IT - Master of Science (MSc) in Business Administration and Information Systems

Preamble

Pursuant to section 33 of Ministerial Order no. 1061 of 30 June 2016 on Bachelor and Master Programmes at Universities (the University 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. 1062 of 30 June 2016 on University Examinations and Grading (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 Science (MSc) in Business Administration and Information Systems, in Danish: cand.merc.(it.). The Latin title is candidatus/candidata mercaturae et informationis technologiae.

(2) This programme is governed by the Study Board for the BSc and MSc in Business Administration and Information Systems and BA in Information Management.

(3) The master's (candidatus) programme is a two-year full-time program, corresponding to 120 ECTS credits. The deadline for completing the programme is 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. The MSc in Business Administration & Information Systems is the natural progression for the BSc in Business Administration and Information Systems and the BA in Information Management from CBS. Applicants who graduate from CBS in 2016 with one of these two degrees have a legal claim to acceptance in the MSc in Business Administration & Information Systems this year.

(2) There is a general entry requirement of having an academic bachelor degree. Requirements pertaining to the two profiles, including language requirements, are listed in subsection (5) - (7), and the specific entry requirements are listed on www.cbs.dk

(3) Admission may be conditioned by the completion of specified supplementary courses.

(4) Admission may be granted to students who do not meet the requirements stated in (2), but who, based on individual assessments in each case, are deemed to possess corresponding educational qualifications, see however subsection (5) - (7). In this connection students may be required to pass supplementary tests.

(5) Admission to the study program requires that the student has completed the bachelor’s programme BSc in Business Administration and Information Systems, HA(it.), the bachelor’s programme BA in Information Management, BA(im), or another equivalent bachelor programme.

(6) Applicants who do not have one of the bachelor degrees mentioned in subsection (1), but who fulfil the specific entry requirements, can also be accepted at those two profiles if the specific entry requirements are fulfilled (together with the general entry requirements and the language requirement).

(7) English at level B is required.

Purpose

2. The purpose of the business administration and information systems master's programme is for the students to acquire competences, skills, and capabilities at an advanced level to be able to manage information and information technology in organizations.

(2) MSc in Business Administration and Information Systems enables students to analyse and manage information and information technology. Students will acquire interdisciplinary skills, competences, and capabilities that will enable them to bridge organizational functions and professional backgrounds, and to meet challenges and address problems related to information and information technology. Finally, the programme aims to qualify the student for postgraduate studies, including Ph.D. studies. After enrolment, the students can choose a profile in IT management and business economics or information management through a coherent and well-planned composition of courses, projects, and thesis within the areas specified in subsection (3) -(4).

(3) The IT Management and Business Economics (IMBE) profile has two key elements: information technology and business management. IMBE focuses on exploiting technologies to improve or generate new business models, solving complex technological organizational challenges, and align technical design with local, national, and global strategic business challenges.

(4) The Information Management (IM) profile has its key focus on information and information practice, such as information-intense collaboration, decision making and knowledge creation in organizations. The objective is to provide the students with skills, competence, and capabilities to give students competence to work with information-intense business practices, knowledge-intense collaboration, business communication, strategy development, and design of shared information environments in the digital era.

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 the programme page on CBS' website.

Content and structure

4. The below table 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 catalouge. Direct links are inserted i the below table.

Profile

(2) Students can take the program without choosing a specific profile. For these students, the general objective listed in section 2 needs to be fulfilled. In addition, students can select one of the following two profiles:

- IT Management and Business Economics (IMBE)
- Information Management (IM)

Both profiles are described in detail in section 2.

To qualify for theses profiles, students must fulfil the objectives listed in section 2 (3) or (4).

Module and semester

(3) The program is structured in four modules and four semesters:

- The first module is dedicated as a shared module with four mandatory courses.
- The second module enables the student to select among a set of limited courses
- The third module is dedicated to electives, study abroad, and internship
- The fourth module is dedicated to the Master's thesis.

First semester

(4) Common and mandatory courses at the first semester, regardless of profiles:

Work, Technology, and Management in Creative Businesses (7½ ECTS)

(5) Creative Economy Firms (CEFs) produce value, not by generating similar outputs efficiently, but by generating novel outputs more valuable than their predecessors. Information technology and management play a key role in how valuable creative outcomes are produced. By analyzing cases across industries and organizations, this course examines increasingly important industries (design, entertainment, media, pharmaceuticals) and expanding enclaves (product development, even manufacturing) within industrial firms.

