) will be sanctioned in accordance with *Copenhagen Business School's rules and regulations on academic conduct, including penalties*.

(6) Violation of form or layout requirements stipulated in subsection (3)-(4) or form requirements laid down under section 19(4) may result in a rejection of the exam paper, see section 22(3) of the Examination Order. If the exam paper is rejected, it will not be assessed, and the student will have used an exam attempt.

Examination aids
21. The examination aids that students are allowed to bring with them to written sit-in examinations are specified in the examination regulations of the individual examination/course.

(2) Unless otherwise stated in the examination regulations, see subsection (1), no examination aids, whether written or technical, are allowed in the examination room, except simple writing and drawing utensils.

(3) In cases where the examination regulations, see subsection (1), stipulate that electronic aids can be brought to the examination room, the provisions stipulated in *Rules about written sit-in examinations at CBS, including rules about electronic aids* apply.

(4) In cases where the Study Board decides that a written examination will be conducted using CBS' computers, the provisions stipulated in *Rules about written sit-in examinations at CBS, including rules about electronic aids* apply, and which examination aids are authorised may be adjusted, however, not to an extent that will alter the academic level of the examination. Should the Study Board decide to use this option, students must be informed of the decision at least 2 months prior to the final examination date.

Examinations under special circumstances
22. The Study Board may decide to deviate from the examination regulations stipulated for the individual examination with the purpose of allowing students with special needs to sit examinations under special circumstances. Such exemption can be granted to students who are physically or

mentally disabled, to students whose mother tongue is not Danish, and to students who have similar difficulties when this is considered necessary in order to place them on even terms with their fellow students in the examination situation. It is a condition that it does not change the academic level of the examination.

(2) When it is stipulated in the objectives of the examination in question that the student's spelling and writing skills are included in the assessment, the Study Board may grant exemption from this to a student who is able to document a relevant and specific impairment.

(3) Students who wish to apply for permission to sit an exam under special circumstances according to subsection (1) or apply for an exemption according to subsection (2) must submit an application, including the necessary documentation, to the Programme Office no later than 2 months before the exam is to take place.

Sitting examinations abroad

23. The university may conduct examinations at a Danish representation or at other locations abroad, provided the reason for doing so is that the student is unable to participate in the university's examinations in Denmark for practical or financial reasons and if the student and the exam location reach an appropriate agreement. Danish examinations held abroad must comply with all the other rules laid down in the Examination Order.

(2) The Programme Director decides whether the examination can be conducted abroad and appoints or approves invigilators and other persons to organise the practical aspects of conducting the examination abroad.

(3) The university defrays the special costs associated with conducting examinations abroad.

(4) The Ministerial Order on Payment for the Services of Civil Servants Serving Abroad (Bekendtgørelse om betaling for tjenestehandlinger i udenrigstjenesten) applies to conducting examinations at Danish representations abroad.

(5) The university may ask the student to pay part or all of the costs incurred by the university to conduct the examination abroad. However, it is a condition that the student confirms in writing in advance his or her willingness to pay the costs in question, on the basis of an estimate made by the university of the expected costs. The university may make it a condition for conducting the examination that the amount is paid in advance.

(6) When an examination is conducted abroad, the conditions and regulations in CBS' guidelines for examinations conducted abroad apply.

Assessment

24. Examinations are either internal or external:

- Internal examinations are assessed by one or more teachers (internal examiners) appointed by CBS from among the teachers at the university or from other universities that offer the same or similar study programmes.
- External examinations are assessed by one or more internal examiners and one external examiner (in Danish: censor) appointed by the Danish Agency for Higher Education.

(2) It is stipulated in the exam regulations of the individual examination whether it is an internal or an external examination, see link in section 5.

(3) Assessment of the examinations is carried out in accordance with the Grading Scale Order.

(4) Compulsory assignments and class participation, see section 13, are assessed by the teacher(s) of the specific course. The assessment type 'Approved/Not approved' is used.

