

## **Consortium Agreement**

### **DCLead**

### **Master in Digital Communication Leadership**

This CONSORTIUM AGREEMENT is based upon EU Regulation No 1288/2013 of the European Parliament and of the Council of 11 December 2013, establishing 'Erasmus+': the Union Programme for education, training, youth and sport for the period 2014-2020; aiming to tackle socio-economic changes that Europe will be facing and support the implementation for growth, jobs, social equity and inclusion.

This CONSORTIUM AGREEMENT has been made on the 1.3.2016,

at the Paris-Lodron University of Salzburg, in Salzburg, Austria,

between the Consortium Partners

**(1) Paris-Lodron University of Salzburg (Coordinating Institution),**

Kapitelgasse 4-6, 5020 Salzburg, Austria, hereinafter referred to as "PLUS"

**(2) Aalborg University**

Fredrik Bajers Vej 5, 9100 Aalborg, Denmark, hereinafter referred to as "AAU"

**(3) Vrije Universiteit Brussel**

Pleinlaan 2, 1050 Brussels, Belgium, hereinafter referred to as "VUB"

and the Associated Partners

**(4) University of California, Los Angeles (UCLA)**

405 Hilgard Avenue, Los Angeles, United States

**(5) Ghana Telecom University College (GTUC)**

Accra-Nsawam Road, Accra, Ghana

**(6) Teracom A/S**

Banestrøget 21, Taastrup, Denmark

**(7) ~~Sky Deutschland Fernsehen GMBH & CO KG~~ (28-10-2016)**

~~Medienallee 26, Unterföhring, Germany~~

**(8) Universidade Federal do Recôncavo da Bahia**

Rua Rui Barbosa, 710, Cruz das Almas, Brazil

**(9) Ross Biggam, Discovery Communications Europe**

Discovery House, Chiswick Park Building 2, 566 Chiswick High R, W4 5YB, London, United Kingdom

**(10) Queensland University of Technology (QUT)**

George Street 2, Brisbane, Australia

**(11) Red Bull Media House GmbH**

Oberst-Lepperdinger-Straße 11-13, Salzburg, Austria

**(12) Journalism School at Fudan University**

Guoding Road 400, Shanghai, China (People's Republic of)

Collectively referred to as the “**Consortium**”, relating to the Programme entitled

Digital Communication Leadership

known in short as

DCLead

This agreement describes the relationship between the Consortium partners for the delivery of a two-year full-time Erasmus Mundus Master in Digital Communication Leadership, funded through the European Commission fund for Erasmus+.

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### **Preamble**

This CONSORTIUM AGREEMENT is based upon EU Regulation No 1288/2013 of the European Parliament and of the Council of 11 December 2013, establishing 'Erasmus+': the Union programme for education, training, youth and sport for the period 2014-2020 and of the Call for Proposal 2015 – EAC/A04/2014 of the European Commission.

WHEREAS, the Consortium has decided and agreed to execute and perform the activities described in the terms and conditions herewith.

### **Controlling Provisions**

In case of inconsistency between the contractual provisions signed by the Consortium partners in the Grant Agreement nr. 2015 – 2315/001 – 001 - EMJMD, and the provisions of this Consortium Agreement, the provisions of the Grant Agreement shall prevail over those of this Consortium Agreement, which shall themselves prevail over any special contract or agreement signed for its application.

# 1 DEFINITIONS

## 1.1 GENERAL DEFINITIONS

For sake of clarity, words used in this Consortium Agreement will have the same meaning as that defined in the second article of Regulation (EU) No 1288/2013 of the European Parliament and of the Council of 11 December 2013 establishing 'Erasmus+': the Union programme for education, training, youth and sport and repealing Decisions No 1719/2006/EC, No 1720/2006/EC and No 1298/2008/EC.

## 1.2 ADDITIONAL DEFINITIONS

'**EMJMD**' is the Erasmus Mundus Joint Master Degrees

The '**Agency**' is the Education, Audio-visual and Culture Executive Agency (EACEA).

The '**Contract**' refers to the grant agreement 2015-2315/001-001-EMJMD between the Consortium Partners and the Agency.

The '**Programme**' means the DCLead master programme.

The '**Curriculum**' means the 'Curriculum for the Erasmus + Joint Master Degree Programmes Digital Communication Leadership (DCLead)" (Annex I), the contract between the Consortium Partners that defines the structure of the master programme, the allocation of credits and the award of the joint degrees.

The '**host institution**' is the institution at which the students are residing at any one time. At any single point through the duration of the Programme, each student is associated with one host institution.

The '**Lump sum**' is the 'contribution to the consortium management costs and costs for invited scholars and guest lecturers' paid by the Agency.

The '**scholarship**' is the Erasmus + scholarship financed by the Agency.

# 2 PURPOSE OF AGREEMENT

The purpose of this Consortium Agreement is to organise the management of the DCLead programme and to define the respective rights and obligations of the Consortium.

This agreement covers all possible aspects related to the academic, operational, administrative, and financial considerations for the implementation of the EMJMD.

The Consortium Partners agree to cooperate fully in all aspects of the preparation, delivery and quality assurance of the DCLead Programme, to provide all the necessary resources and support required to run the programme effectively and efficiently, and to comply with the terms and conditions of the contract.

### 3 DURATION, VALIDITY OF THE AGREEMENT AND AMENDMENTS

This agreement shall come into force on the day it has been signed by each of the parties.

This agreement shall be valid for the duration of the Contract (31.08.2020).

The Partners recognise that both the terms of this agreement and any amendments to the agreement must respect and be in conformity with the terms and requirements of the Contract.

Amendments to this Agreement, including the extension of its validity, shall be made only by supplementary agreements signed on behalf of each of the parties by legal representatives.

