

University of Southern Denmark (Sønderborg)

**M.Sc. (Master) in
Business Relationship Management
(BRM)**



2007 – 2008
(Starting 1 September 2007)

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1. Introducing the BRM study

Competence profile

The study provides a frame of reference that enables the student to be able to see the value creation of company in a broader perspective, from subsupplier to end user. The interaction between the individual players in the supply chain (subsupplier, producer, customer/distributor, end user) will be considered in great detail.

Departing in the management of customer and supplier relations the Master of Science programme aims at giving the students competencies to solve problems within Business-to-Business Marketing, Supply Chain Management and International Marketing Management. These subjects are also the core subjects in the study programme.

In the light of an increasing global competition the aim of the International Master of Science programme (specializing in management of the relations between customer and supplier) is to qualify the students to solve problems in Business-to-Business Marketing, Supply Chain Management and International Marketing Management. Therefore, these three courses are the compulsory courses of the study.

A special feature of the study programme is the student's close interaction with the companies in the region. This means that the student will be closely affiliated with a specific company during the study, and the student can select a company internship for the third semester.

Course structure

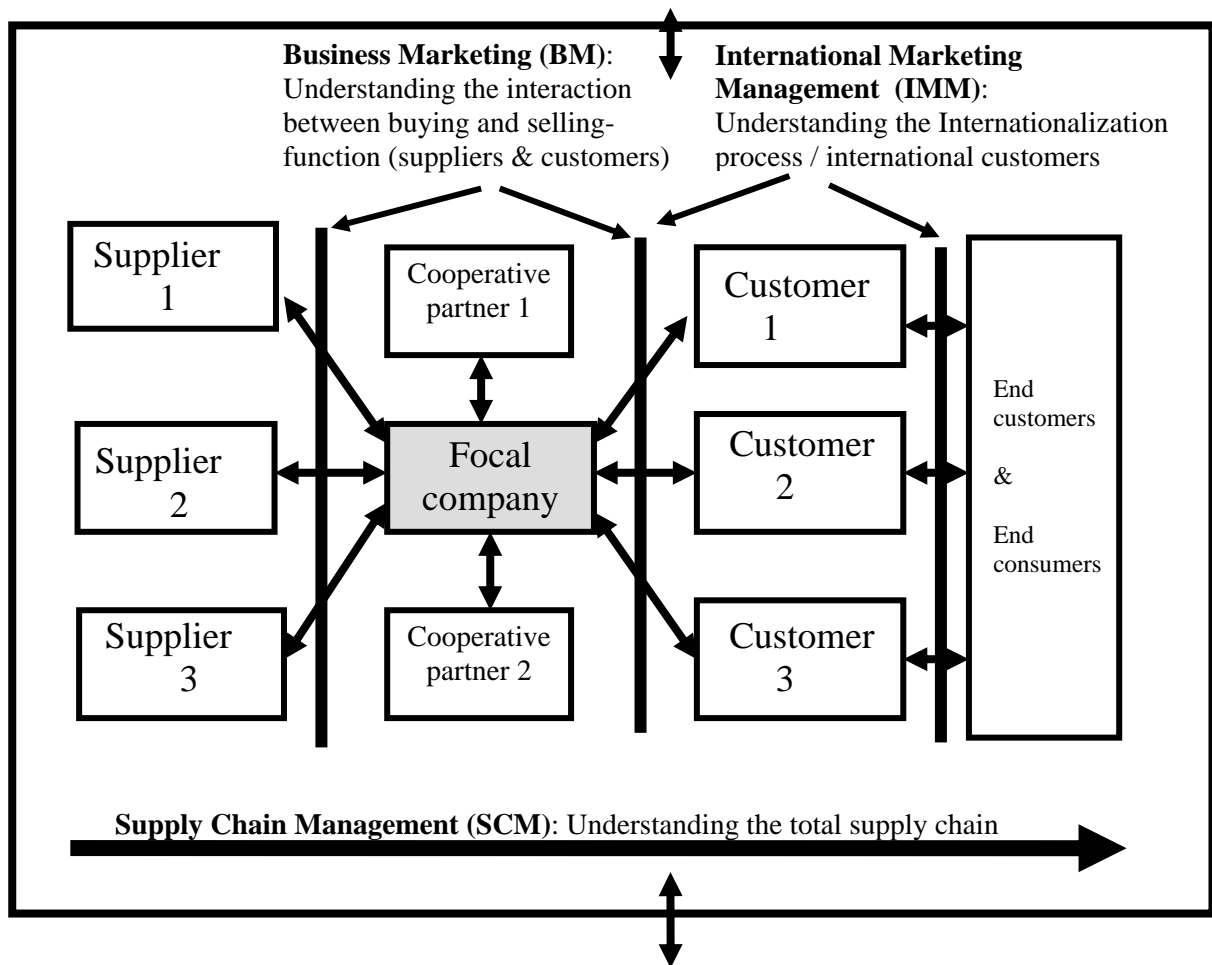
Constituting courses – 60 ECTS take place in module 1 and 2.

Module 1: Global value chain – 30 ECTS

On the first semester, **BM** focuses on the relationships of the focal company towards its suppliers and its direct customers. **IMM** focuses on the internationalization process and the relationships of the focal company towards its international customers, both the direct customers, but also the end consumers. **SCM** tries to integrate the different relationships into a holistic understanding of the company's relations in the total supply chain.

See figure below

Business Environment (EU/WTO)



The three courses on the first semester are combined with three company visits, where topics from BM, SCM and IMM are discussed.

The courses are:

BM Business Marketing

SCM Supply Chain Management

IMM International Marketing Management

Module 2: Methodology and External Environment – 30 ECTS

The subjects in the second semester focus on Business Environment (BE), Organizational Management & Strategy (OM & S) and methodological issues in the course Social Research & Methodology (SR & M).