Announcement of results

25. In connection with examinations where the result is not announced immediately after the examination, the result must be announced within 4 weeks after the examination has been held, see however subsection (2). The month of July is not included in the calculation of these 4 weeks.

(2) In connection with bachelor projects, master's (candidatus) theses and master's projects, the result must be announced no later than 2 months after the project/thesis has been submitted. The month of July is not included in the calculation of these 2 months.

(3) When special circumstances warrant it, the Programme Director can set aside the deadlines stipulated in subsections (1) and (2). If the assessment cannot be completed by the fixed deadline, the student(s) must be notified as soon as possible and be informed about the reason for the delay and when the result will be announced.

Pass requirements

26. Each examination must be passed separately. An examination shall be passed when the student achieves a grade of at least 02 or the assessment 'Pass'.

(2) Each examination can be retaken separately. However, passed examinations cannot be retaken.

(3) If a grade consists of several partial grades for various categories of performance (partial examinations), the grade shall be the average of the partial grades, rounded off to the nearest grade on the grading scale, see however subsection (4). The grade shall be rounded up if the average is half-way between two grades.

(4) If the partial grades are given different weights when the combined grade is to be calculated, this is stipulated in the exam overview in section 5. If so, the grade shall be the sum of the individual grades, each multiplied by the weighting of the grade, divided by the sum of the weightings and then rounded off to the nearest grade on the grading scale. The grade shall be rounded up if the average is half-way between two grades.

(5) If an examination consists of partial examinations, each partial examination can be retaken separately. However, passed partial examinations and not-passed partial examinations that are part of a passed examination cannot be retaken.

(6) Any requirements about a certain grade on the grading scale being required as achieved in one or more partial examinations are stipulated in section7.

(7) The calculation of the overall grade point average is based on the weights of the individual grades, which are listed in the table in section 5.

(8) If a student retakes an examination or another type of assessment, the highest grade applies – see however section 37(4) of the Examination Order.

(9) The Director of the Study Administration terminates the enrolment for students who have not passed at least one exam for a continuous period of 12 months, as summed up on 1 September.

(10) The Director of the Study Administration may grant exemption from the rule stipulated in subsection (9) when warranted by special circumstances or if the student in question has been granted a leave of absence in accordance with the rules regarding leave of absence.

27. Students have a maximum of three attempts in passing each examination, see however subsection (2). The Study Board may grant more attempts, if warranted by special circumstances. The question of academic aptitude may not be included when assessing whether special circumstances apply.

(2) No later than 16 months after the end of the teaching of the course, the student must participate in the third examination attempt if the course is no longer offered.

(3) Students who are to have their class participation assessed a second time may require an examination instead. However, where class participation includes practical exercises, it cannot be replaced by an examination.

Diploma

28. CBS issues a diploma to students who have completed their study programme, in accordance with the requirements stipulated in section 31 of the Examination Order. The diploma is issued to the graduate no later than 2 months after the announcement of the result of the final examination. July is not included in the calculation of these 2 months.

(2) Students who leave the programme without having completed it are entitled to receive a transcript documenting the completed parts of the programme, with the relevant number of ECTS credits stated.

Leave

29. A student may be granted leave from the programme on personal grounds. The specific rules for obtaining leave and the provisions that apply to students while on leave are stipulated in CBS' *Rules regarding leave on bachelor and master programmes at CBS*.

Programme regulations

30. The programme regulations and various regulations etc. referred to in this document are publicly available on CBS' website, more specifically onstudieordninger.cbs.dk and in the study administrative rules (SAR).

Exemption from the programme regulations

31. The Study Board may, when warranted by special circumstances, grant exemption from provisions in the programme regulations which are not stipulated in ministerial orders, but established by CBS exclusively.

(2) An exemption from the programme regulations that requires an exemption from a ministerial order may be brought before the Danish Agency for Higher Education.

Credit transfer

32. Programme elements passed at another university are regarded as equivalent to corresponding programme elements covered by these study regulations.

(2) The Study Board may grant approval for students to substitute passed programme elements from another Danish or foreign programme of the same level, for programme elements covered by these regulations.