### 4 ORGANIZATION AND MANAGEMENT

#### 4.1 DCLEAD ORGANIZATION

The Coordinating Institution of the DCLead Programme is leading the organizational aspects of the programme and Consortium. It will manage the administrative, legal and financial aspects of the Consortium on the basis of the terms and conditions set out in this agreement and in the Contract.

To assist in this, there are a number of organizational and management structures in place. The main decision making body of the consortium is the Programme Board. Other organization and management structures include a Chairperson of the Programme, the Programme Coordinator, the Selection Committee, the Student Panel, the External Evaluation Council, the Administration Board, and the Consortium Board.

#### 4.2 CONSORTIUM MEMBERS

Consortium Members include three Consortium Partners (AAU, PLUS and VUB), and eight Associated Partners.

##### 4.2.1 COORDINATING INSTITUTION

PLUS is Consortium Partner and the Coordinating Institution of the Programme.

Each student admitted into this programme will attend their first semester at PLUS, in addition to two Summer Schools. Students may choose to return in their fourth semester to PLUS to finish writing their Master Thesis.

##### 4.2.2 OTHER CONSORTIUM PARTNERS

AAU and VUB are Consortium Partners.

Each student admitted into this Programme will attend a minimum of two semesters at one of these institutions.

#### 4.2.3 ASSOCIATED PARTNERS

Associated Partners are institutions, private and public, that have agreed to cooperate with the Consortium Partners. Representatives of these institutions participate to the Consortium Board.

Representatives of Associated Partners participate in the Summer School and, if asked, can participate in the taught modules of the consortium partners as guest lecturers.

There are two types of Associated Partners: Associated Higher Education Institutions and Associated Industry Partners.

University of California Los Angeles, Ghana Technology University College, Universidade Federal do Recôncavo da Bahia, Queensland University of Technology and Journalism School at Fudan University are Associated Higher Education Institutions.

Associated Partners have the option to host a few students in their fourth semester and act as tutors and facilitators for the students' master theses.

Teracom A/S, Red Bull Media House and Discovery Communications Europe are Associated Industry Partners.

Associated Industry Partners may provide internship opportunities and offer professional advice.

### 4.3 PROGRAMME BOARD

The Programme Board is composed of six members, two from each of the Consortium Partners, with due authorisation to discuss, negotiate, and decide on actions proposed by the Coordinating Institution and the other members of the Consortium.

All meetings of the Programme Board shall constitute a quorum if at least 5 members are present or duly represented by proxy. For decisions to be binding, a two-thirds majority of Board's members is required (4 votes).

Issues related to partner dispute resolution and student complaints, related to the joint degree as a whole, will be addressed in the Programme Board meetings and solutions will be accepted with majority rule.

Student complaints related to an individual institution should, after consultation with the Chairperson, be dealt with by the respective institution

#### 4.3.1 PROGRAMME BOARD MEMBERS

Each Consortium Partner will select two Programme Board Members. These individuals will be a liaison between their institution and the other consortium partners.

The Programme Board Members appointed by the Coordinating Institution fulfil the roles of Chairperson of the Programme and of Programme Coordinator.

Programme Board Members are responsible for all matters related to the curriculum, assessment and evaluation, student academic and logistic aspects, and ensuring that the Programme within their institution meets the objectives of the Programme curriculum.

#### 4.3.2 THE CHAIRPERSON OF THE PROGRAMME BOARD

The Chairperson of the Programme is the legal representative of the Programme.

The Chairperson is authorised to enter into legal and financial commitments on behalf of the Consortium.

She/he convenes the Programme Board as often as the interests of the consortium require, sets the agenda for meetings and chairs meetings of the Programme Board.

#### 4.3.3 THE PROGRAMME COORDINATOR

The Programme Coordinator is responsible for the management of the Programme and acts as contact person.

#### 4.3.4 COMMUNICATION & MEETINGS

The primary mode of communication between the consortium partners and associated partners will be via conference calls.

The Programme Board will physically meet twice every academic year. In some cases, provisions can be made for teleconference meetings. One of these annual meetings should take place during the Summer School.

### 4.4 ADMINISTRATION BOARD

The Administration Board is responsible for organizing the logistic items of the Programme.

Each Consortium Partner selects a staff member to become part of this Board. This person is responsible for implementing the administrative tasks within their respective university, advice students on logistical matters, and any other task as delegated by the Administration Board.

Logistic responsibilities of this board include, but are not limited to, arranging the visa documents for the students, arranging health and travel insurance coverage, assist with registration to courses, updating the website, etc.

Associated Higher Education Institutions that are hosting one or more students shall also appoint a staff member to be part of the Administration Board.

#### 4.4.1 THE PROGRAMME ADMINISTRATOR

The Coordinating Institution will employ, at part time, a Programme Administrator.

The Programme Administrator coordinates the Administration Board.

The salary of the Programme Administrator is paid from the lump sum.

#### **4.5 CONSORTIUM BOARD**

The Consortium Board shall be composed of one (1) representative of each Consortium Partner and Associated Partner, and one member of the Student Panel.

Consortium Partners, Associated Partners and Student Panel appoint their own representative in the Consortium Board.

Programme Board members, including the Chairperson of the Programme and the Coordinator of the Programme, are not eligible to be members of the Consortium Board.

On the first meeting, the Consortium Board will appoint a chairperson.

Consortium Board members are generally not involved in the day-to-day running of the Programme, but their experience and advice is invaluable in guiding its strategic direction.

The Consortium Board provides advice and feedback on the quality and governance of the Master Degree, through an annual progress report submitted to the Programme Board and the External Evaluation Council.

The Consortium Board physically meets at least once a year, most likely concurrently to the Summer School. In some cases, provisions can be made for teleconference meetings.

The External Evaluation Council meets the Consortium Board every second year at the Summer School.

#### **4.6 STUDENT PANEL**

The Student Panel is composed of three (3) students who will represent the student body. These individuals will be elected by their fellow students during the Summer School.