The courses are:

SR & M Social Research and Methodology
BE Business Environment
OM & S Organisational Management & Strategy

Module 3: Optional courses – 30 ECTS

The third semester is the ‘elective’ semester where the student has the following three possibilities:

- Study abroad semester: Here all the 30 ECTS are earned abroad by passed exams from foreign universities. Before going abroad the course programme has been approved by the study coordinator
- Company internship: The internship has a credit load of 10 ECTS (Internal evaluation - passed/not passed). Based on the internship students have also to write a theoretical seminar paper related to the practical experiences from the internship. Students are required to hand in the two reports before the start of the 4th semester (20 ECTS in total). The last 10 ECTS should then be secured by choosing one SDU elective course.
- Elective courses at SDU: If the student chooses this option, all the 30 ECTS are secured by passing three of the elective courses offered at SDU Sønderborg (or at one of the other SDU campuses – however, this requires an exemption from the local study board).

Examples of optional courses are:

TS Theoretical Seminar
IN International Negotiation
HRM Human Resource Management

Master Thesis – 30 ECTS

The study is intended for jobs that require a general knowledge of a company’s value creation system and an in-depth understanding of B-t-B marketing, logistics and sourcing as management tools. Possible jobs are:

- Supply chain coordinator
- Logistics employee
- International marketing coordinator
- Purchaser
- Seller on the B-t-B market
- International Key Account Manager

Structure:

Semester	Subjects/courses	Credits	Examination (internal / external censorship) Evaluation
1	Business Marketing	10	Internal / 50% Company Report + 50% 2-hour written exam (13-scale)
	Supply Chain Management	10	Internal / 50% Company Report + 50% 2-hour written exam (13-scale)
	International Marketing Management	10	Internal / 50% Company Report + 50% 2-hour written exam (13-scale)
2	Social Research and Methodology	10	Internal / Seminar paper (13-scale)
	Business Environment	10	External / Oral Synopsis exam (13-scale)
	Organizational Management and Strategy	10	External / 4-hour written exam (13-scale)
3	Theoretical Seminar	10	Internal / Seminar paper (13-scale)
	International Negotiation	10	Internal / 4-hour written exam (13-scale)
	Human Resource Management	10	Internal / 4-hour written exam (13-scale)
	OR Study abroad	30	According to foreign university rules
	OR Company Internship:		
	Practical report	10	Internal / Seminar paper (passed / not passed)
	Seminar paper	10	Internal / Seminar paper (13-scale)
	Optional course	10	Internal / Seminar paper or 4-hour written exam (13-scale)
4	Master Thesis	30	External (13-scale)

Course descriptions – see http://www.sam.sdu.dk/study/fagbeskriv/e06f07/cm_sdb.shtml

2. Course Descriptions

THE FACULTY OF SOCIAL SCIENCES – University of Southern Denmark

Course Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensburg
			X	
Responsible: Niels N. Grünbaum		Up-dated: January 2006		Page 1 of 2
Title Business Marketing (BM)				
ECTS/Year's workload	10.0 / 0.167			
Department	Mads Clausen Institute – The Department of Social Sciences.			
Prerequisites	BA or similar.			
Aim of the course	<p>The objective of the course is to provide the student with an overall understanding and knowledge of the special conditions within industrial sales and purchasing. Special importance is attached to the interaction between buyer and seller, including their interaction with other functions in a company. In other words, a holistic perspective as for sales and purchasing is taken, and both inter as well as intraorganisational relations are put into focus.</p> <p><i>Learning goals:</i></p> <p>Based on the latest and most central models and concepts within the area the learning goal is to provide the student with:</p> <ul style="list-style-type: none"> ▪ A thorough knowledge and understanding of the current models within the area. ▪ The ability to define and identify problems. ▪ The ability to base in-depth analyses on the current models. ▪ The ability to acquire knowledge about and formulate suggestions for actions and strategies. 			
Main topics	<ul style="list-style-type: none"> ▪ Organisations' buying and sales behaviour. ▪ The strategic importance of sales and purchasing. ▪ Portfolio planning. ▪ The use of the B2B marketing mix, especially regarding personal selling and personal relations. 			
Literature	<p>Hutt & Speh, <i>Business Marketing Management – A strategic view of industrial and organizational markets</i>, Thomson, latest edition</p> <p>Articles edited by Niels N Grünbaum.</p>			
Teaching term	Autumn.			

Type of course	3 hours per week in 15 weeks. Lectures, students' presentations, cases and visits to companies.	
Examination time	January (June).	
Examination requirements	No special.	
Examination	Evaluation of company report (weight: 50%) + a 2-hour written examination (weight: 50%). Internal evaluation. Grading according to the Danish 13-point grading scale.	
Connected with the board:		Approved on

Course Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensborg
			X	
Responsible: Svend Hollensen		Up-dated: January 2006		Page 1 of 2
Title Supply Chain Management (SCM)				
ECTS/Year's workload	10.0 / 0.167			
Department	Mads Clausen Institute – The Department of Social Sciences.			
Prerequisites	BA or similar.			
Aim of the course	<p>SCM is a management concept that may help the handling of the business processes integration and coordination between companies in the overall supply chain. The objective of the course is therefore to provide the student with a thorough knowledge of SCM and an understanding of the concept's possibilities and limitations.</p> <p>For the individual company it is important – at the best of its ability – to be able to define its own position in the value chain and its possibilities for strategic development. Both suppliers and customers are important, and in this connection logistics is of great importance for the connection of the individual links in the value chain. How suppliers and customers are combined and the interaction with the self-same are, however, not a marketing or purchasing task only, but also a managerial task that is of great importance for the whole organisation. Therefore, a management perspective will be taken.</p>			
Main topics	<p>Advantages and disadvantages of SCM.</p> <ul style="list-style-type: none"> ▪ SCM in relation to related concepts especially logistics. ▪ The strategic importance of SCM. ▪ The interaction between the company's information technology and supply chain management. ▪ Customer service. ▪ The elements in the supply chain. ▪ Decisions concerning inventory, transporting and materials flow. ▪ Purchasing and supplier management. ▪ Organisation of flow of goods. 			
Literature	<p>James R. Sock & Douglas M. Lambert: <i>Strategic Logistics Management</i> (latest edition). McGraw-Hill, Irwin.</p> <p>Articles.</p>			
Teaching term	Autumn.			
Type of course	Lectures, cases, and group discussions.			
Examination time	January (June).			