(3) Decisions under subsections (1) and (2) are made on the basis of a professional assessment.

33. Students who, as part of their studies, wish to complete programme elements at another university or another institution of higher education in Denmark or abroad may apply to their home university for pre-approved credit transfer for planned programme elements.

(2) Approval of pre-approved credit transfer pursuant to subsection (1) may only be granted if, in connection with the application for preapproved credit transfer, the student undertakes to submit to the home university the necessary documentation to show whether the programme elements have been passed or failed upon completion of the programme elements for which pre-approved credit transfer has been granted. Students must also consent to the home university requesting the necessary information from the host institution if students are unable to procure the documentation themselves.

(3) Once documentation is available that the student has passed the programme elements for which pre-approved credit transfer has been granted, the home university administratively approves the transfer of the credit to the relevant programme at the university.

(4) In cases where the programme elements for which pre-approved credit transfer has been granted are, for example, not offered by the host institution, the university may, upon the student's request, change the approval of pre-approved credit transfer pursuant to subsection (1). The student is responsible for and is obliged to take the initiative to compose a proposal for a study plan. The university offers academic support if requested by the student.

(5) Decisions under subsections (1) and (4) are made on the basis of a professional assessment.
(6) Credit transfer of Master theses is not possible when the thesis is the basis of the awarding of a different title in another Master programme.

34. Programme elements which students wish to have transferred from other programmes will be transferred on the basis of the normalised workload specified in ECTS points and stipulated in the relevant degree regulations. Due to the structure of the programme, discrepancies may occur between the equivalent number of ECTS credits and the actual amount of ECTS transferred, as the number of ECTS credits for the programme must total the number of ECTS credits stated in section 1(1).

(2) If the programme element in question is assessed according to the 7-point grading scale or the 13-point grading scale at the academic institution at which the examination was taken, and if this programme element equates or replaces a programme element which according to the exam regulations of these study regulations is assessed according to the 7-point scale or the 13-point scale, the grade will be transferable, but converted into the 7-point scale if assessed according to the 13-point scale. In all other cases, the assessment will be transferred as ‘Pass’. Examinations transferred as ‘Pass’ are not included in the calculation of the final grade point average.

35. Applications for pre-approval or credit transfer must be sent to the Programme Office, addressed to the Study Board, on a special form and with the necessary documentation enclosed. See guidance on credit transfer applications on the student intranet.

(2) Concerning complaints about credit transfer decisions, see part 3.

Part 3: Complaints

Complaints about examinations etc.

36. A student is entitled to file a complaint about an examination or other assessment. Concerning the specific rules and procedures, including deadlines, for filing written and reasoned complaints reference is made to the rules in part 8 of the Examination Order and to CBS' guidelines on CBS' student intranet.

Complaints about decisions concerning credit transfer

37. Complaints about decisions made by the Study Board on whether education qualifications acquired at another Danish University may replace parts of the programme (credit transfer) as well as complaints about the decisions made by the Study Board on whether Danish education qualifications, not yet passed, may replace parts of the programme (pre-approval of credit transfer), may be brought before the Appeals Board for decisions on credit transfer, see Ministerial Order no. 1517 of 16 December 2013 on the Appeals Board for decisions on credit transfer in university study programmes.

(2) The deadline for filing a complaint is 2 weeks from the date when the complainant was informed of the decision. The complaint must be addressed to the Appeals Board for decisions on credit transfer but sent to the President of CBS; the reasoned complaint should be sent to CBS Legal, Solbjerg Plads 3, 2000 Frederiksberg. It is also possible to send the complaint to: legal@cbs.dk. CBS has the option to process the application again. If the decision is upheld, CBS will forward the complaint to the Appeals Board, accompanied by a statement. CBS will give the complainant the opportunity to comment on the statement within a time limit of 1 week. The complainant's comments, if any, will be enclosed when the complaint is forwarded to the Appeals Board. The Appeals Board will make the final administrative decision.

38. Complaints about decisions made by the Study Board on whether education qualifications acquired abroad may replace parts of the programme (credit transfer) may be brought before the Qualifications Board, see Assessment of Foreign Qualifications etc. Act.