The Student Panel selects one of its members to be part of the Consortium Board.

Members of the Student Panels are elected for one year and can be re-elected only for a second term.

The Student Panel will be informed of any activities related to the DCLead Programme, any changes in policy or procedure that may affect the student body.

#### **4.7 SELECTION COMMITTEE**

The Selection Committee is responsible for assessing the applications of eligible student candidates.

The Programme Board appoints two representatives of each Consortium Partner to be part of the Selection Committee.

The Programme Coordinator is not eligible for the Selection Committee, but facilitates and coordinates its tasks.

Other Programme Board Members are eligible for the Selection Committee.

The members of the Selection Committee shall not take any action which may bring their own interests into conflict with those of the Consortium.

#### **4.8 EXTERNAL EVALUATION COUNCIL**

This council is composed of three experts selected by the Programme Board that are external from the Consortium Members and Associated Partners.

The External Evaluation Council meets every two years with the Programme Board to evaluate the quality of both academic and non-academic aspects of the DCLead Programme.

## **5 ROLES, DUTIES AND RESPONSIBILITIES**

### **5.1 RESPONSIBILITIES OF EACH CONSORTIUM PARTNER**

Each Consortium Partner hereby undertakes, with respect to other Consortium partners, all reasonable endeavours to actively perform and promptly fulfil all of its obligations under the Contract and this Consortium Agreement, in particular the submission to the Agency of any deliverables pursuant to the Contract.

Each Consortium Partner undertakes reasonable endeavours to promptly supply all such information or documents to the Coordinating Institution, as the Coordinating Institution and the Programme Board need to fulfil obligations pursuant to this Consortium Agreement, the Contract and upon request of the Agency.

Each Consortium Partner undertakes reasonable endeavours to promptly notify the Coordinating Institution and the Programme Board of any significant problem and delay likely to affect the operations of the Master Degree and to inform the Coordinating Institution and/or other Consortium Members and Partners of relevant communications it receives from third parties in relation to the activities of the Master Degree.

Each Consortium Partner shall use reasonable endeavours to ensure the accuracy of any information or materials it supplies hereunder or under the contract and promptly correct any error therein of which it is notified.

Each Consortium partner agrees not to use knowingly, as part of a deliverable or in the design of such a deliverable or in any information supplied hereunder or under the Contract, any proprietary rights of a third party for which such Consortium Partner has not acquired the right to grant licences and users rights to the other Consortium Partners in accordance with the Contract.

## **5.2 OBLIGATIONS OF THE COORDINATING INSTITUTION**

The Coordinating Institution shall:

- manage the administrative, legal and financial aspects of the Programme on the basis of the terms and conditions set out in this agreement and in the Contract;
- appoint a Chairperson of the Programme, a Programme Coordinator and a representative in the Consortium Board;
- hire and manage a Programme Administrator.

## **5.3 ROLE AND OBLIGATIONS OF THE ASSOCIATED PARTNERS**

Associated Partners shall:

- Appoint their own representative on the Consortium Board;
- Participate in the annual common events on occasions and in ways that are relevant to their particular areas of competency and expertise;
- If applicable, participate in taught modules as guest lecturers;
- Contribute to the Programme's website and intranet with information about their institutions, the role of their institution in the Programme and their representatives;
- Provide the Coordinating Institution with their own institutional logo, and allow the Coordinating Institution to use this logo for the purpose of advertising the Programme and its activities;
- Promote the Programme through relevant regional/national/international academic or professional networks.

Associated Higher Education Institutions Partners also agree to:

- If applicable, host and tutor interested students in their fourth semester of studies and act as tutors and facilitators for the students' master theses;
- Appoint an administrator /contact person that supports any student hosted by their institution with administrative tasks and logistical matter, including the documents necessary to obtain a visa and with accommodation.

Associated Industry Partners also agree to:

- Make internship opportunities available to students of the Programme and to offer professional advice;
- If applicable, report to the Programme Board on the experience of the students hosted at the end of their internships.

## **5.4 DUTIES AND RESPONSIBILITIES OF THE PROGRAMME BOARD**

The Programme Board shall decide on:

- The preparation and final approval of the annual plan of activities;

- the use of the “Contribution to the Consortium management costs and the costs for invited scholars and guest lecturers (Lump Sum)” paid by the Agency;
- the structure and restructuring of the Consortium;
- proposals to amend the Consortium Agreement;
- quality assurance and degree awarding/recognition issues;
- selection of students and allocation of scholarships, based on the assessment provided by the Selection Committee;
- disputes between partners;
- any issue arising from students’ feedbacks and complaints;
- any issue arising from the Consortium Board’s annual progress report;
- any issue arising from the External Evaluation Council’s report;
- the allocation of ECTS-credits to Participants for their active contribution to the Programme;
- Internal procedures related to the submission of operational/financial documents.

## 5.5 OBLIGATIONS OF THE PROGRAMME COORDINATOR

The Programme Coordinator is responsible for:

- Liaising between the Programme Board and other stakeholders: i.e. the students, the Student Panel, the Consortium Board, the External Evaluation Council, the Selection Committee, and/or their representatives, and other institutions;
- Acting as contact person;
- Organizing the Programme’s common activities;
- Organizing the collection of students’ feedbacks at the end of every semester;
- Advertising, marketing and providing information about the Programme to interested parties;
- Preparing reports and documentation for the Programme Board’s meetings;
- Managing the website and the intranet;
- Keeping track of Participants’ active contributions and accumulation of ECTS-credits;
- Preparing and submitting the Technical Reports as required by the Contract;
- Input data into the EACEA Mobility Tool (EMT) as required by the Contract;
- Any other tasks assigned by the Programme Board.