Examination requirements	No special.	
Examination	Evaluation of company report (weight: 50%) + a 2-hour written examination (weight: 50%). Internal evaluation. Grading according to the Danish 13-point grading scale.	
Connected with the board:		Approved on

Course Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensburg
			X	
Responsible: Svend Hollensen		Up-dated: January 2006		Page 1 of 2
Title International Marketing Management (IMM)				
ECTS/Year's workload	10.0 / 0.167			
Department	Mads Clausen Institute – The Department of Social Sciences.			
Prerequisites	BA or similar.			
Aim of the course	<p>A true 'international marketing' oriented firm is one that sees similarities and differences between markets. Such a firm seeks to create an international strategy that utilizes the 'best marketing practices' across borders, but also tries to be responsive to local markets' needs and wants.</p> <p>The aim of the course is:</p> <ul style="list-style-type: none"> ▪ To introduce the student to the main concept of international marketing management. ▪ To offer the student an analytic framework for the development, implementation and control of international marketing programmes that respond simultaneously to both global integration and national responsiveness. <p>Consequently, the student should be able to analyze, select and evaluate the appropriate conceptual frameworks for firms approaching international markets. Having followed this course, the student should be better equipped to understand how the firm can achieve global competitiveness through the design and implementation of market-responsive programmes.</p>			

Main topics	<p>The course has a clear decision-oriented approach. It is structured according to the following five main management decisions connected with the international marketing process:</p> <ol style="list-style-type: none"> 1. The decision whether to internationalize <ul style="list-style-type: none"> - Motives (proactive and reactive) for starting export. - Triggers of export initiation. - Export barriers/risks. - Internationalization behaviour. - International competitiveness. 2. Deciding which markets/countries to enter <ul style="list-style-type: none"> - Description and evaluation of the international environment (political/economic/cultural) - Deciding which foreign markets are most attractive for the firm's product or service. - Preliminary screening. - Analyzing market potential. - Evaluating company sales potential. - Market expansion strategies: Incremental versus simultaneous entry. 3. Deciding how to enter the foreign markets <ul style="list-style-type: none"> - Classification of entry modes: export, intermediate and hierarchical modes. - Export modes: Distributors, agents, piggy back, export management company. - Intermediate modes: Licensing, franchising and joint ventures. - Hierarchical modes: Subsidiaries (acquisition or greenfield investment). - Foreign divestment. - Internet as an entry mode. 4. Designing the international marketing programme <ul style="list-style-type: none"> - Product/services decisions. - Pricing decisions and terms of doing business. - Distribution decisions (international retailing). - Communication decisions (promotion strategies). 5. Implementing and coordinating the international marketing programme <ul style="list-style-type: none"> - International (cross-cultural) sales negotiations. - Global Account Management (GAM). - Transfer of knowledge and 'best practices' from one market to another. - International business ethics. - Transnational bribery. 	
Literature	<p>Svend Hollensen: <i>Global marketing - A decision-oriented Approach</i>. Financial Times / Prentice Hall, Third Edition, 2004 (ISBN 0-273-67839-6).</p> <p>Journal articles.</p>	
Teaching term	Autumn.	
Type of course	Lectures combined with discussions of journal articles and cases.	
Examination time	January (June).	
Examination requirements	No special.	
Examination	<p>Evaluation of company report (weight: 50%) + a 2-hour written examination (weight: 50%).</p> <p>Internal evaluation. Grading according to the Danish 13-point grading scale.</p>	
Connected with the board:		Approved on

Course Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensburg
			X	
Responsible: Niels N. Grünbaum		Up-dated: January 2006		Page 1 of 2
Title Social Research and Methodology (SR & M)				
ECTS/Year's workload	10.0 / 0.167			
Department	Mads Clausen Institute – The Department of Social Sciences.			
Prerequisites	BA Int. or similar.			
Aim of the course	<p>The overall goal of the course is to enable students to manage the process of designing and accomplishing a scientific study from formulation of problem to implementation of results.</p> <p>In addition to managing this process students should acquire knowledge of preconditions and implications of choices made at the ontological, the epistemological and the methodological level in the production of knowledge, thus enabling them to accomplish scientific studies, understand other studies and remain critical towards preconditions, methodologies and results. Students should be able to distinguish between solutions that are ideal in a theoretical point of view and solutions that can be implemented.</p>			

Main topics	<p>The course consists of two parts: Paradigmatic aspects (1) and qualitative and quantitative techniques (2).</p> <p>1. An introduction to philosophy, paradigmatic views and methodology and how they form the framework for understanding different methodological approaches.</p> <ul style="list-style-type: none"> • An outline of the theory of science and its paradigms. • The importance of the paradigms for different methodology approaches. • Presentation of the most important methods. • The governing functions of the paradigms for the research designs. • Triangulation (methods for examination in practice). • Quantitative models in business economics (marketing). • Qualitative models in business economics (marketing). <p>2. In part two the methodological considerations are operationalized in a presentation of the various phases of the market research process. Here, the centre of importance is on the empirical dimension – partly on the data collection task and partly on the data analysis.</p> <p>An outline of the market research process</p> <ul style="list-style-type: none"> • Analysis of secondary data (Internet, CD-Rom, etc.). • Analysis of primary data (surveys and observations). • Experimental designs. • Questionnaires. • Methods of measurement and scaling techniques. • Sampling and data collection. • Statistical analysis: simple and multivariate analysing methods. • The qualitative interview as empirical generational instrument. • The case study. • Reporting. • Status and evaluation from empirical methods to (revised) theory.
Literature	<p>Ingeman Arbnor & Björn Bjerke, <i>Methodology for creating business knowledge</i>, SAGE, London 1997.</p> <p>Aaker, Kumar, Day, <i>Marketing Research</i>, 7. ed., Wiley 2000.</p> <p>Yin, Robert K., <i>Case Study Research – Design and Methods</i>, 2nd edition, 1994.</p>
Teaching term	Spring
Type of course	3 hours per week in 15 weeks. Lectures, students' presentations and cases.
Examination time	June (January).
Examination requirements	No special.
Examination	4-hour written examination. Grading according to the Danish 13-point grading scale.
Connected with the board:	Approved on

