BLC - Master of Science (MSc) in Business, Language and Culture

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, Language and Culture*, in Danish *cand.merc. i international erhvervsøkonomi, sprog og kultur* (candidatus/candidata mercaturae), abbreviated *cand.merc.int*.

(2) This programme is governed by The Study Board for BSc and MSc in Business, Language and Culture.

(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. In order to be able to commence the master's programme in Business, Language and Culture the students must have obtained the bachelor degree BSc in Business, Language and Culture (BLC) or BSc in Business, Asian Language and Culture (ASP).

(2) Students that hold one of the bachelor degrees mention in section (1) have a legal claim to be accepted when the enrollment is made directly after graduation and the bachelor degree is given by CBS even when there is limited seats available.

(3) The university can approve that students with different bachelor degrees than the ones mentioned in section 1 or similar can be admitted to the master's programme if the university finds that the degrees in question render the same academic prerequisites as the bachelor's programme mentioned in subsection 1. Admission may be conditioned by the completion of specified supplementary courses. See specific admission requirements on www.cbs.dk/graduateadmission.

(4) The student must be able to document English language proficiency at the Danish A level or equivalent as a minimum, see www.cbs.dk/graduateadmission

(5) To be eligible for admission, applicants must demonstrate skills in one of the following second foreign languages, Chinese, French, German, Japanese or Spanish, see also www.cbs.dk/graduateadmission.

(6) Information on the application process, including deadlines, is available at www.cbs.dk/graduateadmission.

Purpose

2. The Master of Science in Business, Language and Culture is an intensive international graduate programme taught in English. Its objective is to give students a comprehensive and research based set of analytical and communicative skills that enable the graduate to handle complex issues and problems in global, or intercultural organisational contexts. The programme seeks to combine the critical and in-depth analysis of organizational and managerial complexity, with a comprehensive understanding of regional and cultural contexts. The programme trains students to critically investigate theories and practices of international business and management from an interdisciplinary vantage point that brings together insights and methods from the social and human sciences. Further, as language skills are seen as key to manage, organize and strategize in an international context, students will be required to demonstrate an advanced proficiency in two languages: English and a second foreign language (French, German, Spanish, Chinese or Japanese). The second language skills may be acquired through courses offered at CBS and/or at an institution in the country where the language is spoken.

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 for Business and Development Studies and Diversity and Change Management respectively.

Content and structure

4. The programme offers two concentrations: Business and Development Studies, and Diversity and Change Management. Each concentration builds upon 6 mandatory core courses of 7.5 ECTS credits that map out the thematic terrain and establish a conceptual framework that enables the student to combine and integrate the academic fields and disciplines of the programme. These core courses are complemented with regional track courses that allow students to specialize in a region of their choice. This regional specialization can be further deepened during the third semester, where students have the opportunity to go abroad to study or do internships in the region. Also the thesis can be regionally focused.

(2) Both concentrations are taught in English, except for the regional track courses in the second language. It is mandatory for students specializing in French, German and Spanish to take at least 7.5 ECTS credits in their second language. There is also a possibility to do second language courses in French, German and Spanish as well as Chinese and Japanese during exchange in the third semester; in all students specializing in French, German and Spanish can get up to 37.5 ECTS credits of second language courses while students specializing in Chinese and Japanese can get up to 30 ECTS credits of second language courses.

(3) Methods will be implemented in the syllabus of the mandatory core courses. Exercises reflecting method components will be included in each course, and the exam form will reflect the method components.

(4) The programme will be structured as follows for students with French, German and Spanish: four mandatory core courses during the first semester; in the second semester two mandatory core courses and two regional track courses where one must be in the second language; in the third semester electives, exchange or internship; and the fourth semester, thesis writing. For students with

Chinese and Japanese, the programme is structured in the same manner, except that there is no requirement to do a regional track course in the second language during the second semester.

