

Master's Programme in Public Management and Social Development

Programme specific rules and regulations

Admission requirements

31. To be eligible for admission to the Master of Social Science programme, a student must hold a bachelor degree in the field of social sciences or any other bachelor degree that has provided them with the corresponding knowledge, competencies and skills.

Additional admission requirements

32. In the case there are more applicants than positions in the programme students admitted to the programme through CBS will be ranked according to the additional qualifications in the following areas:

- a) Chinese culture and society (including area studies, politics, etc.)
- b) Statistics/quantitative methods
- c) Economics (including microeconomics, macroeconomics, international economics, etc.)
- d) Politics

(2) When applying for admission, students must as a rule be able to document appropriate English skills similar to the Danish A-level.

Purpose and qualification profile

33. The objective of the MSc in Public Management and Social Development is to provide students with knowledge and skills to operate in the global diversity of welfare policies and institutions by understanding their emergence and development. Graduates acquire an extensive knowledge of welfare states and their institutions, as well as the interplay between public and private sectors in different contexts. The programme has a special emphasis on China and Denmark/Europe. The programme is interdisciplinary and taught in English, providing students with theoretically based and empirical enhanced knowledge of Chinese and European societies, cultures, institutions and practices.

(2) Graduates will be able to combine a holistic out-look with specialist knowledge, and be able to absorb, produce and apply new information when solving social welfare, managerial or business tasks.

(3) Throughout the programme, students also acquire skills in handling and solving cross disciplinary issues in collaboration with individuals that have the same or a different cultural and educational background.

QUALIFICATION PROFILE

PMSD graduates have different competences, depending on their different bachelor degrees as well as their chosen specialization at master level.

Graduates from the programme develop qualifications allowing them to work in business, public sector and non-governmental organizations.

The teaching in the programme is team- and case-based. It aims at qualifying the student to immediately assume the responsibilities of assisting, coordinating and leading projects within public policy and management related to social development in intercultural settings, and to help build organizational, managerial and leadership competencies within these fields.

More specifically, through the programme graduates will achieve knowledge about:

- current theories and research about the interplay between systems of government, public service and business systems in different parts of the world
- social scientific perspectives on the role and nature of cultural and institutional differences
- social science methods and approaches for scientific exploration of welfare state topics and social innovation

They will develop skills in:

- methods of investigation and analysis in their chosen areas
- learning and problem-solving teamwork in an intercultural environment
- selection of approaches and development of models for analysis and problem-solving
- writing with academic rigor as well as communicating to professional audiences on the topics covered in the programme

Graduate competences include abilities to:

- analyze and advice upon the development and management of public-private interrelations
- analyze and advice upon social and welfare problems and suggest solutions
- plan and manage projects in the welfare field, broadly understood
- plan and initiate own academic and practical competence development

Courses and content

34. The programme contains the following course work:

1. Semester:

Comparing Societies and Economic Systems
Government and Business
Research Methods
Organisation and Management

2. Semester:

Comparing Social Policies: Welfare States in Theory and Practice
Social Innovation
Individually Studied Subject

The first six courses are mandatory for all PMSD students. They provide the common core of the programme. The second semester furthermore entails an 'individually studied subject', which consists of study activities planned by students individually or in small groups in consultation with a member of faculty. This element may be replaced by an optional course offered at SDC/PMSD or through participation

in master-level university courses provided by other universities.

The 'individually studied subject' initiates the student's individual specialization. This specialization continues through the internship semester and the writing of the Master's thesis. The specializing activities are supervised by faculty associated with the programme.

3. Semester:

Internship

The 3rd semester is devoted to an internship in an organization of relevance to the programme profile. This could be a government agency, a private company or an NGO. The students should identify a suitable organization for their internship in dialogue with the third semester coordinator. Prior to the commencement of the internship a particular task to be fulfilled during the internship should be agreed between the student, the host organization and the academic supervisor. The task should provide the student with relevant work experience as well as the possibility to undertake academic analysis related to the host organisation's field of operation.