Course Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensburg
			X	
Responsible: Andreas P. Cornett		Up-dated: January 2006		Page 1 of 2
Title Business Environment (BE)				
ECTS/Year's workload	10.0 / 0.167			
Department	Mads Clausen Institute – The Department of Social Sciences.			
Prerequisites	BA or similar.			
Aim of the course	<p>The purpose of this course is to improve the student's understanding and knowledge of institutional and social framework conditions' importance for a company's economic activities. The student must be enabled to make qualified, methodological decisions on the nature and extent of a commercial commitment on a given market based on this market's socio-economic and political characteristics.</p>			
Main topics	<ul style="list-style-type: none"> • National and international institutional frameworks. • Determinants of location. • Networks and linkages. • Comparative Economic System Analysis. • The concept of competitiveness. • Comparative analysis of competitiveness and competition policy. • Frameworks for Regional Economic Integration. • Common Policies of the EU. • Regional Economic Integration and the International Trading System. • Regional and sectoral studies - i.e. business development programs. • Non-economic parameters. 			
Literature	Collection of readings available at course start.			
Teaching term	Spring.			

Type of course	<p>Lectures and student presentations.</p> <p>The abovementioned core problems are communicated through a thematic study group on core areas, e.g. relevant socio-economic conditions, such as lobbyism, schemes for trade and industry development, or special conditions in connection with establishment of companies etc.</p> <p>The methodology is based on relevant theories and approaches to facilitate the study of the chosen issues and problems.</p> <p>The students are working in study groups based on common literature from introductory lectures, and they have to elaborate on oral presentations and keynote papers.</p> <p>The main content is: Presentation of central theoretical approaches and their application to specific problems (i.e. the network theory, the localization theory, new theories on foreign trade and negotiation).</p>
Examination time	June (January).
Examination requirements	Participation in seminar, oral presentation of keynotes.
Examination	Oral synopsis examination based on a seminar curriculum and key-note paper. External evaluation. Grading according to the Danish 13-point grading scale.
Connected with the board:	Approved on

Course Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensburg
			X	
Responsible: Svend Hollensen		Up-dated: January 2006		Page 1 of 2
Title Organisational Management and Strategy (OM & S)				
ECTS/Year's workload	10.0 / 0.167			
Department	Mads Clausen Institute – The Department of Social Sciences.			
Prerequisites	BA or similar.			
Aim of the course	<p>The purpose of the course is:</p> <ul style="list-style-type: none"> ▪ To improve and develop the student's way of thinking and acting on issues around management, strategy and organisational development. ▪ To emphasize knowledge as one of the central assets of an organisation, and the basis for its capability. ▪ To introduce the students to some of the current debates in the field of strategy and organisation. ▪ To encourage the understanding that a significant part of the organisational environment is the presence of other organisations, and the analysis of this environment is itself part of the organisation's core dynamic capability, its collective mindset or organisational intelligence. ▪ To look at different approaches to the process of change in strategy and organisations and their strengths and limitations. 			
Main topics	<p>The course provides the student with a general view on theories and perspectives within organisational management and strategy.</p> <p>It provides the student with an understanding of activities and processes in relation to changes in strategies and organisations.</p> <p>It trains students in selecting and applying relevant theories and frameworks in analysis of issues about management of organisations and their relations in the environment.</p>			
Literature	Bob de Wit and Ron Meyer: <i>Strategy – Process, Content, Context</i> (latest edition)			
Teaching term	Spring.			
Type of course	Lectures, discussions, case analyses and students' presentations.			
Examination time	June (January).			
Examination requirements	No special.			

Examination	A 4-hour written examination. External evaluation. Grading according to the Danish 13-point grading scale.	
Connected with the board:		Approved on

Subject Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensborg
			X	
Responsible: Svend Hollensen		Up-dated: November 2006		Page 1 of 2
<p>Title Company Internship (CI) Course No.XXX</p>				
ECTS/Year's workload	20.0 / 0.334			
Department	Mads Clausen Institute – The Department of Social Sciences			
Prerequisites	BA or similar			
Aim of the course	The course provides the student with a practical understanding about how the different theories on the BRM study may be applied to a specific company environment.			
Main topics	<p>The company internship (including the practical company report) has a credit load of 10 ECTS. The theoretical seminar paper, based on a problem found in the company, also has a credit load of 10 ECTS.</p> <p>If students opt for a company internship in the third semester, the program also has to be approved in advance by an internal (university) supervisor. The student should state which project he/she should work with during the project period:</p> <p>The students is required to write two reports – each report counts for 10 ECTS:</p> <ol style="list-style-type: none"> 1. Students are required to hand in a practical company report - describing and analysing the topics that the student has worked with during the company internship. 2. Based on the internship students have to write a seminar paper related to the practical experiences from the internship and a theoretical framework indicating the area of specialisation the student has chosen. 			
Literature	All the literature on the first and second semester of the BRM study is relevant			
Teaching term	September –December			
Type of course	‘Theory in use’ type of course.			
Examination time	January			
Examination requirements	<p>Deadline for report delivery: Deadline for delivery of Company report (practical report) and Seminar paper (including a theoretical framework)</p> <ol style="list-style-type: none"> 1. Practical company report: 15th December 2. Seminar paper: 15th January 			