Evidence based management (7½ ECTS)

(6) This course is designed to provide practical knowledge about evidence and its application to decision-making and management in general. In lieu of using generic 'best practice' as a benchmark, evidence-based practice seeks to engage managers in critical evaluation of the validity, generalizability and applicability of the available evidence. Specially, student will learn to frame organizational challenges and knowledge requirements, identify sources of evidence, gather the required data, qualify its validity, detect recurring patterns, and communicate the findings in an effective fashion.

Strategy Making in Global Environments (7½ ECTS)

(7) The objective of this course is to provide the student with an understanding of the field of corporate strategy in relation to information and IT, and provide students with tools and methodologies enabling them to take a key role in developing a global IT strategy. Where strategy for a single business focuses on the 'How', corporate strategy focuses on the 'Where'. The pedagogical model is intended to familiarize the students with issues in international business strategy, and to take the students from theory to strategy application through the use of case studies regarding multi-national enterprises (MNE's).

Big Data Management (7½ ECTS)

(8) The goal of this course is to equip students with techniques and tools for analyzing and exploiting large sets of data, and to link these to strategies for effectively managing big data in the organization. The course will explore the transformative potential of big data management in different sectors across different regions of the world. The learning activities include flipped

classroom elements and an independently chosen project. This project will take the form of a business case analysis. Students will select a case organization and investigate the transformative potential of big data management for the organization, through the utilization of contemporary big data tools and techniques.

Second semester

(9) At the second semester, students must choose four of the following six courses. Students who aim for an information management profile needs to write a project on relevant topics for the information management profile as described in section 2 (4). In addition, students with an information management profile choose three of the other five courses at this semester. Two of the three courses needs to be Advanced Strategic Information Management and Communication in Action at the Social Web"

Students who aim for an IT Management and Business Economics profile need to write a project on relevant topics for the information profile as described in section 2 (3). In addition, students with an IT Management and Business Economics profile choose three of the other five courses at this semester. Two of the three courses needs to be Internet of Things and Information Economics and Business.

Technology and Organization in a Digital World (7½ ECTS)

(10) The course will focus on different ways to describe and analyse the intersections between technology and people in organizations. The course is enabling the students to unfold how organizations are constructed and managed by technology and how social relations influence the technology's ability to contribute to a company's success.

Information Economics and Business (7½ ECTS)

(11) Economics of information and organization form the core of this course. The students will develop analytical skills and abilities to assess market developments, and thereby, improve their capabilities to engage in individual and group decision making under uncertainty and solve specific business problems. Upon completion of the course the students will be able to develop and present concrete solutions to market problems and advise firms about how to deal with information technology challenges and opportunities.

Advanced Strategic Information Management (7½ ECTS)

(12) The course will provide students with a thorough understanding of central elements in strategic information management processes and will develop competences that allow students to address strategic information issues from different theoretical perspectives at an advanced level, independently to present, apply and discuss a selected number of key concepts and analytical approaches for information strategy making and value creation, new ways to measure and make effective use of an organization's information, and methods and means to energize capabilities for innovation, organizational effectiveness and entrepreneurial development.

Internet of Things (7½ ECTS)

(13) Virtually every physical thing can also become or be part of a computer that is connected to the Internet. In business, Internet of Things can create new business models, improve business processes, and reduce costs and risks. Students will gain advanced knowledge of key theories and concepts of the Internet of Things. They will acquire specialised problem-solving skills, being able to analyse and design new business solutions based on Internet of Things technology. They shall

take responsibility to conduct design and implementation of new business solutions, and evaluate the business value.

Communication in Action on the Social Web (7½ ECTS)

(14) This course addresses classic and recent theories for the interrelation between the social world and the design and use of information and communication technologies. Theories will be related to recent practices, and the subjects of analysis will range from analogue information practices in organizations to intranets, mobile communication, and recent developments in social software practices such as (micro)blogging, wiki's, and peer-to-peer sharing.