1st semester – Introducing the concentrations' key questions, theories and methods

(5) The first semester consists of four mandatory courses that introduce the key questions, theories and methodologies of the two concentrations. These courses will form the basis for the subsequent semesters' specialization.

2nd semester – core courses and regional track courses

(6) The second semester will offer two types of courses, concentration specific core courses and regional track courses.

(7) The core courses offer progression from the first semester and are focused on application of theoretical and methodological tools build during the first semester.

(8) Students have the option to specialize in a region of their choice, partly by choosing regional track courses during the second semester, partly by going abroad to the region during the third semester. The regional track courses focus on Latin America, Africa, Europe and Asia/China and are offered jointly by the two concentrations. There are two types of regional track courses, regional track courses taught in English and regional track courses taught in a second language. The regional track courses take up various contemporary issues related to business and management in the region. Regional track courses taught in the second language will be offered as courses in French, German or Spanish.

3rd semester

(9) On the 3rd semester the student can go on exchange and must bring home 30 ECTS credits from the host university. These ECTS can either be obtained by taking courses within the topical areas of the two concentrations or by taking language courses in the student's second language, or any combination of those. Another option is to do an internship, where one can obtain from 7.5 ECTS credits to 22,5 ECTS credits. If the student wishes to do an internship, there are two options for getting ECTS credits: "Internship A" of either 7.5, 15 or 22.5 ECTS credits where the student write a report in English based on the internship experience; and "Internship B" of 7.5 ECTS credits where students based on a synopsis are tested for their second language communication skills. Lastly the student can choose to do 30 ECTS credits of elective courses at CBS. See also section 4C.

4th semester

(10) Thesis writing concludes the specialization within the concentration. The thesis is a 80-120 page academic paper (depending on the number of students writing it) that analyses a problem related to the focus of the concentration. The problem analysed is defined by the student in collaboration with a supervisor from CBS. The thesis can be used to further deepen the regional specialization that the student may have chosen and is often written in collaboration with a firm or an organization.

Diversity and Change Management:

4A. This concentration consists of a mandatory integrated package of first year courses that provides students with theoretical and practical perspectives on the intercultural, global and complex dimensions of management and international business, as well as with an interdisciplinary

and in-depth understanding of diversity, change, leading, managing and organising in global and complex organisations.

(2) The tables below list the structure of the programme and the ECTS credits of the individual courses. The course descriptions are available in the online course catalogue. Direct links are inserted in the below tables.

1st Semester

Mandatory Courses

Course	ECTS
Diversity Management – Diversity, Gender and Equality in Organisations	7.5
Organisational Change	7.5
Managing in Global Workplaces	7.5
Leading and Managing Intercultural Projects	7.5

2nd Semester

Mandatory Courses

Course	ECTS
Leading Complex Organizations	7.5
Managing Organizational Change in Global Organizations	7.5

Regional Track Courses

Course	ECTS
Innovation in Flux: An Asian Perspective on Innovation	7.5
Leading and Managing in Latin America	7.5
Globalization and Organizations	7.5
The EU as a Global Actor	7.5
Managing Development Intervention in Sub-Saharan Africa	7.5

*Students must choose one of these Regional Track Courses.

Regional Track Courses with Language

Course	ECTS
Business and Social Responsibility in Two Francophone Countries	7.5
Competition Policy and Competition Law in Europe	7.5
Business Strategies in Latin America and the Caribbean	7.5
Institutions and Business Strategy in the Chinese Context	7.5

* These courses are taught in French, German, Spanish (for students studying these languages), and English (for students with Chinese and Japanese). Students must do one of these courses according to their choice of language.

3rd Semester

Course	ECTS
Electives and/or internship	30

4th Semester

Course	ECTS
Master's Thesis	30

Business and Development Studies:

4B. This concentration consists of a mandatory integrated package of first year courses that provides students with an interdisciplinary and in-depth introduction to international business and intercultural management issues from a development perspective, including an understanding of development and business strategies, international development cooperation, and foreign direct investment in developing countries.