(2) The internship can be substituted by course work relevant to the PMSD programme's profile done at master level at another university or a research-based project.

4. Semester:

Master's thesis

35. The MA thesis semester consists of the preparation of a written Master's thesis for the purpose of testing the student's ability for in-depth studies of academic areas and independent description, analysis and processing of a complex issue at Master's level. The thesis must be written individually and should not exceed 80 standard pages¹.

(2) The student chooses the topic of the Master's thesis within the overall topic and academic profile of the programme concentration. The Master's thesis can be done in collaboration with organisations such as governmental agencies, private companies or NGOs.

(3) The topic of the Master's thesis must be approved prior to the start of thesis supervision. The Danish/international students have to participate in the 'Opening Speech' prior to starting the thesis process. The student has the choice between three thesis periods. For more details please consult the SDC document *Thesis Regulations: 10 Steps*.

(4) When working on the Master's thesis the student is entitled to guidance by two supervisors, one based at a Chinese university and one based at a Danish university, to a predetermined extent.

(5) If the student is unable to hand in his/her thesis within the established deadline, a new thesis period has to be chosen and a new contract has to be submitted (for more details about the process, see SDC document *Thesis Regulations: 10 Steps*).

(6) For detailed information about the Thesis Writing Process please refer to the SDC document *Thesis Regulations: 10 Steps*.

Elective courses

36. The programme has no elective courses other than the 'individually studied subject'.

¹ The standard or normal page is defined in the document *SDC Rules: Courses and Exams*.

Programme structure

37. The below table lists the structure of the programme and the ECTS credits of the individual courses. The ECTS credits of the examinations are listed in the table in section 40.

Course	ECTS
1st year	60
Comparing Societies and Economic Systems Research Methods	15
Government & Business	7,5
Organization and Management	7,5
Comparing Social Policies: Welfare States in Theory and Practice	15
Social Innovation	7,5
Individually studied subject/Optional course/Credit transfer	7,5
2nd year	60
Internship, Research-Based Project or Studies at another university (credit transfer)	30
Master's thesis	30
Total	120

Teaching formats

38. The programme applies a variety of teaching formats, including lectures, class discussions, group work, case analysis etc. Intercultural learning through practicing different forms of collaboration between Chinese and European students forms an important part of the programme.

39. Students have the right to freely access and publish information within the field of their Master's programme. Master's students choose their scientific method in accordance with recognised international standards and under the guidance of their supervisor.

Examinations

40. The programme consists of the examinations listed below. The learning objectives and the regulations of the individual examinations are prescribed in the appendix.

Name of examination (on diploma)		Exam form	Grading scale	Examiner(s)	ECTS
1st year					
Comparing Societies and Economic Systems	1 st semester	3 individual essays (prerequisite for FSP)	Danish 7 point scale Chinese Scale	External examiner	15
Research Methods	1 st semester	group project + individual oral exam			
Government & Business	1 st semester	Individual take-home exam (48 hours)	Danish 7 point scale Chinese Scale	Internal grading	7,5
Organization and Management	1 st semester	4 hour written exam	Danish 7 point scale Chinese Scale	Internal grading	7,5
Comparing Social Policies: Welfare States in Theory and Practice	2 nd semester	Individual essay	Danish 7 point scale Chinese Scale	Internal grading	15
Social Innovation	2 nd semester	Group case (48 hours) + individual oral exam	Danish 7 point scale Chinese Scale	Internal grading	7,5
Individually studied subject/Optional course	2 nd semester	Individual or group (max. 2 students) essay	Danish 7 point scale Chinese Scale	Internal grading/one teacher ²	7,5
2nd year					
Internship, Research-Based Project, or Studies at another university	3 rd semester	Project report + individual oral exam	Danish 7 point scale Chinese Scale	External grading	30
Master's thesis	4 th semester	Thesis + oral defence	Danish 7 point scale Chinese Scale	External examiner	30
TOTAL					120

² The 'Optional Course' is graded using an internal examiner while the 'Individually Studied Subject' is graded by the supervisor only.