Examination	1. Practical company report: 10 ECTS, internal evaluation, passed/not passed 2. Seminar paper: 10 ECTS, Internal evaluation on the Danish 13-point grading scale.	
Connected with the board:		Approved on

Course Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensburg
			X	
Responsible: Svend Hollensen		Up-dated: January 2006		Page 1 of 2
<p>Title International Negotiation (elective subject)</p> <p style="text-align: right;">Course No.XXX</p>				
ECTS/Year's workload	10.0 / 0.167			
Department	Mads Clausen Institute – The Department of Social Sciences.			
Prerequisites	BA or similar.			
Aim of the course	<p>This course in International Negotiation aims at providing the student with:</p> <ul style="list-style-type: none"> • Basic skills in International negotiation and conflict resolution. • A platform for the development of a strategy and tactic in International Negotiation. • A cross-cultural perspective on international negotiations. 			
Main topics	<p>International negotiations increasingly involve many, diverse parties -- such as businesses, interests groups, and international organizations as well as states.</p> <p>After completing this course the student should be able to:</p> <ul style="list-style-type: none"> ▪ Understand the interaction between the buyer and the seller in an international environment. ▪ Understand how they negotiate (negotiation processes followed, negotiating behaviour employed, and implicit assumptions underlying both). ▪ Present and assess negotiation based on joint-problem solving ▪ Understand how the parties in the International Negotiation process can create a win-win situation. ▪ To review their negotiating skills, to broaden their repertoire, to practice unused/unusual ways of negotiating. ▪ Increase awareness of cross-cultural differences. ▪ Discuss legal and ethical issues in international negotiation. 			
Literature	Roy J. Lewicki, David M. Saunders, John W. Minton, <i>Essentials of Negotiation</i> , 3rd edition. McGraw-Hill Irwin, 2004 (ISBN 0072545828).			
Teaching term	Autumn.			
Type of course	Lectures and student presentations.			
Examination time	December/January (June).			
Examination requirements	Participation in mid-seminar, oral presentation of preliminary key notes			

Examination	Oral seminar examination based on an individual key-note paper (maximum 10 pages) and opponent paper. Grading according to the Danish 13-point grading scale. Internal evaluation.	
Connected with the board:		Approved on

Subject Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensburg
			X	
Responsible: Svend Hollensen		Up-dated: May 2006		Page 1 of 2
Title Human Resource Management (HRM)				
Course No.XXX				
ECTS/Year's workload	10.0/0.167			
Department	Mads Clausen Institute – The Department of Social Sciences			
Prerequisites	BA or similar			
Aim of the course	<p>The course provides the student with a conceptual framework for understanding and analyzing how human behaviour contributes to the overall company performance.</p> <p>The human being is seen in its organizational context as an individual personality, as a social, interacting, learning and competent contributor, and as the manifestation of the strategic competences which represents the true strengths of the firm.</p> <p>Traditional and modern HRM-tools are presented and related to firm size, business objectives, national and corporate cultures and specific business conditions.</p> <p>As such the course enables the student to suggest relevant HRM practises – given a set of organizational or business conditions, problems to solve or goals to achieve through employee performance.</p>			
Main topics	<ul style="list-style-type: none"> • The story from Human Relations to Human Resources • Individual personality and competencies • Social psychology • Strategy and HRM • Resourcing the organization • Managing performance • Leadership functions and leadership development • Current issues and challenges for HRM 			
Literature	<p>BB: Bowditch, James L. & Buono, Anthony F.;; A Primer on Organizational Behavior. 6. ed. John Wiley & Sons. 2005</p> <p>TH: Torrington, Derek, Hall, Laura & Taylor, Stephen: Human Resource Management, 6. ed., Prentice Hall. 2005.</p>			
Teaching term	Autumn - 3 hours weekly in 15 weeks.			
Type of course	Traditional lectures, discussions, case exercises and reflections of own knowledge and working experiences.			

Examination time	January (June)	
Examination requirements		
Examination	Written exam 4 hours. Literature and notes are allowed in the examination room. Internal evaluation on the Danish 13-point grading scale.	
Connected with the board:		Approved on

Subject Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensborg
			X	
Responsible: Carsten Dreher		Up-dated: May 2006		Page 1 of 2
Innovation II: Strategic Innovation Management				Course No.XXX
ECTS/Year's workload	10.0 / 0.167			
Department				
Prerequisites	Bachelor			
Aim of the course	<p>In general, innovation management deals with signal processing, strategy, resourcing and implementation in the phases of the innovation process (Tidd et al. 2001: Managing innovation, p. 59). This process based view allows– depending on the subject for innovation – a holistic understanding of the frame conditions, strategy formulation, implementation and controlling of the innovation processes. The innovation management literature of business administration science, which focuses on these topics, will be complemented by a general understanding of innovation systems by using the evolutionary economics perspective which covers the dynamic aspects of economic development and technology diffusion. The course will be based mainly on the above mentioned book completed by issues on corporate and external venturing aspects. The class discussions will be based on innovation cases on successes and failures which supports an intuitive understanding. After each section a core of auditing questions will be developed. Some of the cases will be given for discussions in small groups for homework or preparation.</p>			