IT project anchored in one of the courses from first semester (7½ ECTS)

(15) In the project students continue with one or more of the topics explored in first semester. The project is mandatory for student who seek an IMBE or IM profile. The project needs to be anchored in current research topics and incorporate theory and/or contribute to theory-building, problems, methodologies, and solutions. Ideally, the project is pointing forward to study relevant activities at third semester and the master thesis. The project can be artefact/ prototype oriented.

Third semester

(16) At the third semester students can choose their courses at CBS, other Danish universities, internship, or study abroad.

(17) The activities at third semester need to be in correspondence with the overall objective of the study program. Thus, there the needs to be progression in the learning curve and elements that point forward to the thesis at 4th semester.

(18) Students who aim for an information management profile need to select courses relevant for the information management profile as described in section 2(4). Students who aim for an IT Management and Business Economics profile need to select courses fulfilling the objectives described in section 2(3).

(19) The courses relevant for the two profiles needs be chosen from a list of pre-approved courses offered by the CBS MSc programmes.

(20) Other courses to fulfil the criteria for the two profiles need to approved by the study board before selecting the courses.

The thesis is a progression of study activities at the first, second, and third semester of the study program.

Fourth semester

(21) At the fourth semester, students write their master's thesis. The thesis needs to in line with the objectives listed in section 4A.

Elective courses

(22) Elective courses provide an opportunity for a progression and in-depth study of the core competence area *or* other courses that provide a broader academic orientation. They can be chosen among electives offered by the MSc programme in Business Administration and Information Systems, other programs at CBS, other Danish universities, or universities abroad.

(23) The electives' curricula may not overlap with the compulsory curriculum and enrolment must be pre-approved by the Study Board.

(24) At third semester, research, group, and company internships can be approved as electives for up to 7½ ECTS credits. The Study Board sets specific criteria for the approval of internships.The criteria are available from https://e-campus.dk/studium/studiehjemmesider/kandidat/cand.merc.it/intership

Additional specific regulations

(25) It is expected that the student can read academic texts in English. Exam papers may contain English words and sentences, and there might be appendices in English.

(26) Students admitted to the program must in their first year follow the courses offered by the programme, meeting a requirement of 60 ECTS.

(27) The Study Board may decide not to establish an elective or profile if too few students enrol for it.

Teaching format

(28) The teaching format in the programme is a mix of lectures, workshops, and supervision. Active and engaged use of new technologies, among these information and communication technologies, is essential part of the teaching format.

First year - first semester

Four mandatory courses regardless of profile.

Course	ECTS
Work, Technology, and Management in Creative Business	7.5
Evidence Based Management	7.5
Strategy Making in Global Environments	7.5
Big Data Management	7.5

First year - second semester

Students will have to choose four courses among the six courses below (30 ECTS in total).

Course	ECTS
Technology and Organization in a Digital World	7.5
Internet of Things	7.5
Communication in Action on the Social web	7.5
Information Economics and Business	7.5
IT project	7.5
Advanced Strategic Information Management	7.5

Second year - third semester

Electives and/or internship (30 ECTS in total)

Course	ECTS
Electives	30
Internship	7.5
Internship	15

Second year - fourth semester

Course	ECTS
Master's Thesis	30

Master’s thesis

4A. The master's (candidatus) thesis must document skills in applying scientific theories and methodologies to a clearly defined academic topic. As of 1 September 2016, the master’s thesis must be written in groups, see ‘About master’s theses written in groups at CBS’. The thesis must be placed at the second year of study of the master’s candidatus programme.

(2) The Programme Director, or the person the Programme Director has empowered to do so, approves the 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 November in the student’s 3rd semester – by submission of the thesis contract.

(3) The deadline for submitting the thesis is 15 May in the student’s 4th semester, and it is not possible to withdraw from the exam once the thesis contract has been approved. If the student does not submit within the deadline, the student has used one examination attempt, unless a dispensation has been granted under section 14(8).

(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 rules in subsection (4) also apply for a master’s thesis for which the student has not optained at least the grade 02, see the Grading Scale Order.

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.

First year - first semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Work, Technology, and Management in Creative Business	Written sit-in exam	7-step scale	External exam	7.5	7.5
Evidence Based Management	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Strategy Making in Global Environments	Written sit-in exam	7-step scale	External exam	7.5	7.5
Big Data Management	Oral exam based on written product	7-step scale	Internal exam	7.5	7.5

First year - second semester

Four exam (30 ECTS in total) depending on the students choice of profile.

