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

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. 111 of 30 January 2017 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 Arts (MA) in International Business Communication. The Danish/Latin title is cand.ling.merc. (candidatus/candidata linguae mercantilis).

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

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

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

Admission requirements and qualifying degrees

1A. The CBS bachelor degree(s) *Bachelor of Arts* (BA) *in English and Organizational CommunicationandBachelor of Arts* (BA) *in European Business* with English as a foreign language give the right to admission to the MA in International Business Communication programme immediately after the completion of the bachelor programme, even if there are a limited number of places offered.

(2) The following bachelor degrees also give access to admission to this programme, see however subsections (4) and (6):

- BA i Interkulturel Markedskommunikation (BA IMK) with English (CBS)
- BA i International Virksomhedskommunikation (BA IVK) with American Studies/European Studies and English (CBS)
- BA in Marketing and Management Communication (AU)
- BA i International Virksomhedskommunikation (BA IVK) i Engelsk og kommunikation (AU)
- BA i International Virksomhedskommunikation (BA IVK) i Engelsk og Fransk (AU)
- BA i International Virksomhedskommunikation (BA IVK) i Engelsk og Spansk (AU)
- BA i International Virksomhedskommunikation (BA IVK) i Engelsk og Tysk (AU)
- BA i International Virksomhedskommunikation (BA IVK) i Engelsk med "Organisation og ledelse" (AAU)
- BA i International Virksomhedskommunikation (BA IVK) - Engelsk og kommunikation (SDU - Slagelse)

- BA i International Virksomhedskommunikation (BA IVK) - Engelsk og international marketing (SDU)
- BA i International Virksomhedskommunikation (BA IVK) - Engelsk og Spansk (SDU)
- BA i International Virksomhedskommunikation (BA IVK) - Engelsk og Tysk (SDU)
- BA i International Virksomhedskommunikation (BA IVK) - Engelsk og medier (SDU)

(3) Admission to the MA in International Business Communication programme requires a relevant bachelor degree or other relevant Danish or foreign degree at the same level. During the education the applicant must have covered the following academic disciplines to a sufficient degree on an overall, individual assessment:

- 30 ECTS-points in the English language as an area of studies
- 15 ECTS-points in total within minimum two out of the following three areas must be covered: Organisation/Management, Communication, Marketing.

(4) The requirements for language skills are available on CBS' homepage: cbs.dk/graduateadmission.

(5) Standard assessments of a number of degrees from CBS or other universities are available on cbs.dk/graduateadmission.

(6) In the event that there are more applicants who fulfil the admission requirements than there are places offered at this programme, the selection shall be made according to criteria laid down in advance and published on cbs.dk/graduateadmission.

(7) Available at cbs.dk/graduateadmission are the application and admission procedures, including deadlines, as well as information about the date when the offer or the rejection of a place of study is made and about the requirement to accept a place of study.

Purpose

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

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

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

(4) The MA IBC programme thus qualifies the graduates to navigate in a global knowledge society and integrates these competences with professional English on the analytical as well as the

implementation level to ensure the quality of the English-language communication of the organization/business.

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

Competency profile

3. The Study Board has developed a competency profile, which describes the expected learning outcomes of this degree programme. It is available on the programme pages on CBS' website: MA in IBC - Intercultural Marketing (ICM) and MA in IBC - Multicultural Communication in Organisations (MCO).

Content and structure

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

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

***Intercultural Marketing* (ICM)**

The overall aim of this concentration is that the graduate

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

***Multicultural Communication in Organisations* (MCO)**

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

The overall aim of this concentration is that the graduate

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

(2) The language of instruction and exam is English.

(3) The whole programme contains 8 courses of 7.5 ECTS, 60 ECTS in all, electives (30 ECTS) and Thesis (30 ECTS).

(4) Each concentration comprises two compulsory concentration specific courses, three compulsory common core courses, and three optional courses (out of a choice of a number of specified first semester MA IBC courses, different from electives).

(5) The courses in the concentration-specific block and the common core block, totalling 60 ECTS, are taken in the 1st and 2nd semesters. The elective courses, totalling 30 ECTS, are taken in the 3rd semester. An internship can replace a given number of ECTS points (normally 15 ECTS) in the electives block, see section about internships or read more at my.cbs.dk. The Master's thesis, which carries 30 ECTS, is the final component of the programme and is thus normally written during the 4th semester.

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

Structure of the Intercultural Marketing (ICM) concentration

1st semester - students must choose three out of these five courses:

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

At first semester students have one common course:

Course	ECTS
Communication Management	7.5

2nd semester

Course	ECTS
Business to Business Sales and Relations Management	7.5
Consumer Culture and Communication	7.5
International Business Negotiation	7.5
Project in International Business Communication	7.5

Structure of the Multiculturel Communication in Organisations (MCO) concentration

1st semester - students must choose three out of these five courses:

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

At first semester students have one common course:

Course	ECTS
Communication Management	7.5

2nd semester

Course	ECTS
Organisational Communication II: Cultures and Identities	7.5
International Business Negotiation	7.5
Project in International Business Communication	7.5
Knowledge Management	7.5

3rd semester (both concentrations)

Course	ECTS
Electives	30

Course	ECTS

4th semester - Intercultural Marketing (ICM) concentration

Course	ECTS
Master's Thesis	30

4th semester - Multiculturel Communication in Organisations (MCO) concentration

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. 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 obtained at least the grade 02, see the Grading Scale Order.