Main topics	<ol style="list-style-type: none"> 1. <i>Definitions and key issues:</i> Innovation and competitive advantages, types of innovation, dilemmas. 2. <i>Innovation as management process:</i> Process orientation, success factors. 3. <i>Innovation strategy:</i> Frameworks, firms capabilities, competition, assessments. 4. <i>National and competitive environment:</i> Systems of innovation (national, sectoral, regional), positioning 5. <i>Technological trajectories:</i> Major technologies, paths and dominant designs, firm-specific competencies 6. <i>Strategic Learning:</i> Location of R&D, resources, strategy development and organisation processes 7. <i>Learning from markets:</i> Product strategies, marketing, diffusion processes 8. <i>Learning through alliances:</i> collaboration, patterns, effects and managing 9. <i>Internal processes:</i> development, concurrent engineering, tools overview (cf. Module 2) 10. <i>Corporate ventures:</i> Entrepreneurship, types, strategy connex 11. <i>Innovative organisation</i> teams, individuals, training and development, communication 12. <i>New innovative firms</i> sources, incubators, entrepreneurs, business plan 13. <i>Integrated innovation management:</i> Wrap-up and checklist development, case preparation for exam 	
Literature	<p>Tidd, J.; Bessant, J.; Pavitt, K.: <i>Managing innovation</i>, Chichester, 2001.</p> <p>Freeman, C.; Soete, L.: <i>Economics of industrial innovation</i>, 3rd ed. Cbge. MA 1997.</p> <p>Christensen, C.: <i>The Innovators Dilemma</i>, HBS, Cambridge MA, 1997</p>	
Teaching term	Autumn	
Type of course	Lecture, exercises including group works and students presentation	
Examination time	January	
Examination requirements	none	
Examination	<p>Applying a jointly developed checklist during the course (innovation audit) will allow the students to discuss the advantages and disadvantages of management decisions taken within a case. For an oral exam the students have to prepare a short keynote paper. The exam will be held in English.</p> <p>Internal, 13 point scale.</p>	
Connected with the board:		Approved on

Course Description				
M.Sc. in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensburg
			X	
Responsible: Niels N. Grünbaum		Up-dated: January 2006		Page 1 of 1
Title Theoretical Seminar (TS)				
ECTS/Year's workload	10.0 / 0.167			
Department	Mads Clausen Institute – The Department of Social Sciences.			
Prerequisites	BA or similar.			
Aim of the course	The objective of the seminar is to develop the theoretical skills of the student. During the course, the participants have to prepare a seminar based on a theoretic problem taken from the courses Business Marketing, Supply Chain Management, International Marketing Management, Business Environment, or Organisational Management Systems that have been taught on the first and second semester.			
Main topics	The seminar must prove the student's ability to analyse a problem in a holistic perspective under incorporation of both theoretical concepts and more overall economic problems. The seminar should therefore have an interdisciplinary approach. The term 'Theoretical Seminar' is not necessarily to be taken literally. However, it is to indicate that it is not intended that the point of departure is a problem of a specific firm, but a problem from the theory. This does not mean that empiric material cannot to be included in the analysis.			
Literature	No compulsory assignments, but the seminar must be based on relevant and updated literature beyond the compulsory curriculum in the programme.			
Teaching term	Autumn.			
Type of course	Lectures and seminar.			
Examination time	January (June).			
Examination requirements				
Examination	Seminar paper. Grading according to the Danish 13-point grading scale. Internal evaluation.			
Connected with the board:				Approved on

Course Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensburg
			X	
Responsible: Svend Hollensen & Niels N. Grünbaum		Up-dated: January 2006		Page 1 of 2
Title E-commerce (elective subject)				
ECTS/Year's workload	10.0 / 0.167			
Department	Mads Clausen Institute – The Department of Social Sciences.			
Prerequisites	BA or similar.			
Aim of the course	<p>The introduction of information technology (IT) at all levels and the introduction of new business concepts, such as e-commerce and e-marketing, have developed a strong need for the competence that is achieved in this course. In a very short time, the Internet has become a marketplace to be taken into consideration. Very few enterprises dare call the Internet a playground. On the contrary, many managers now reflect on what the Internet will mean to their enterprise.</p> <p>To many companies the Internet represents a significant opportunity. It offers the companies, among other things, the opportunity to expand into new markets, to provide new services, and especially to compete on equal terms with larger companies. To the customers the Internet provides access to a broader range of products, services, and, in particular, different prices from various suppliers. Moreover, the Internet provides a manner of purchasing the wanted products and services from suppliers and services. In relation to marketing, the Internet thus becomes a "local shop".</p> <p>This course in e-commerce aims at providing the student with a platform for the development of a strategy for Internet marketing and the implementation of this strategy. Focus will be put on how to integrate the Internet into the company's general marketing strategy, as well as on giving an introduction to the techniques of customer communication, establishment of relations, and arrangement of electronic business.</p> <p>This course is designed to expose the student to the modern enterprise in the e-commerce environment. Emphasis will be on tapping the enormous potential of the World Wide Web as a new business medium, and exploring the unique characteristics of computer-mediated marketing environments that distinguish them in significant ways from traditional markets of opportunity.</p>			

Main topics	After completing this course the student should be able to: <ul style="list-style-type: none"> ▪ Understand the interaction between the physical and virtual value chain. ▪ Discuss the interaction role that the Internet can play in the value chain from the supplier to the customer. ▪ Discuss the advantages and disadvantages of e-Technologies in researching and reaching customer markets. ▪ Learn how information technology can be used to target individual customers with customized marketing presentations. ▪ Learn how the new technological environment will impact on marketing practice. ▪ Learn the guiding principles in building Web communities. ▪ Know about Web site promotion and tracking. ▪ Discuss legal and ethical issues in e-commerce. 	
Literature	- Chaffey, D, Ellis-Chadwick, F., Johnston, K and Mayer, R <i>Internet Marketing - Strategy, Implementation and Practice</i> , Third edition, 2006, Financial Times/Prentice Hall, Harlow, England. - Journal articles.	
Teaching term	Autumn.	
Type of course	Lectures combined with discussions of journal articles and cases.	
Examination time	January (June).	
Examination requirements	No special.	
Examination	Oral Examination. Grading according to the Danish 13-point grading scale. External evaluation.	
Connected with the board:		Approved on

Course Description				
MSc in Business Relationship Management (BRM)				
Esbjerg	Kolding	Odense	Sønderborg	Flensburg
			X	
Responsible: All academic advisors		Up-dated: January 2006		Page 1 of 3
Title Master's Thesis (MT)				
ECTS/Year's workload	30.0 / 0.5			
Department	Mads Clausen Institute – The Department of Social Sciences.			
Prerequisites	BA or similar.			