## 5.6 OBLIGATIONS OF THE PROGRAMME ADMINISTRATOR

The Programme Administrator shall:

- support the Programme Coordinator, the Chairperson of the Programme and the Programme Board members with their duties;
- support the students with all logistical matters related to their participation to the Programme;
- liaise between the Administration Board and the Programme Board.

## 5.7 DUTIES AND RESPONSIBILITIES OF THE CONSORTIUM BOARD

The Consortium Board provides strategic advice to the Programme Board on:

- The quality of the curriculum;
- The quality and composition of the Consortium;
- The quality of student projects;
- The Programme's activities;
- The Programme administration, including budget allocation, planning and reporting.

After its annual meeting, the Consortium Board compiles a report that is submitted to the Programme Board.

## 5.8 DUTIES AND RESPONSIBILITIES OF THE EXTERNAL EVALUATION COUNCIL

The External Evaluation Council provides strategic advice to Consortium Board and the Programme Board on:

- The quality of the curriculum;
- The quality and composition of the Consortium;
- The quality of student projects;
- The Programme's activities;
- The Programme administration, including budget allocation, planning and reporting.

After its meeting, the Consortium Board compiles a report that is submitted to the Consortium Board and the Programme Board.

# 6 ACADEMIC PROGRAMME AND AWARD OF THE DEGREE

## 6.1 COURSE AND PROGRAMME STRUCTURE

The Programme structure, including the mobility periods are defined in the Curriculum (Annex I).

The conversion of students' grades between different grading systems used by Consortium Partners must follow the conversion table in Annex II of this contract.

In exceptional circumstances and due to prolonged illness, parental leave, personal or family issues, or other unforeseeable circumstances affecting the student's participation in exams or the planned writing of their master thesis, the Programme Board can allow students to register for a fifth semester.

Students who are asked by the examiners to re-submit their master thesis are also allowed to register for a fifth semester.

In exceptional circumstances and due to prolonged illness, parental leave, personal or family issues, or other unforeseeable circumstances affecting the student's participation in the programme for a period longer than 6 months, the Programme Board can allow students to suspend their participation in the programme and to start again one year later from the semester in which their participation was suspended.

The conditions for the student's participation in the fifth semester are specified under section 9.1.

## **6.2 THE AWARD OF THE DEGREE**

The duration of the Erasmus Mundus Joint Master Degree programme "Digital Communication Leadership (DCLead)" is four semesters and requires the completion of 120 ECTS credit points.

Graduates of the Erasmus Mundus Joint Master Degree programme "Digital Communication Leadership (DCLead)" will be awarded the academic degree "Master of Arts" (abbreviated "MA"), jointly by PLUS and VUB, for completing the study track A "Digital Communication, Policy, and innovation in Europe".

The diploma jointly awarded by PLUS and VUB is printed by PLUS and signed by the Vice Rector for Teaching of PLUS and the Rector of VUB. This diploma carries the logo of PLUS, the logo of VUB, the logo of 'Vlaamse Kwalificatiestructuur' (VKS), the logo of 'European Qualifications Framework', and the logo of the European Union.

Graduates of the Erasmus Mundus Joint Master Degree programme "Digital Communication Leadership (DCLead)" will be awarded the academic degree "Master of Science" (abbreviated "MSc") in Information Technology (Digital Communication Leadership), jointly by PLUS and AAU, for completing the study track B "Digital Technology & Management".

The diplomas jointly awarded by PLUS and AAU is printed by PLUS and signed by the Vice Rector for Teaching of PLUS and the Dean of the Faculty of Engineering and Science of AAU. This diploma carries the logo of PLUS, the logo of AAU, and the logo of the European Union.

With the diploma, graduates receive the official transcript of study results and a diploma supplement from PLUS.

Additional diploma supplements are issued and printed by the relevant partner institution.

# **7 RECRUITMENT, APPLICATION, AND SELECTION OF PARTICIPANTS**

## **7.1 PREAMBLE**

Consortium Members are expected to be fully committed in offering the participants a framework of excellence to support their academic activities. For the recruitment, enrolment and monitoring of master participants, the consortium attempts to follow as close as possible the principles described in the Erasmus Charter for Higher Education.

The DCLead programme embraces diversity and will treat all applications equally irrespective of sex, sexual orientation, gender reassignment, marital or civil partnership status, age, disability, colour, race, nationality, ethnic or national origin, religion or belief, or political beliefs.

## **7.2 RECRUITMENT OF POTENTIAL STUDENTS**

Information concerning the application procedure, timetable (deadline for application, estimated time for the notification of results, appeal deadline, etc.), and eligibility and selection criteria must be available to all potential applicants at the latest three months before the application deadline.

The Coordinating Institution shall manage the process of diffusion of information about the Programme and the recruitment of students.

The recruitment of students is undertaken by Consortium Partners in collaboration with the Associated Partners. The Programme Coordinator and the Coordinating Institution administers the application and provides this information to the Selection Committee for reviewing applications and continuing with the acceptance procedures.

Consortium Partners and Associated Partners circulate the information about the programme and the availability of scholarship through their local and regional academic and professional networks.

Information about the Programme and the availability of scholarships will be circulated among graduates of Erasmus Mundus Joint Master Programmes related to learning mobility of individuals.

## **7.3 APPLICATION REQUIREMENTS**

An applicant for admission shall hold the equivalent of an academic Bachelor's Degree from a recognized academic higher education institution, corresponding to at least 180 ECTS, in a subject relevant to the topic of the Master programme.

Applicants for track A “Digital Communication, Policy and Innovation in Europe” should have a bachelor or master degree in communication or other disciplines of social sciences.

Applicants for track B “Digital Technology and Management” should have a bachelor or master degree within development and/or management of Information and Communication Technologies (i.e. computer science, engineering and/or business administration and/or Economics).

Candidates’ relevant work experience in the field of digital communication or media will also be considered.