(2) The tables below list the structure of the programme and the ECTS credits of the individual courses. The course descriptions are available in the online course catalogue. Direct links are inserted in the below tables.

1st Semester

Mandatory Courses

Course	ECTS
Business strategy in Developing Countries and Emerging Markets	7.5
International Business and Economic Development	7.5
CSR - A Path to Sustainable Development?	7.5
Governance and Development	7.5

2nd Semester

Mandatory Courses

Course	ECTS
Entrepreneurship for Development	7.5
Managing Foreign Direct Investment Projects in Developing Countries and Emerging Markets	7.5

Regional Track Courses

Course	ECTS
Innovation in Flux: An Asian Perspective on Innovation	7.5
Leading and Managing in Latin America	7.5
Globalization and Organizations	7.5
The EU as a Global Actor	7.5
Managing Development Intervention in Sub-Saharan Africa	7.5

*Students must choose one of these Regional Track Courses.

Regional Track Courses with Language

Course	ECTS
Business and Social Responsibility in Two Francophone Countries	7.5
Competition Policy and Competition Law in Europe	7.5
Business Strategies in Latin America and the Caribbean	7.5
Institutions and Business Strategy in the Chinese Context	7.5

* These courses are taught in French, German, Spanish (for students studying these languages), and English (for students with Chinese and Japanese). Students must do one of these courses according to their choice of language.

3rd Semester

Course	ECTS
Electives and/or internship	30

4th Semester

Course	ECTS
Master's Thesis	30

Elective courses/internship

4C. The block of electives comprises courses that can be chosen within or outside the competence area of the concentration. They may include courses that provide an opportunity for in-depth study of the core competence area or other courses that provide a broader academic orientation within the social sciences and business administration.

(2) Elective courses can be chosen among electives offered by the MSc programme in Business, Language and Culture or by other graduate programmes at CBS, by other Danish universities or by CBS partner Universities abroad.

(3) Students can only choose courses taught in English or in their second language: French, German, Spanish, Chinese or Japanese.

(4) Electives from other universities than CBS or from abroad must be pre-approved by the Study Board.

(5) All electives must be on graduate or master level.

(6) Internships can be approved as electives for up to 22,5 ECTS credits. The Study board sets specific criteria for the approval of internship, which is to be found on my.cbs.dk.

(7) The Study Board issues a list on the Programme web page showing the courses offered by our own Programme.

(8) The decision about which courses will be available is based on the number of registered students, the academic profile of the programme and the resources allocated. The Study Board determines the number of hours of direct teaching offered for each course.

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
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
Internship	Oral exam based on written product	7-step scale	Internal exam	22.5	22.5
Internship B (Language)	Oral exam based on written product 50% Oral exam based on written product 50%	7-step scale 7-step scale	Internal exam Internal exam	7.5	7.5

Master’s thesis

4D. 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.

(6) The purpose of the thesis is to develop and assess the student's ability to engage in in-depth studies and independently describe, analyse and process a complex issue using relevant scientific theories and methods.

(7) The subject of the thesis has to be a defined international and/or intercultural issue relevant to companies and organizations. The thesis accounts for a half year of study corresponding to 30 ECTS credits.

(8)The research question for the Master’s thesis must be approved prior to receiving supervision. At the same time, a deadline for handing in the thesis must be set together with a plan for the supervision. Further reference can be found in Guidelines on submission deadlines for Master's theses at CBS.

(9) The Study Board determines the detailed regulations regarding the Master’s thesis including guidance from the study guide, learning objectives, as well as hours of individual supervision, in a manual, that is to be found on MScBLC study Home page on my.cbs.dk under Master Thesis.

(10) A workshop is conducted to support the students’ thesis writing process.

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.