<p>Aim of the course</p>	<p>As an integrated part of the MSc in the Business Relationship Management programme, the Master's thesis must be prepared in a topic within the specialization area of study, that is the logistic area or the business marketing area.</p> <p>The aim of the thesis is to give the student an opportunity - within a limited subject area – to demonstrate the ability of problem formulation, analysis, and application of methods, critical judgement and presentation of results.</p> <p>Students can choose to write the Master's thesis individually or with a fellow student. However, the Board of Business Administration can waive this rule. When choosing to write in groups it must be specified in the preface who is responsible for which parts of the Master's thesis.</p> <p>In addition, the thesis should explain the link between the theory and empirical data presented. It should be made clear what problems and uncertainties exist in applying the method. It is not normally necessary to explain and analyse method in a theoretical science discussion. Theory should be applied in solving the problem.</p> <p>The Master's Thesis should be between 80 and 100 pages for one student and between 120 and 150 pages for two students, excluding enclosures/appendices. Materials, such as lists, tables, copies of documents can be included in one or more enclosures/appendices.</p> <p>Depending on the decision of the study board, dispensation can be given in special circumstances to deviate from this norm, provided the topic or form of presentation justifies this.</p> <p>In principle, there are two types of Master's Theses:</p> <ol style="list-style-type: none"> 1) A thesis that takes as its point of departure a given company (or set of companies) where the objective is to provide descriptions, analyses, and suggested solutions to the problems. 2) The objective of this kind of thesis is to solve a theoretical problem. The existence of the theoretical problem can be found in e.g. an inconsistency in existing theory or an inconsistency between existing theory and empirical analyses. The solution to the problem can base itself on theory as well as empiricism. <p>If the Master's Thesis is written in Danish, Norwegian or Swedish it must be accompanied by a summary in English or another principal language according to arrangement with the supervisor/supervisors. The contents of the summary will form part of the evaluation of the Master's Thesis. The summary must not exceed two pages.</p>
<p>Main topics</p>	<p>The topic for the final thesis is chosen freely, but must be approved by an academic advisor.</p> <p>The writing process:</p> <ul style="list-style-type: none"> ▪ The thesis problem statement provides the basis for writing the thesis. The thesis can be continuously refined and modified, whereas the thesis problem statement acts as the guiding tool for all the work carried out. ▪ The introduction of the thesis should contain a clear statement explaining why certain companies, organisations, or individuals would find the thesis of interest. ▪ The written paper must clearly indicate which method was used to support the thesis statement, along with a clear explanation for its choice. ▪ The choice of theories and models as well as data collection methods should be argued and discussed. The reliability of the applied data should be discussed in such a way that the reader is afforded the opportunity to assess its reliability.

Literature	All relevant literature on the BRM programme. Journal articles.	
Teaching term	Spring.	
Type of course	Writing of the Master's Thesis.	
Examination time	June.	
Examination requirements	No special.	
Examination	<p>Duration of the evaluation of the thesis (oral defence) is approximately one to two hours. If a group prepares the Master's Thesis the duration of the evaluation of thesis may be longer.</p> <p>The oral defence is opened by the student, who gives a speech of 10 to 15 minutes, focusing on problems during the preparation of the Master's Thesis, etc. A summary of the assignment is not advisable. The purpose of the subsequent discussion is to:</p> <ul style="list-style-type: none"> ▪ Clarify disputed points concerning details of the Master's Thesis. ▪ Undertake a thorough test of the student's knowledge within the topic of the Master's thesis. 	
Connected with the board:		Approved on

3. Practical issues & Application form

Entry requirements:

A complete undergraduate degree in Business Administration (approx. 3 years of study at university level which is roughly equivalent to a Danish Bachelor's degree). The main field of the undergraduate degree must include subjects within the areas of 1) Economics, 2) Business Economics and 3) tool subjects (e.g. Introductory Programming and Data Processing, Mathematics, Statistics, Quantitative Methods and Business Law) where Business Law, Marketing, Financing, Macroeconomics, Managerial Accounting, Organisation Theory, Sociology and Statistics are most important. Please enclose course descriptions: Aim of the course, main topics, year's workload/ECTS and literature as a minimum.

For *Non-EU/EEA citizens* from countries where English is not the native language adequate proficiency in spoken and written English is required since English is the language of instruction. One of the following proficiency tests is required: TOEFL with a score of min. 575 paper based, computer based min. 230, internet based 88 or IELTS with a score of min. 6.5. PLEASE NOTE: The University of Southern Denmark only accepts original test scores sent directly from the test centre or the educational testing service (ETS) before registration deadline.

EU/EEA citizens and Exchange students are not required to document their English skills but are of course expected to meet the language level in English required at graduate level.

Tuition Fees:

For EU citizens, tuition fees will not be charged

For non-EU citizens, tuition fees for the academic year 2006-2007 are:

Full Master's Degree (2 years) (120 ECTS)	EUR	17,000
A full semester (30 ECTS) – exchange and guest students	EUR	4,250
A full year (60 ECTS) – exchange and guest students	EUR	8,500

The tuition fees cover an international education, teaching/lessons, guidance, access to facilities at the university, administration etc. The tuition fees do not cover transportation, accommodation, living expenses, books etc.

The University of Southern Denmark guarantees accommodation for all students. Please contact Karina Madsen at the International Office for more information.