The application package requested to the participants should contain the following information:

- Personal coordinates of the candidate
- Year of birth;
- CV (European format);
- Proof of identity and nationality (copy of passport);
- Proof of place of residence;

- Certified (translated) copy of university diplomas;
- Certified (translated) transcript of study results;
- (Certified copy of) language test results;
- Letter of Motivation;
- Recommendation letters and/or references;
- Description of the eligibility criteria for an EM scholarship;
- Declaration from the candidate that these criteria are fulfilled, description of the selection criteria, procedure and timetable;
- A list of Candidate's preferences concerning the study tracks of the Programme (A/B);
- A proof of English proficiency.

### 7.3.1 ENGLISH PROFICIENCY

Having obtained a Bachelor's Degree or a University Degree that was entirely held in English from a qualified institution in Australia, the UK, Ireland, the USA, New Zealand, South Africa or Canada demonstrates sufficiently the English proficiency.

Other applicants must demonstrate their English proficiency. This can be done through a test or certificate listed here:

- IELTS (academic test): minimum average score 6.5 [www.ielts.org]
- TOEFL (paper-based): 560 [www.ets.org/toefl]
- TOEFL (internet-based, or iBT): 88 [www.ets.org/toefl]
- Cambridge Certificate of Proficiency (CPE), Grades A,B, or C [www.cambridgeenglish.org]
- Certificate in Advanced English (CAE), Grades A, B, or C [www.cambridgeenglish.org]
- Cambridge First Certificate with the grade A or B. [www.cambridgeenglish.org]

To be accepted, the results of the tests (IELTS or TOEFL) must have been obtained less than two years prior to the date of the application.

The selection committee can, on a temporary basis, offer applicants, that do not fully comply with the requirements regarding English proficiency, a conditional admittance. The candidates must nonetheless comply with the rules regarding the proof of English proficiency within 8 months from the notification of acceptance.

### 7.3.2 ELIGIBILITY REQUIREMENTS

The EMJMD offers two types of scholarships, one of which is offered to Programme Countries, the other for Partner Countries. Further information on which category students from specific countries are eligible can be found on the Erasmus+ Programme Guide. [http://ec.europa.eu/Programmes/erasmus-plus/discover/guide/index\\_en.htm](http://ec.europa.eu/Programmes/erasmus-plus/discover/guide/index_en.htm)

Individuals who have already benefited from an Erasmus Mundus Joint Master scholarship cannot not be offered a scholarship for this programme.

## 7.4 SELECTION PROCEDURE

The Programme Coordinator is responsible to divide the applications between eligible and ineligible candidates following the criteria defined by the Programme Board.

Before the selection process, the members of the Selection Committee must sign a declaration of “Non-conflict of interest”.

The Selection Committee appoints a chairperson. The chairperson also acts as point of contact for candidates appealing the decision of the committee.

The Selection Committee checks and validates the list of ineligible candidates.

The quality assessment must take into consideration the following criteria:

- very good/outstanding study results (= academic excellence) in relevant study areas;
- academic potential;
- level of language skills;
- motivation;
- recommendations;
- work experience and professional qualifications (if applicable);
- results of interviews (if applicable).

The Selection Committee can decide to interview some of the candidates that are eligible for the scholarship.

At the end of the process, the Selection Committee ranks all eligible candidates and decides how many scholarships (for Partner and Programme countries) will be allocated.

Using the general ranking list and the eligibility criteria of the candidates, the coordinator divides them all into five lists: (1) main list of candidates from Partner Countries, (2) reserve list of candidates from Partner Countries, (3) main list of candidates from Programme Countries, (4) reserve list of candidates from Programme Countries, and (5) non-selected list.

The reserve list of candidates from partner countries (resp. programme countries) must contain a number of candidates that is the same as the number of candidates included in the main list of candidates from partner countries (resp. programme countries), or all remaining selected candidates.

The minutes of the meeting leading to the selection decision (and inclusive of the lists) must be signed by all the members of the Selection Committee.

Candidates in the reserve list can participate in the Programme as self-funded students.

In case the places available to self-funded students are not filled by the candidates on the reserve list, the Programme Board can decide to extend the deadline for registration for places assigned to self-funded students.

The Programme Board is responsible for selecting additional self-funded students after the selection of students with scholarship.

## **7.5 FINAL ADMISSION PROCEDURES**

Final admission is dependent on a positive admission confirmation by the Programme Board (submitted through PLUS), a formal enrolment to the Programme at PLUS's Service Center, and confirmation of the payment of the participation costs for the first semester.

For holders of a scholarship, participation costs of the DCLead Programme are covered by the scholarship.

# **8 SUPPORT OF STUDENT PARTICIPANTS**

## **8.1 PREAMBLE**

Regarding the development and supervision of the Participants, Consortium partners shall follow the agreements contained in the "Curriculum for the Erasmus Mundus Joint Master Programme Learning Mobility of Individuals."

The Administrative Board is responsible for assisting students with logistic items for participating in the DCLead programme.

## **8.2 ACCOMMODATION REQUIREMENTS**

The host university will offer support in finding accommodation.

Students are responsible for choosing their accommodation.

The accommodation shall be paid out of their own funds or with the appropriate funding included in the scholarship.

## **8.3 LANGUAGE ASSISTANCE**

All consortium partner institutions have language courses available. This provision may include the native language spoken in the institution's country and English assistance. Students can decide to participate to language courses. Language courses that are not part of the Curriculum may be subject to extra fees.

## **8.4 HEALTH INSURANCE**

The consortium shall select a suitable insurance policy for students, which is 100% compliant with the EACEA minimum requirements described in the Administrative and Financial Handbook.

Details of the insurance plan must be included in the Student Agreement and made available from the website.

## 8.5 VISA ACQUISITION

Students will be assisted by the Administrative Board upon confirmation of each student's participation in the DCLead Programme. The respective administrative board member from each full Consortium Partner will then begin to collect the proper documentation and forms for visa acquisition where necessary.