Diversity and Change Management:

1st Semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Organisational Change and Diversity Management	Oral exam based on written product	7-step scale	Internal exam	15	15
Managing in Global workplaces	Home assignment - written product	7-step scale	External exam	7.5	7.5
Leading and Managing Intercultural Projects	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
Leading complex organisations	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Managing Organizational Change in Global Organizations	Oral exam based on written product	7-step scale	External exam	7.5	7.5

Regional Track Courses

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Innovation in Flux: An Asian Perspective on Innovation	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Leading and Managing in Latin America	Written sit-in exam	7-step scale	Internal exam	7.5	7.5
Managing Development Intervention in Sub-Saharan Africa	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
The EU as a Global Actor	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Globalization and Organizations	Home assignment - written product	7-step scale	Internal exam	7.5	7.5

*Students must choose one of these Regional Track Courses.

Regional Track Courses with Language

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Business and Social Responsibility in Two Francophone Countries	Oral exam based on written product 50% Oral exam based on written product 50%	7-step scale 7-step scale	Internal exam Internal exam	7.5	7.5
Competition Policy and Competition Law in Europe	Oral exam based on written product 50% Oral exam based on written product 50%	7-step scale 7-step scale	Internal exam Internal exam	7.5	7.5
Business Strategies in Latin America and the Caribbean	Oral exam based on written product 50% Oral exam based on written product 50%	7-step scale 7-step scale	Internal exam Internal exam	7.5	7.5
Institutions and Business Strategy in the Chinese Context	Oral exam based on written product 50% Oral exam based on written product 50%	7-step scale 7-step scale	Internal exam Internal exam	7.5	7.5

* These courses are taught in French, German, Spanish (for students studying these languages), and English (for students with Chinese and Japanese). Students must do one of these courses according to their choice of language.

3rd Semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Electives	Consult individual course description	Consult individual course description	Consult individual course description	30	30

Internship - optional

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
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
Internship	Oral exam based on written product	7-step scale	Internal exam	22.5	22.5
Internship B (Language)	Oral exam based on written product 50% Oral exam based on written product 50%	7-step scale 7-step scale	Internal exam Internal exam	7.5	7.5

4th 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

Business and Development Studies:

1st Semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Business Strategy in Developing Countries and Emerging Markets	Written sit-in exam	7-step scale	Internal exam	7.5	7.5
International Business and Economic Development	Oral exam based on written product	7-step scale	External exam	7.5	7.5
CSR - A Path to Sustainable Development	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Governance and Development	Written sit-in exam	7-step scale	Internal exam	7.5	7.5

2nd Semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Entrepreneurship for Development	Home assignment - written product	7-step scale	External exam	7.5	7.5
Managing Foreign Direct Investment Projects in Developing Countries and Emerging Markets	Oral exam based on written product	7-step scale	Internal exam	7.5	7.5

Regional Track Courses

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Innovation in Flux: An Asian Perspective on Innovation	Home assignment - written product	7-step scale	Internal exam	7.5	7.5

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Leading and Managing in Latin America	Written sit-in exam	7-step scale	Internal exam	7.5	7.5
The EU as a Global Actor	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Managing Development Intervention in Sub-Saharan Africa	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Globalization and Organizations	Home assignment - written product	7-step scale	Internal exam	7.5	7.5

*Students must choose one of these Regional Track Courses.

Regional Track Courses with Language

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Business and Social Responsibility in Two Francophone Countries	Oral exam based on written product 50% Oral exam based on written product 50%	7-step scale 7-step scale	Internal exam Internal exam	7.5	7.5
Competition Policy and Competition Law in Europe	Oral exam based on written product 50% Oral exam based on written product 50%	7-step scale 7-step scale	Internal exam Internal exam	7.5	7.5
Business Strategies in Latin America and the Caribbean	Oral exam based on written product 50% Oral exam based on written product 50%	7-step scale 7-step scale	Internal exam Internal exam	7.5	7.5
Institutions and Business Strategy in the Chinese Context	Oral exam based on written product 50% Oral exam based on written product 50%	7-step scale 7-step scale	Internal exam Internal exam	7.5	7.5

* These courses are taught in French, German, Spanish (for students studying these languages), and English (for students with Chinese and Japanese). Students must do one of these courses according to their choice of language.