(2) The deadline for filing a complaint is 4 weeks from the date when the complainant was informed of the decision. The complaint must be addressed to the Appeals Board for decisions on credit transfer but sent to the President of CBS; the reasoned complaint should be sent to CBS Legal, Solbjerg Plads 3, 2000 Frederiksberg. It is also possible to send the complaint to: legal@cbs.dk.. CBS has the option to process the application again. If the decision is upheld, CBS will forward the complaint to the Qualifications Board, accompanied by a statement. CBS will give the complainant the opportunity to comment on the statement, within a time limit of 1 week. The complainant's comments, if any, will be enclosed when the complaint is forwarded to the Qualifications Board. The Qualifications Board will make the final administrative decision.

Complaints about other decisions

39. Complaints about decisions made by the Study Board or the Programme Director according to these study regulations have to be filed with the President of CBS. The deadline for filing a complaint is 2 weeks from the date when the complainant was informed of the decision.

(2) A decision made by CBS according to subsection (1) may be appealed by the complainant to the Danish Agency for Higher Education when the complaint is concerned with an error of law or

procedure. The deadline for lodging an appeal is 2 weeks from the date when the complainant was informed of the decision. The reasoned appeal should be addressed to the agency but sent to CBS Legal, Solbjerg Plads 3, 2000 Frederiksberg. It is also possible to send the complaint to: legal@cbs.dk. CBS will forward the appeal to the agency, accompanied by a statement. CBS will give the complainant the opportunity to comment on the statement, with a time limit of at least 1 week. The complainant's comments, if any, will be enclosed with the other case files when the appeal is forwarded to the agency.

(3) Moreover, students are referred to CBS' Guidelines regarding students' right to file a complaint about decisions made by study boards, programme directors and programme administration.

Complaints about the teaching etc.

40. Complaints about the teaching, academic supervision or other issues concerning the organisation of the degree programme can be brought before the Study Board.

Commencement and transition regulations

41. These Programme Regulations are effective for students enrolled in the programme in September 2015 or later, and for students who are transferred to these Programme Regulations, see section 42(1).

(2) The 2014 Programme Regulations are repealed as of 1 September 2015, see however section 42(1)-(4).

42. Students who began their studies under the 2014 Programme Regulations or according to the transition regulations in those regulations were transferred to the 2014 regulations are transferred to these 2015 Programme Regulations, so that the 2015 Programme Regulations are effective for the remainder of the programme, see however subsections (2)-(4) and section 43.

(2) The 1st year exams under the 2014 Programme Regulations will be offered for the third and last time in the winter term 2015/2016 and in the summer term 2016, respectively. The exams will be held in accordance with the exam regulations in the 2014/2015 version of the course catalogue.

(3) Students covered by section 42 who have not yet passed some or all of the first year exams under the 2014 Programme Regulations may apply to the Study Board for permission to transfer to the 2015 Programme Regulations and have their first year exams transferred to these 2015 Programme Regulations in accordance with the table listed below to these 2015 Programme Regulations.

1st year exams under the 2014 Programme Regulations	**1st year exams under the 2015 Programme Regulations**
Culture, Identity and Organisation (15 ECTS)	Organizational Communication I: Structures and Dynamics (7,5 ECTS) Organizational Communication II: Cultures and Identities (7,5 ECTS)
Strategic Communication (15 ECTS)	International Business Negotiation (7,5 ECTS)
Knowledge Work (15 ECTS)	Knowledge Work Within and Between Organizations (7,5 ECTS)
Expert Communication (15 ECTS)	Financial and Legal Communication (7,5 ECTS) English Proficiency Management (7,5 ECTS)

(4) Students covered by section 42, who will begin their third semester in the fall 2015, may choose a 7,5 ECTS Internship.

43. The deadline for completing the programme stated in section 1(3) only extends to students enrolled on 1 September 2014 or later. For students enrolled before 1 September 2014, section 1(3) of the 2013 Programme Regulations applies.