Registration dead lines:

Study starting 1 September:

1 March, however EU citizens (Full Master's Degree): **1 July**.

Study starting 1 February:

1 August, however EU citizens: **1 December**.

Further information:

University of Southern Denmark, Sønderborg

The International Office

Grundtvigs Alle 150

DK – 6400 Sønderborg

Phone: +45 6550 2091, Fax: +45 6615 7500.

SDU homepage:

<http://www.sdu.dk/>

Link for more information: http://www.sam.sdu.dk/doc/e/study/brm_2006.pdf (short version),

http://www.sam.sdu.dk/doc/e/study/brm_total2006.pdf (full version)

Date of birth

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Date Month Year/If Danish cpr.

Application form for enrolment at the full degree Msc in Business Administration, Business Relationship Management in Sønderborg (2 years)

Please complete the form in type writing or capital letters

1. Personal data													
Firstname(s):													
Surname:													
Address:													
Postal Code and City:								Country Code:					
Phone:													
Fax:													
E-Mail:													
Nationality:								Female:				Male:	
2. Information about home university													
Name and Web-address (URL) of the Institution:													
Obtained Degree:													
Level (graduate/undergraduate)								Years of study:					
3. Application for enrolment at the Business Relationship Management													
Starting autumn/spring and year:													
4. Registration deadlines and tuition													
Please enclose documentation for university career (certified copies of certificates, diplomas, and course descriptions (syllabus/literature etc.)) in English. TOEFL / IELTS test must be sent in original directly from the test centre before registration deadline.						Autumn: 1 March (EU citizens 1 July) Spring: 1 August (EU citizens 1 December) Tuition will be charged for Non-EU/EEA citizens.							

Documentation enclosed:

- ✓OEFL or IELTS test is sent from test centre.
- Undergraduate degree in Business Administration including subjects within the main field
1) Economics, 2) Business Economics, and 3) Tool subjects (e.g. Introductory Programming and Data Processing, Mathematics, Statistics, Quantitative Methods and Business Law).

Course descriptions in:

- | | |
|--|---|
| <input type="checkbox"/> Business Law | <input type="checkbox"/> Relevant work experience |
| <input type="checkbox"/> Marketing | <input type="checkbox"/> Curriculum Vitae (CV) |
| <input type="checkbox"/> Financing | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Macroeconomics | _____ |
| <input type="checkbox"/> Managerial Accounting | |
| <input type="checkbox"/> Organisation Theory | |
| <input type="checkbox"/> Sociology | |
| <input type="checkbox"/> Statistics | |

Which courses do you plan to follow?

Autumn:

Spring:

_____	_____
_____	_____
_____	_____
_____	_____

Please, remember that 1 semester's workload is equal to 30 ECTS when you consider which courses to follow.

_____	_____
Date	Signature

Please return this application form to:

University of Southern Denmark, Sønderborg
 The International Office
 Grundtvigs Allé 150
 DK-6400 Sønderborg

Phone: +45 6550 1170, Fax: +45 6615 1093.

Please enclose
2 passport
photos

Registration deadlines:

Exchange students (1/2-1 year): Students participating in an exchange programme or in a bilateral agreement registration the deadlines are:

Study starting 1 September 1 May

Study starting 1 February 1 November

The International Office takes care of the practical arrangements once your home institution has given us information of your acceptance as exchange student. You will then receive a letter of enrolment, practical information (also on your studies), application form for accommodation, and arrival form.

Guest students (1/2 - 1 year): Guest students *not* participating in an exchange programme or in a bilateral agreement registration the deadlines are:

Study starting 1 September 1 March

Study starting 1 February 1 August

Guest students who are not involved in a formal exchange agreement should contact our International Office at the respective campus in order to apply for enrolment as a guest student.

**Application form for Exchange and Guest students – see
next pages**

Date of birth

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Date Month Year/If Danish cpr.

Application form for enrolment at the International Graduate Programme in Sønderborg (1/2-1 year)

Please complete the form in type writing or capital letters

1. Personal data											
Firstname(s):											
Surname:											
Address:											
Postal Code and City:		Country Code:				:		:			
Phone:											
Fax:											
E-Mail:											
Nationality:		Female:						Male:			
2. Information about home university											
Name and Web-address (URL) of the Institution:											
Obtained Degree:											
Level (graduate/ undergraduate)		Years of study:									
3. Application for enrolment at the graduate programme as:											
Exchange student (1/2-1 year):		Period (autumn/spring), year:									
Guest student (1/2-1 year)		Part of EMBS-programme		<input type="checkbox"/> Yes		<input type="checkbox"/> No					
4. Registration deadlines and tuition											
Exchange students: Students participating in an exchange programme e.g. Socrates, Nordplus or in a bilateral agreement. For a complete application exchange students must enclose the following: 1) Grade transcripts, 2) Application form for accommodation (can be downloaded from the below homepage: http://www.sdu.dk/Adm/Educ/office/engelsk/publications/appboligLOGO.pdf .								Autumn: 1 May			
								Spring: 1 November			
Guest students (1/2-1 year): Students not participating in an exchange programme or in a bilateral agreement. Please enclose documentation for university career (certified copies of certificates, diplomas, and course descriptions (syllabus/literature etc. in English). TOEFL/IELTS test must be sent in original directly from the test centre before registration deadline								Autumn: 1 March			
								Spring: 1 August			

Only for exchange students:

Title of relevant exchange program:

- Nordplus/NOREK
- Socrates/Erasmus
- Other: _____

Your home university sign and stamp here:

Contact person in home institution (name, phone, fax and E-mail):

Which courses do you plan to follow?

Autumn:

Spring:

Please, remember that 1 semester's workload is equal to 30 ECTS when you consider which courses to follow.

Date

Signature

Please return this application form to:

University of Southern Denmark, Sønderborg
The International Office
Grundtvigs Allé 150
DK-6400 Sønderborg

Phone: +45 6550 1170, Fax: +45 6615 1093.

Please enclose
2 passport
photos