Pass requirements

41. The following requirements apply to pass the Master of Social Science degree:

1. All exams must be passed with at least 02 on the Danish grading scale and the equivalent Chinese passing grade (60).
2. Calculation of the overall grade point average is made based on the grade credits for each examination stated in § 40.

APPENDIX

Course Descriptions

1.1 Comparing Societies and Economic Systems

Course Content

This course aims to provide a broad overview of the most important features of the two societal systems primarily addressed in the PMSD programme, the Chinese and the European system (as well as variations within Europe). The course will serve as a broad introduction to the general themes and framework of the programme. This will include introductions to key theories and concepts of state, power, socioeconomic systems, citizenship and governance. The course will also discuss and illustrate how to conduct comparative inquiries in the social sciences. Finally, the course will start up the work on the semester project.

Learning Objectives

In the end of the course, the students should be able to:

- Demonstrate knowledge about the key features of the societal systems presented in the course readings
- Identify different societal models and compare their origin and development
- Analytically relate the interaction between economic, social and political structures and processes
- Apply knowledge about societal systems in comparative analyses of a particular research question related to the course topics

Examination Regulations

The examination in the course *Comparing Societies and Economic Systems* is integrated with the examination in the course *Research Methods* and an overall grade for the two courses will be given. For examination regulations please see below under *1.3 Research Methods*.

1.2 Government and Business

Course Content

The aim of the course is to provide students with insights into the relationships between government and business, such as how governments at different levels impact on business practice, how businesses respond to and influence government policy, conflict and alignment of interests of government and businesses, and the changing role of national government in the globalization era.

Learning Objectives

In the end of the course, the students should be able to account for and explain:

- the power relationships between government and businesses
- the conflict and alignment of interests between government and businesses
- the existence of varieties of capitalist economic and business systems and the underlying institutional logics behind such varieties, and
- how the interactions between government and business influence economic performance of a nation

Examination Regulations

The examination in the course Government and Business is an individual 48 hours take home exam.

The written report should be no more than 10 standard pages in length, excluding cover page, table of content, list of references, and appendix.

Examiner

The assessment is made by two teachers.

Re-examination

Re-take examinations and make-up examinations are subject to the same regulations as the ordinary exam.

Grading

Grades are given according to the Danish 7 point scale and the Chinese scale. The examination must be passed.

1.3 Research Methods

Course Content

The aim of the course is to provide students with the skills required for designing and planning a research study, conducting different types of qualitative and quantitative research and analyzing qualitative and quantitative data. The focus will be on understanding the necessary steps involved in doing research, in particular: data collection, data analysis, drawing inferences and reporting results. The goal is to enable students to integrate theoretical reflections and practical experiences in carrying out small-scale empirical research. Specifically, the students will work with and develop practical skills in survey research, qualitative interviews and ethnographic fieldwork.

Learning Objectives

In the end of the course, the students should be able to:

- Pose meaningful research questions and choose appropriate research designs
- Define and discuss strengths and weaknesses of alternative research designs
- Collect and analyze quantitative and qualitative empirical data and be able to select the right methods and apply them appropriately to answer research questions
- Draw inferences and make warranted assertions based on empirical analysis
- Apply survey, interview, and fieldwork methodology in exercises and projects

Prerequisite for 1st semester project

To be allowed to submit the First Semester Project the students must submit three essays based on each of the three mini projects conducted in groups. Essays are to be completed by the students individually and handed in during the course. The length of each of the three essays should NOT exceed 5 standard pages³. The project groups are also required to do a presentation on all three mini-projects in a project seminar at the end of the methods course. The students are advised on their knowledge of different epistemological

³ A standard page at SDC is defined as 2,400 type devices inclusive blank.

positions, research designs, and research methods, on their ability to connect philosophy of science to specific research practices, on their ability to justify methodological and method choices in terms of research objectives, design, and consistency. The assignment is obligatory but will not be graded and has not to be passed.