## 8.6 ADDITIONAL SERVICES FOR STUDENTS

Each Consortium partner will provide additional student support related to thesis work and integration into the student body of each respective university. In addition, students are made aware of Associated Partners during the Summer Schools. Associated Partners may choose to provide the opportunity to students for thesis assistance through internships or academic tutors. Students interested in carrying out their fourth semester at an Associated Partner must make a request to the Programme Board for approval as limited space is available and those selected must be writing their thesis in a related field.

# 9 HUMAN AND FINANCIAL RESOURCES

## 9.1 PARTICIPATION COSTS

Participation costs amount to €1,806.50 per semester for students from Programme Countries (or equally, € 7,226 in total, for four semesters) and to €4,300 for students from Partner Countries (or equally, € 17,200 in total, for four semesters).

Students pay participation costs to the Coordinating Institution at the beginning of each semester. Participation costs due for the first and third semesters must be paid by the students in the first week of September, while participation costs due for the second and fourth semesters must be paid by the students in the first week of February.

Participation costs to the Programme include:

- Any tuition fees,
- full insurance coverage,
- Any other mandatory costs related to the students' registration and participation in the programme.
- Any costs for the organisation of the Programme.
- Any costs for the participation in the Summer School.

Participation costs do not include installation, living and subsistence costs. Students shall be obliged to cover these costs by themselves.

Participation costs for the students that are awarded an Erasmus Mundus Joint Master Degrees scholarship are covered by the scholarship and they are paid directly by the Coordinating institution.

If applicable, all students, including Erasmus Mundus Joint Master Degrees scholarship holders, shall pay any tuition fees and administrative costs due to their participation in the Programme in their fifth





On behalf of the Consortium Members, the Coordinating Institution pays the monthly allowance and the contribution to travels and installation costs to this account and from P\_133001\_43 account.

## 10 SUSTAINABILITY STRATEGY

Each full consortium partner undertakes reasonable endeavours to find the necessary funding or to finance their share of the Programme's operating costs after the conclusion of the Programme.

Associated Industry Partners shall consider making scholarships available after two years from their participation in the Programme.

The overhead of the Programme shall be financed through the participation costs paid by the students.

Associated Partners that are Higher Education Institutions shall advise the Consortium on funding opportunities from public and private organisations to finance scholarships in their own countries.

## 11 PROGRAMME'S WEBSITE AND INTRANET

The Coordinating Institution is in charge of creating website for this Programme. Consortium partners will be responsible for contributing the content of the website and promoting activities under the name of DCLead.

The costs incurred for setting up an intranet system for securely sharing information among partners and students will be paid from the lump sum.

## 12 INTELLECTUAL PROPERTY RIGHTS

### 12.1 OWNERSHIP OF KNOWLEDGE

Knowledge arising from work carried out under the programme shall be the property of the Consortium partners carrying out the work leading to that knowledge.

Where several Consortium partners have jointly carried out work generating the Knowledge and where their respective share of the work cannot be ascertained, they shall have joint ownership of such Knowledge. They shall agree among themselves, under a separate written agreement, on the allocation and the terms of exercising the ownership of said Knowledge.

Subject to any specific agreement between the Consortium partners owning the Knowledge and to the provisions of the Contract and this Consortium Agreement, each co-owner shall be entitled to use the joint Knowledge as it sees fit, without compensation, provided said use does not conflict with the Network.

## **12.2 PROTECTION OF KNOWLEDGE**

The Consortium partners shall make reasonable endeavours to protect the Knowledge arising out of their performance of the programme, according to their own policy and legitimate interest and in observance of their obligations under the Contract.

Each Consortium partner shall be entitled to protect its own Knowledge under its own name and at its sole expense unless specifically agreed otherwise between the Consortium partners concerned.

## **13 ENTERING AND LEAVING THE CONSORTIUM**

A Consortium partner may withdraw from the Consortium with the permission of the Programme Board through a unanimous vote, and of the Agency.

In the event of a breach by a Consortium partner (Defaulting Party) of its obligations under this Consortium Agreement or the contract which is irremediable or which is not remedied within 30 calendar days of a written notice from the Coordinating Institution then the other parties in the Programme Board may jointly decide to terminate this Consortium Agreement with respect to the defaulting party. Any and all access rights granted to the Defaulting Party shall cease immediately. The project work of the Defaulting party shall be assigned among the other Parties or those nominated by them and acceptable to the Programme Board and the Commission.

## **14 PUBLICATION, PRESS RELEASES AND REPORTS TO THE EUROPEAN COMMISSION**

### **14.1 PUBLICATIONS OF KNOWLEDGE**

Each Consortium partner shall, having considered and undertaken any necessary elements of Knowledge protection, have the right to publish or allow the publishing of data, which constitutes knowledge or confidential information it owns in accordance with the Contract.

### **14.2 PUBLICATIONS OF OTHER CONSORTIUM PARTNERS KNOWLEDGE**

Any publication or communication, whether written or oral, is required to have obtained the consent of the Consortium partner(s) concerned. If none of the Consortium partners objects to the publication within one calendar month from the date of referral, consent shall be deemed given. If no consent on publication can be achieved within two calendar months from the request, the Programme Board shall decide the issue.

## **15 LANGUAGE**

This Consortium Agreement is drawn up in English, which is the language to govern all documents, notices and meetings for its application and/or extension or in any other way relative thereto.

## **16 APPLICABLE LAW**

This Consortium agreement shall be construed according to and governed by the law of Austria.

## **17 FORCE MAJEURE**

Each Consortium partner will notify the other Consortium partners in writing of any Force Majeure and the Consortium partners shall discuss in good faith the possibilities of a transfer of tasks affected by the event.

## **18 SIGNATURES**

AS WITNESS the Parties have caused this Agreement to be duly signed by the undersigned authorised representatives the day and year first above written.