3rd Semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Electives	Consult individual course description	Consult individual course description	Consult individual course description	30	30

Internship - optional

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
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
Internship	Oral exam based on written product	7-step scale	Internal exam	22.5	22.5
Internship B (Language)	Oral exam based on written product 50% Oral exam based on written product 50%	7-step scale 7-step scale	Internal exam Internal exam	7.5	7.5

4th 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).

Diversity and Change Management:

Course	Number of mandatory activities
Organisational Change	1
Diversity Management – Diversity, Gender and Equality in Organisations	1
Managing in Global Workplaces	1

Business and Development Studies:

Course	Number of mandatory activities
Business strategy in Developing Countries and Emerging Markets	2

Track Courses

Course	Number of mandatory activities
Innovation in Flux: An Asian Perspective on Innovation	1

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 '02' as a minimum.

Additional programme-specific regulations

8. In their first year Students must follow the full programme offered at the concentration, meeting a requirement of 60 ECTS.

(2) Students are only required to take one regional track course with second languages, constituting 7.5 ECTS credits, if their second language is French, German or Spanish. However, these students can get up to 37.5 ECTS credits in the second language by complementing MSc BLC's regional track course in the second language with electives and internships abroad. Students with Chinese and Japanese can only get up to 30 ECTS credits of courses in their second language in their 3rd semester with electives (abroad) and internships.

(3) The Study board can decide to reduce the number of Regional Track Courses taught in English if the number of students registered a particular course is too low.

CEMS Master's in International Management (MIM)

9. MSc in Business, Language and Culture programme students are eligible to apply for the CEMS MIM double degree programme. The aim of the CEMS MIM programme is to increase the knowledge and understanding of fundamental issues of international management. The programme is designed to build a bridge between theory and practice. CEMS MIM enables the student to study international management in an international and intercultural environment, as the CEMS student cohort is a mix of CBS students, as well as exchange students from the CEMS partner schools.

(2) CEMS MIM is a one year programme which the student follows in combination with its MSc degree from CBS - if the student is selected. The CEMS Master takes place in the second year of the studies in the third and fourth semester. The programme is flexible in relation to course selection as CEMS MIM offers the student a range of electives in a number of different areas. At the end of the studies, the student will obtain a MSc degree from Copenhagen Business School as well as the CEMS Master's in International Management degree.

(3) For more information, see the CEMS pages on cbs.dk. Information about the application procedure, including the deadline and the selection criteria, is available on the CEMS admission page.

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, see however section 42(2).

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, so that the 2016 Programme Regulations are effective for the remainder of the programme, see however subsection (2).

(2) Students covered by subsection (1) who have not yet passed the exams in the courses CSR Practices in Germany and/or Business strategy in Developing Countries and Emerging Markets (which has two partial exams) shall take these exams under the 2015 Programme Regulations. These exams are offered for the last time in the academic year 2016/17.

43. 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 shall complete their studies under the 2014 Programme Regulations, including the 2014/2015 version of the course catalogue (see section 5 of the 2014 Programme Regulations), see however subsection (2).

(2) For students covered by subsection (1), section 4D and parts 2-3 of these 2016 Programme Regulations apply as of 1 September 2016.

(3) The individual exams under the 2014 Programme Regulations are offered for the last time 16 months after the end of the teaching of the individual course.

44. Students who began their studies under programme regulations of an earlier date than 2014 and who have not been transferred to later programme regulations are covered by these Programme Regulations for the remainder of the programme, see however subsections (2)-(3).

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

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

(4) Students covered by subsection (1) must complete the programme no later than 5 years after commencement. The Study Board may grant an exemption from this provision if warranted by extraordinary circumstances. Periods of leave are not included in the calculation of the duration requirement.