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

(7) Learning objectives and exam form

The Master’s thesis shall document the student(s)’s skills in applying scientific method and theory in the work with a delimited academic problem as well as the student(s)’s ability for academic concentration. For further information, see the course description, via link i section 5.

(8) Topic

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

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

(9) Supervision

In the period when the Master’s thesis is written, students are entitled to supervision to a stipulated extent (see the student intranet).

Examinations

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

Examinations for Intercultural Marketing (ICM) and Multicultural Communication in Organisation (MCO) concentrations

At the 1st semester 'Communication Management' is obligatory for all students. Besides this, students have three out the five other examinations depending on which courses the student choses when enrolled.

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

Examinations for Intercultural Marketing (ICM) concentration

2nd semester

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

Examinations for Multicultural Communication in Organisations (MCO) concentration

2nd semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Knowledge Management	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Organizational Communication II: Cultures and Identities	Oral exam	7-step scale	External exam	7.5	7.5
International Business Negotiation	Home assignment - written product	7-step scale	Internal exam	7.5	7.5
Project in International Business Communication	Oral exam based on written product	7-step scale	External exam	7.5	7.5

3rd semester (both concentrations)

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

4th semester - Intercultural Marketing (ICM) concentration

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

4th semester - Multicultural Communication in Organisations (MCO) concentration

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

Body of external examiners

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

Pass requirements

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

Elective courses/internship

8. The block of elective courses comprises 30 ECTS points. The elective courses may be chosen among the courses offered within or adjacent to the academic area of the MA Programme in

International Business Communication. The purpose of the elective courses is to offer students the possibility of individual specialization within the general guidelines and aims of the programme in order that they may strengthen their personal competence profiles and add to their professional competence and employability.

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

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

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

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

Project based internship

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

(2) Learning Objectives

The objective of the project based internship is through practical work inside an organization to give students an insight into and experience of problems facing organizations so that in an experience-based report the students will reflect on these problems on the basis of the theoretical and methodological content of the MAIBC programme. Further information may be found in the course description.

(3) Contents of the Report

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

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Internship	Home assignment - written product	7-step scale	Internal exam	15	15

Teaching formats

10. Case-based teaching and learning.

TheMA IBC programme involves the use of different media as an increasingly central element in the reality of university students. Therefore, these media are considered a natural supplement to other didactic practices and methods. The MA IBC programme offers a 'blended learning' environment, where classroom lessons, lectures, and case studies are part of the teaching and

learning environment. In order to support collaboration, peer work and active student participation in class activities are required.

(2) Mission

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

(3) Vision

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

(4) Strategy

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

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

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

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

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

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

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

Examination language

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

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

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

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

Prerequisites for participating in the exam: compulsory assignments and requirements about active class participation

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

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

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

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 registration period which is placed in April; and for students enrolled in February, this must be done during the registration period which is placed in 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. 111 of 30 January 2017 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 extraordinary 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 the 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 extraordinary 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 university may grant an exemption from the study activity requirement, see subsection (1), if the student is an elite athlete or if there are extraordinary 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. See 'Individualisation of group papers etc.' in the study administrative rules (SAR).

(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 Science and 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 extraordinary circumstances. The question of academic aptitude may not be included when assessing whether extraordinary 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 extraordinary 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 Science and 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 Science and Higher Education when the complaint is concerned with an error of

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

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

Complaints about the teaching etc.

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

Commencement and transition regulations

41. These Programme Regulations are effective for students enrolled in the programme in September 2017 or later, and for students who are transferred to these Programme Regulations, see section 42(1).

(2) The 2016 Programme Regulations are repealed as of 1 September 2017.

42. Students who began their studies under the 2016 Programme Regulations or according to the transition regulations in those regulations were transferred to the 2016 regulations are transferred to these 2017 Programme Regulations, so that the 2017 Programme Regulations are effective for the remainder of the programme, see however section 43.

(2) Students covered by subsection (1) who have not yet passed the 1st semester course ‘English Proficiency Management’ must take the exam under the new name: ‘Communication Management’.

(3) Students covered by subsection (1) who have not yet passed the 2nd semester course ‘Project in Intercultural Marketing’ or ‘Project in Multicultural Communication in Organizations’ must take this exam under the new name: ’Project in International Business Communication’;

(4) Students covered by subsection (1) who have not yet passed the 2nd semester course ‘Knowledge Work Within and Between Organizations’ must take the exam under the new name: ‘Knowledge Management’.

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

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