## 19 ANNEXES

### **19.1 ANNEX I: CURRICULUM OF THE ERASMUS MUNDUS JOINT MASTER DEGREE PROGRAMME “DIGITAL COMMUNICATION LEADERSHIP (DCLEAD)”**

## Mitteilungsblatt – Sondernummer der Paris Lodron-Universität Salzburg

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### **104. Curriculum Erasmus+ Joint Master Degrees DIGITAL COMMUNICATION LEADERSHIP (DCLead) at the University of Salzburg** (Version 2016)

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This curriculum was agreed upon by the curricular committee of the Department of Communication Studies at the Paris-Lodron Universität Salzburg (PLUS) on 24 November 2015.

In accordance with the Federal Act on the Organisation of Universities and their Studies (UG 2002, BGBl. I Nr. 120/2002 idgF), the Senate of the University of Salzburg approves the following curriculum for the Erasmus Mundus Joint Master Degree programme "**Digital Communication Leadership (DCLead)**".

## **§1 General**

- (1) The duration of the Erasmus Mundus Joint Master Degree programme "Digital Communication Leadership (DCLead)" is four semesters and requires the completion of 120 ECTS credit points.
- (2) Graduates of the Erasmus Mundus Joint Master Degree programme "Digital Communication Leadership (DCLead)" will be awarded with the academic degree "Master of Arts", abbreviated "MA", jointly PLUS and VUB (Vrije Universiteit Brussel, Belgium) for completing the study track A "Digital Communication, Policy, and innovation in Europe" and the academic degree "Master of Science", abbreviated "MSc", jointly by PLUS and AAU (Aalborg Universitet, Denmark) for completing the study track B "Digital Technology & Management".
- (3) Admission to the Erasmus Mundus Joint Master Degree programme "Digital Communication Leadership (DCLead)" is dependent on the prior completion of a Bachelor's degree in communication science or of an equivalent programme at a recognised domestic or international tertiary educational institution (cf. UG 2002 § 64 Abs. 5) and the admission by the consortium of the Erasmus Mundus Joint Master Degree programme. Further general admission rules will be established in Annex II to this curriculum.
- (4) If equivalence cannot be granted in all areas of the completed Bachelor's degree full equivalence can be achieved by the provision of compensatory courses after the admission to the programme to the maximum extent of 45 ECTS during the master programme. The determination of equivalence rests with the Rectorate of the University of Salzburg or a designated person.
- (5) ECTS credits are attributed to all study achievements that have to be fulfilled by the students. One ECTS credit is equivalent to 25 working hours and refers to the average workload required to reach the relevant learning outcomes. The workload of an academic year is equivalent to 1500 hours which is 60 ECTS.
- (6) Students with disabilities and/or chronic disease may not experience any disadvantages during their studies. The principles of the UN Convention on the Rights of People with Disabilities, The Austrian Equality Act, as well as the principle of compensation measure shall apply.
- (7) This programme is taught entirely in English.

## **§2 Programme Description and Qualification Profile**

### **(1) Programme description**

The "Digital Communication Leadership (DCLead)" is carried out as an Erasmus Mundus Joint Master Degree Programme coordinated by the University of Salzburg, Department of Communication Studies together with the Aalborg University of Copenhagen (AAU), Denmark and the Vrije Universiteit Brussel (VUB), Belgium. It approaches the vast and recent field of digital communication from an interdisciplinary and international point of view bringing together advanced academic discussion with practical knowledge and skills. The programme shall promote a non-techno-deterministic, social and ethical reflection on digital communication for future leaders of the field.

**(2) Qualification profile and competences (learning outcomes):**

The leadership-approach of this curriculum encompasses economic-managerial, technological and media and communication knowledge with social responsibility and ethical-cultural dimensions of digital communication. The ability to combine these dimensions, to think together economy and social aspects, technology and culture, individual needs and society will be an indispensable precondition for future leaders in the field. The aim of the programme is to deepen and broaden this knowledge and to provide an arena for innovative ideas and discussions as well as a profound preparatory basis for future fields of employment in the area of digital communication. Students will be expected to gain knowledge, competences and skills, according to their chosen study track, in several of the following fields: (new) media policies, business and economics of (new) media, media management, service design, network and service development, innovation studies, political economy and a European perspective on those fields. Correspondingly the learning outcomes of the DCLead Programme attach importance to the following areas:

- I. *Applied Academic Knowledge (AAKn)*: Students are able to apply their academic knowledge by providing critical contextualization and evaluation of current national and international developments and discussions and independently deepening insights and expanding the theoretical basis of their field of study. Students can translate their understandings and findings into conclusions, scenarios, advice, policy recommendations and strategies in a competent way. They can finally apply the acquired knowledge and skills in a professional context.
- II. *Specialization Knowledge (SpKn)*: Students gather advanced knowledge in their specialization field *according* to their chosen study track in the following manner:
  - (a) Digital Communication, Policy and Innovation in Europe: Students are able to understand and analyse the relationship between policy makers, market mechanisms and the users considering the cultural dimension of the field of digital communication. This includes the delivery of profound policy analysis, advice and recommendations for future policy developments, critical market analysis and a socially grounded contextualization of current developments and debates on digital communication in a globalized world.
  - (b) Digital Technology and Management: Students are able to understand and analyse the relationships between technology developments and business potentials in the field of digital communication. This includes the promotion of developments of new business models, the evaluation of technology trends and the use, adoption and domestication of ICT and new media.
- III. *Solution-oriented Skills (SoSk)*: Students demonstrate entrepreneurial spirit, responsibility, communicative attitude, creativity and the ability to plan, coordinate, supervise and advise. The acquired skills enable the graduates to become independent, responsible, inquiring and reflective professionals.
- IV. *Social competence (SoCo)*: Students show an open and constructive attitude, have respect for other views and beliefs and remain open-minded concerning alternative points of view. In a culturally diverse international context they act upon an open attitude and critically reflect their own position. They are open to scientific doubt and societal pluralism.