Examination Regulations

The examination in the courses *Research Methods* and *Comparing Societies and Economic Systems* is an individual oral exam (20 minutes per student including grading) on the basis of a project written in groups of approximately 4 students (max. 10 standard pages pr. student), the *First Semester Project*. Groups must include at least one student admitted through CBS and one student admitted through UCAS. Students will be evaluated individually on the basis of the project and the oral examination.

Examiner

The assessment is made by an examiner and an external examiner.

Re-examination

If a student is ill during the regular oral exam, he/she will be able to re-use the group project at the make-up/re-exam. If the student was ill during the writing of the project and did not contribute to the project, the make-up project can be written individually or in groups (provided that other students are taking the make-up/re-exam). If the student did not pass the regular exam a new or revised project must be handed in to a new deadline specified by the line secretariat (confer advice from the examiner at the regular exam).

Grading

Grades are given according to the Danish 7 point scale and the Chinese scale. The examination must be passed.

1.4 Organisation and Management

Course Content

The aim of this course is to give students an understanding of the dominant contemporary theories of organization and management and how organizations differ (or are alike) across nation states and cultures and private and public sectors. The latter part of the course also gives an account of how organizations change and develop.

Learning Objectives

At the end of the course, the students should be able to:

- Define and explain key concepts and assumptions of different organization and management theories
- Understand and analyse the organizational and managerial challenges particular to organizations operating across cultures and sectors
- Understand organizational change and internal dynamics

Examination Regulations

The examination in the course *Organisation and Management* is a 4-hour individual written exam based on questions formulated by the course instructors.

Examiner

The assessment is made by two teachers.

Re-examination

Re-take examinations and make-up examinations are subject to the same regulations as the ordinary exam.

Grading

Grades are given according to the Danish 7 point scale and the Chinese scale. The examination must be passed.

2.1. Comparing Social Policies: Welfare States in Theory and Practice

Course Content

The aim of this course is to provide empirical and theoretical insights into how different states and societies solve welfare questions. Using this foundation, the course engages topical discussions on challenges to welfare states across different social systems and welfare regimes. By doing so, students will not only be exposed to theories about welfare states and empirical material about different welfare regimes, but also be introduced to different tools of policy analysis.

Learning Objectives

In the end of the course, the students should be able to:

- Undertake an in-depth comparative analysis on a selected topic within social policy
- Conceptualize and analyze the effects of different welfare state arrangements on social equality, economic efficiency and political stability
- Conceptualize and analyze challenges to the welfare state emanating from social risks and different forms of social change in different settings
- Identify, discuss and evaluate solutions suggested to the kind of welfare challenges covered in the course

Examination Regulations

The examination in the course Comparing Social Policies: Welfare States in Theory and Practice is an individual essay on a topic related to the course. The topic must be formulated by the student in consultation with the course instructor.

The written essay should be no more than 20 standard pages in length, excluding the cover page, table of content, list of references, and appendix.

Examiner

The assessment is made by two teachers.

Re-examination

Re-take examinations and make-up examinations are subject to the same regulations as the ordinary exam.

Grading

Grades are given according to the Danish 7 point scale and the Chinese scale. The examination must be passed.

2.2 Social Innovation

Course Content

This class is aimed to help SDC students to understand the processes underlying social innovation in areas such as for example the voluntary sector, microfinance, or fair trade. As a participant in this course you will be introduced to the theories around the topic of social innovation. You will also gain hands-on experience with the practice of business plan writing, applying the theoretical knowledge acquired. You are expected to identify a real-world opportunity in the form of an innovation that will create charitable or societal benefits, either being developed in the public or private sector. You will then be required to "transfer" that idea into the real world. This will consist of developing a mission statement in which the intended social impact is identified clearly. Furthermore, you will have to identify and describe a business model, determining relevant market segments, income strategies, and financing models. This content will then be assimilated into a specific business plan. The course will be completed with the students presenting their business plans/opportunities.