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Technology and Organization in a Digital World	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Internet of Things	Oral exam based on written product	7-step scale	Internal exam	7.5	7.5
Communication in Action on the Social Web	Oral exam based on written product	7-step scale	Internal exam	7.5	7.5
Information, Economics and Business	Oral exam based on written product	7-step scale	Internal exam	7.5	7.5
Advanced Strategic Information Management	Oral exam based on written product	7-step scale	Internal exam	7.5	7.5
IT Project	Oral exam based on written product	7-step scale	Internal exam	7.5	7.5

Second year - third semester

Electives and/or Internship (30 ECTS in total).

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Electives	see individual course description	see individual course description	see individual course description	30	30
Internship	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Internship	Home assignment - written product	7-step scale	Internal exam	15	15

Second year - fourth semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
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. The following courses have compulsory assignments or requirements about active class participation, see section 13. Further specifications and regulations are listed in the relevant course description in the online course catalogue, see the below link(s).

Course	Number of mandatory activities
Strategy Making in Global Environments	5
Big Data Management	2

Body of external examiners

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

Pass requirements

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

(2) In order to pass a combined examination consisting of several partial examinations, the grade of the individual partial examinations must be ‘00’ as a minimum.

IMBE - Mannheim

8. As a student in the Master of Science in Business Administration & Information Systems programme with a IMBE profile you are eligible to apply for the double degree arrangement between Copenhagen Business School and The University of Mannheim Business School in Germany. For further information, see www.cbs.dk.

9-10. (not in use)

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).

Registration for and withdrawal from courses and exams

14. The student is obliged to make the annual registration for the coming year of study, see section 7(1) in the University Programme Order. For students enrolled in September, this must be done during the month of April; and for students enrolled in February, this must be done during the month of November. On the basis of this registration, CBS will register the student for the 60 ECTS comprising this year of study, and in addition to this CBS will make a semestrial registration for the student to any not completed courses from previous years of study.

(2) The students register for electives via the Self Service. Students not registered for mandatory courses and electives for a total of minimum 60 ECTS in a year of study, must register for electives, including summer school courses, corresponding to the lacking ECTS in the coming year of study, resulting in the student being registered for a minimum of 60 ECTS in the coming year of study.

(3) In a withdrawal period, the students can withdraw from courses they are registered for if the registration made under subsection (1) is more than 60 ECTS for a year of study/ 30 ECTS for a semester, so that the individual student is registered for a total of 60 ECTS for a year of study/30 ECTS for a semester. There is a withdrawal period before both the spring semester and the autumn semester.

(4) Failure to make the annual registration, see subsection (1), will result in the student being deregistered from the programme, under section 18(5) of Ministerial Order no. 258 of 18 March 2015 on Admission and Enrolment on Master's (Candidatus) Programmes at Universities (Kandidatadgangsbekendtgørelsen).

(5) The student can be deregistered from one or more courses or course elements where 1) the students is an elite athlete, or where 2) there are special circumstances, including impairment, and where the student will be unable to fulfil the registration requirement, or where 3) the student is an entrepreneur, see section 18, or where 4) the student is the chairperson of a voluntary organisation under *Dansk Ungdoms Fællesråd (DUF)* and where the student will be unable to fulfil the registration requirement. Deadlines for submitting dispensation applications are determined on the student intranet.

(6) 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. For certain electives the selection is not made by lot, but on the basis of a motivational essay; this will be stated on list with the offered electives on cbs.dk.

(7) Students are automatically registered for an examination or examinations when they are registered for a course or course element with which one or more examinations are associated. Withdrawal from the ordinary exam (1st examination attempt) is not possible, and students have used an examination attempt, see section 27(1), unless an exemption has been granted pursuant to subsection (8). 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 (8).

(8) The university may grant exemptions from the rules set out in subsection (7) where 1) the students is an elite athlete, or where 2) there are special circumstances, including impairment, or where 3) the student is an entrepreneur, see section 18, or where 4) the student is the chairperson of a voluntary organisation under *Dansk Ungdoms Fællesråd (DUF)*, see the University Programme Order. Deadlines for submitting dispensation applications are determined on the student intranet.