Learning Objectives

In the end of the course, the students should be able to:

- Discuss the differences between different theories of social innovation
- Explain how these theories link to social performance
- Define which variables impact the social performance of social enterprises
- Apply the theories to the analysis of social entrepreneurship in a wide range of cases
- Apply class room learning to a specific real-world example for which a business plan has to be prepared and defended

Examination Regulations

A mini project (i.e. a business plan) is to be prepared in groups of 3-5 (max 10 standard pages per project). The mini project (business plan) is the basis of an individual oral exam (20min per student). The objective of the oral exam is to discuss and put the written paper into perspective. However, the examiners will also ask questions and discuss issues from the entire curriculum which students are expected to have read and should be able to apply to their business plan.

Examiner

The assessment is made by two teachers.

Re-examination

If a student is ill during the regular oral exam, he/she will be able to re-use the group project at the make-up/re-exam. If the student was ill during the writing of the case and did not contribute to the project, the make-up case can be written individually or in groups (provided that other students are taking the make-up/re-exam). If the student did not pass the regular exam a new or revised case, confer advice from the examiner at the regular exam, must be handed in to a new deadline specified by the line secretariat.

Grading

Grades are given according to the Danish 7 point scale and the Chinese scale. The examination must be passed.

2.3 Individually Studied Subject

Course Content

The individually studied subject serves as the first element in the student's specialization. The purpose of the course is that the student gets an opportunity to investigate a particular topic that has his/her particular interest more in-depth, either on his/her own or in smaller, self-organised groups.

Learning Objectives

In the end of the course, the student should be able to:

- Appropriate and present knowledge through individual study of relevant scholarly literature and other relevant sources of data
- Demonstrate the ability to formulate and delimit a scholarly problem related to the programme's topical focus, suitable to be addressed in the allotted timeframe
- Report the outcome of his/her analysis in a clear and concise prose
- Carry out an analysis of the research problem based on either theoretical reasoning grounded in existing literature or empirical data analysis or a combination thereof

Examination Regulations

The examination in the course *Individually Studied Subject* is an essay of maximum 10 pages. The topic must relate to the thematic focus of the PMSD programme. It can be of a more theoretical nature related to the scientific literature in the field of welfare provision, government-business relations or social innovation. Or it can be of a more empirical nature, examining a particular policy challenge, a particular sector, a particular business venture or the like. The essay should be submitted at a deadline specified by the course coordinator. You are encouraged to form study groups of students, who work on related issues. However, papers must be written individually.

Examiner

The assessment is made by the allocated supervisor.

Re-examination

Re-take examinations and make-up examinations are subject to the same regulations as the ordinary exam.

Grading

Grades are given according to the Danish 7 point scale and the Chinese scale. The examination must be passed.

Exemptions

This course element may be replaced via credit transfer by university courses at master level offered by programmes at other institutions. Courses should be relevant for the PMSD programme. Relevance is assessed by the Teaching Committee. Courses should have a workload equivalent to 7,5 ECTS. If courses are taken within other programmes their rules and regulations apply. In addition, we also offer an optional course each year within SDC, the content of which may vary from year to year.

3.1 Internship, Research-Based Project or Studies at another university

In the 3rd semester students have three options and must choose one:

- a. An internship
- b. A research-based project
- c. Studies at another university

Prior approval by the Teaching Committee (TC) must be obtained before c is commenced. The TC prepares operational guidelines for the 3rd semester.

a) Internship (30 ECTS)

Course Content

The aim of the internship is to train the student to independently formulate, analyze and provide solutions to a management/organizational or policy problem through the integration of theoretical reflection and practical action.

The internship provides an opportunity to combine theories and methods from the study programme with the practices of companies, organizations and institutions. The internship must have an educational aim as well as contribute to the development or the operations of the host organisation.

The student is part of the host organization and will work on assignments agreed upon by the host and the student and approved by the third semester coordinator. The student receives guidance from an SDC supervisor in the preparation of the project report for this semester. The internship host also assigns a contact person to support the student.

Learning Objectives

The learning objectives for the Internship are that the student upon completion can:

- Formulate a research problem based on the task solved during the internship and relevant to the internship host's operations
- Design and execute a theoretically informed research design based on the task(s) solved for the internship host organisation
- Suggest solutions to challenges faced by the host organization based on the analysis
- Reflect on her/his interaction with the host organization and its members during the internship as well as how the host organization is organized and managed

b) Research-based project (30 ECTS)

Course Content

The aim of a research-based project is to train the student to independently formulate, analyze and provide solutions to a management/organizational or policy problem through theoretical reflections and empirical research.

The research-based project should preferably be done in collaboration with an organization that may benefit from the knowledge you produce (e.g. a company, a government agency, an NGO or an international organization).

The student works independently, alone or in groups, on a management/policy problem/topic of theoretical and practical relevance and approved by the third semester coordinator. The student receives guidance from an SDC supervisor in the preparation of the project report for this semester.

Learning Objectives

The learning objectives for the Research-Based Project are that the student upon completion can:

- Formulate a research problem of theoretical and practical nature
- Prepare and implement a research design for how to collect and analyze data and provide solutions to the problem
- Review and critically discuss and select appropriate theories for analyzing and providing solutions to the defined problem
- Identify and discuss practical implications of the project
- Work independently on the conducting of a study with scientific rigor

Examination Regulations

The examination in the course Internship or Research-Based Project is an individual oral exam based on a written project. The project report must be minimum 30 and maximum 60 standard pages in length.

Examiner

The assessment is made by the internship/project supervisor and an external examiner.

Re-examination

Re-take examinations and make-up examinations are subject to the same regulations as the ordinary exam.

Grading

Grades are given according to the Danish 7 point scale and the Chinese scale. The examination must be passed.

c) Studies at another university (30 ECTS)

The aim of studies at another university is to deepen and/or complement the SDC-study programme and thus improve the academic and professional profile of the student.

The studies at another university must receive the prior approval by the TC and should fulfil the following criteria:

- Be at graduate level (4-5th year)
- Provide and transfer 30 ECTS
- Deepen and/or complement the SDC-PMSD programme

4.1 Master's Thesis

Thesis content

The thesis is the final element in the programme. It should be governed by a student-developed problem statement which is relevant to the programme. It should show that the student is able to formulate and delimit a research problem, and that the student can design and carry out an inquiry suitable to the problem at hand by

- a) presenting, discussing and evaluating social science literature relevant to the problem,
- b) selecting and applying appropriate social science methods, and
- c) compiling and analyzing suitable empirical data

Based on this the student should be able to draw substantiated conclusions and discuss the quality of the thesis findings.

The thesis can be done in collaboration with an organization, focusing on a topic of particular interest to that organization. However, the thesis is evaluated solely on academic merits.

Learning Objectives

After having completed the Master's thesis process, the student must be able to:

- Formulate, delimit and operationalize a research question in the area of public management and social development
- Select, critically discuss and use relevant theories and scientific methods
- Collect, critically discuss and use relevant empirical material
- Reflexively document the analysis and assess the strengths and weaknesses of the thesis
- Present the results of the analysis in a logically coherent, structured and linguistically adequate manner, both written and orally

Examination Regulations

The thesis is an individual assignment. The maximum length of the thesis is 80 standard pages.

Students should add a summary to the thesis in English.

The examination (defence) is oral, based on the written thesis. It takes the form of a dialogue between the student and the examiners that make up the *Thesis Defence Panel*. For more details about the examiners, please consult the SDC document *Thesis Regulations: 10 Steps*. The oral examination lasts 45 minutes.

The grade awarded must reflect an overall assessment of the written thesis and the oral defence.

Examiner

The assessment is made by the *Thesis Defence Panel*. Please consult the SDC document *Thesis Regulations: 10 Steps* for detailed information about the composition of this Panel.

Re-examination

In case the student is ill at the oral defence of his or her Master's thesis a new oral exam will be arranged based on the thesis already handed in. If a student receives a non-passing grade at the regular exam he or she must hand in a revised version of the thesis, or a thesis based on a new or revised subject, after conferring with the supervisor.

Grading

For the Danish/international students, grades are given according to the Danish 7 point scale and the Chinese scale for assessing MA's theses. The examination must be passed.

For the Chinese students grades are given according to the Danish 7 point only. The examination must be passed.