Re-exams

15. Students are automatically registered for the re-exam (2nd and 3rd examination attempt) when the student has not passed the exam in question. Within a deadline, the student can withdraw from a re-exam (2nd and 3rd examination attempt), see subsection (5). However, it is not possible to withdraw from the 2nd and 3rd examination attempt as regards the master's thesis. If the student has not withdrawn within the deadline, the student has used and examination attempt, see section 27(1).

(2) On programmes with two annual examination periods (semester examinations), students who have not passed an ordinary examination are automatically registered for the re-exam (2nd examination attempt) in the same examination period or immediately thereafter.

(3) On programmes with more examination periods than in subsection (2), students who have not passed an ordinary examination are automatically registered for the re-exam (2nd examination attempt), which will be held as soon as possible; however, no later than six months after the ordinary examination.

(4) The rules on automatic registration for a re-exam (2nd examination attempt) are dispensed with if the student is not offered the opportunity to fulfil the requirements laid down pursuant to section 13(1) and (3) before the second examination attempt is held. The student is registered for the next examination attempt as soon as possible.

(5) The deadline for withdrawal from an examination is 1 month before the start of the examination in question. However, a student who awaits an assessment is exempt from this deadline as regards the re-exam of the course in question.

(6) For the requirements regarding documentation etc. concerning illness during an examination are laid down reference is made to CBS' rules regarding illness in connection with an examination. Attention must be paid to the documentation deadline stated in those rules.

(7) Re-exams are subject to the learning objectives of the ordinary examination of the examination in question.

(8) Re-exams are conducted according to the examination regulations of the ordinary examination of the examination in question, except when:

1. the examination regulations for the examination in question explicitly contain differing provisions for the re-exam, or
2. it is a written examination and the number of registered candidates for the re-exam warrants that it may most appropriately be held as an oral examination.

(9) It is not possible to determine another examination form for the re-exam of the master's thesis.

Study activity requirement

16. The student must pass minimum 30 ECTS each year of study in order to be able to continue the programme (study activity requirement). The student must have three examination attempts, see section 27(1), in the courses or course elements that are included in the study activity requirement.

(2) The Director of the Study Administration may grant an exemption from the study activity requirement, see subsection (1), if the student is an elite athlete or if there are special circumstances, including impairment.

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

17. If an extraordinary re-examination is arranged or offered in accordance with section 21 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 complaints about the exam), the re-examination is subject to the learning objectives of the ordinary examination of the examination in question.

(2) Examinations under subsection 1 can be conducted in accordance with the regulations of the re-exam if the examination is an offer of an extraordinary re-exam.

Entrepreneurs

18. Students who are entrepreneurs in parallel with their studies must document that they are either self-employed with a turnover and productive assets or are part of an entrepreneurial environment, e.g. university incubators and regional growth environments, cf. section 8 (2) of the University Programme Order.

(2) Students who have a registered CVR number or are able to document that they have been enrolled in one of the programmes who are offered by Copenhagen School of Entrepreneurship (CSE) or the like are considered entrepreneurs in pursuance of subsection (1). The student must follow the registered entrepreneurship programme in accordance with the continuous requirements of the programme.

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 size
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 stated in the course description if the students can choose to take the examination as an individual examination instead. 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) Upon digital submission the student declares that the submitted product complies with the rules for good academic conduct, form requirements and maximum size, via a digital 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 24(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.

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 6 weeks after the project/thesis has been submitted.

(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.

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 university may, when warranted by special circumstances, grant exemptions from those rules in the programme regulations which are solely laid down by the university.

(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. In special cases, the chair of the study board may approve changes to the study board’s decisions about pre-approved credit transfer.

(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 7 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 or foreign 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 on the programme in September 2016 or later, and for students who are transferred to these Programme Regulations, see section 42(1).

(2) The 2015 Programme Regulations are repealed as of 1 September 2016.

42. Students who began their studies under the 2015 Programme Regulations or according to the transition regulations in those regulations were transferred to the 2015 regulations are transferred to these 2016 Programme Regulations and shall complete the remainder of their studies under these Programme Regulations, see however subsection (2).

(2) 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.

(3) The deadline for submitting the thesis contract stated in section 4A only extends to students enrolled on 1 September 2014 or later.

(4) Students enrolled before 1 September 2014 can choose to write the master’s thesis alone.