**(3) Demand and relevance for science, society and industry**

The master programme addresses topics relevant for academic, societal and industry discussions. Stakeholders in media and communication activities are nowadays not only confronted with new challenges (being linked among other phenomena and developments to technological convergence, emerging new information flows, new gatekeepers, changing ways of distribution, user patterns and preferences as well as adapting institutional frameworks) but also need to understand and re-tune their responsibilities, to comprehend the differences between cultures and the values supporting the actions of their partners and users,

in order to produce the benefits that the latter demand and require. Those who wish to play a role in this environment, to push its innovation boundaries, to show initiative in action that generates consensus and participation, need to possess a broad and interdisciplinary set of knowledge and skills which will be provided by this master programme. As a result, these stakeholders need to have a profound understanding of the following areas addressed within the five core competencies of this study programme:

- **Digital technologies and their developments**
- **Policy and innovation**
- **Business and management**
- **Digital communication and culture(s) in Europe**
- **Ethics and social responsibility**

The study programme will make available modules and an international network of academic expertise that together provide the basis for the empowerment of future leaders in the vast area of digital communication, from individual entrepreneurs to managers of communication enterprises. For graduates of the programme future fields of employment may for example provide qualified jobs:

- in existing ICT and media companies e.g. as service developers or managers and business developers
- as entrepreneurs in new media and web companies
- in IT support functions in business companies and public institutions
- in media companies working at the European or international level whose work is influenced by European decision-making e.g. in the following positions
  - as strategic managers in positions related to innovation and R&D
  - as strategic analysts of European communication markets
  - as policy analyst
  - as strategic analyst of user studies
- as scientists or researchers in the area of new media and society in Europe and beyond
- as public servants and administrators within Ministries and regulatory authorities in the policy field of media and communication
- as consultants regarding various aspects of new media and digital innovation
- as lobbyists in lobby organisations trying to influence Europe's innovation and communication policies
- in European institutions working in the field of new media and society collaborating in policy preparation for EU institutions (e.g. European Council, European Parliament, European Commission,...)
- as journalists focusing on new media and digital innovation who can provide nuanced analyses of current developments in the European public sphere(s)

### §3 Programme Structure and Progression

The EMJMD Programme "Digital Communication Leadership (DCLead)" comprises 5 modules with compulsory subjects for in total 78 ECTS credits. In addition, 12 ECTS credits must be obtained from elective subjects. The master's thesis (including guidance and defence) will be awarded with 30 ECTS altogether.

Partners	Sem.	Tracks	Workload (ECTS)	
			A	B
PLUS		Module 1: Introduction into Core Competences	13	13
PLUS		Module 2: Basic Module: Theoretical and Methodological Skills	15	15
VUB+PLUS		Specialization Module 3A: Digital Communication, Policy and Innovation in Europe I (Wahlmodul)	20	
AAU+PLUS		Specialization Module 3B: Digital Technology & Management I (Wahlmodul)		20
VUB		Compency Track: Project-based learning: 4A: Digital Communication, Policy and Innovation in Europe II (Wahlmodul)	30	
AAU		Compency Track: Project-based learning: 4B: Digital Technology & Management II (Wahlmodul)		30
PLUS+VUB+AAU		Module 5: Elective Subjects	12	12
All		Master Theses (incl. defence)	30	30
		<b>Sum</b>	<b>120</b>	<b>120</b>

#### §4 Types of Courses

For this curriculum the consortium partners offer the following types of courses:

**Lectures (VO)** present thematically coherent topics on the subject, identify various correlations between ideas within the subject, and demonstrate in exemplary form problems and solutions. Different theories and the current state of the field are addressed. Lectures are normally taught weekly.

**Exercise combined with lecture (UV):** combines parts of exercises with lectures in a course tailored according to specific didactic considerations. UVs allow for the connection of applied knowledge with theoretical concepts whereby the focus is more on the practical solution. Courses can be taught on a weekly basis or as blocked courses, attendance is mandatory.

**Lecture combined with exercise (VU):** combines a theoretical introduction into a special field with the transfer of applied competencies. The focus of VUs is on the conceptual/theoretical framing and its application for research. Courses can be taught on a weekly basis or as blocked courses, attendance is not mandatory.

**Seminars (SE)** provide the forum for serious academic discussion and examination of debates pertinent to the field. They rely on project-based learning, promote scientific work and discussion and require students to develop their own scientific contributions in form of a semester project. The writing and presentation of a seminar paper is a compulsory component.

**Colloquium (KO)** focuses on scientific discourses, on how to argue and how to collaborate with other scientific scholars. Furthermore, KO enables the debate on thesis and other scientific writings. It is weekly based or a blocked course, attendance is mandatory.

**Interdisciplinary projects (IP)** combine scientific and applied thinking to work on projects, including approaches, methods, and theories from various scientific disciplines. IP are weekly based or blocked courses, attendance is mandatory.

#### §5 Content and Semester Structure

The following table contains a list of all the modules and courses of the Erasmus Mundus Joint Master Degree "DCLead: Digital Communication Leadership". The assignment to the semesters remains a recommendation and ensures that the sequence of courses is optimally based on previous knowledge and that the annual workload does not exceed 60 ECTS. Still, modules and courses can be completed in different order unless requirements are fixed in § 10:

A detailed description of the modules including content, methods and skills can be found in Annex I.

EMJMD Digital Communication Leadership (DCLead)								
Modul2	Course	Sem. Hours.	Type	ECTS	Semester with ECTS			
					I	II	III	IV
<b>(1) Compulsory module</b>								
<b>Module 1: Introduction into Core Competences</b>								
	Summer School I	2	IP	3	3			
	Introduction to Core Competences I	2	KO	4	4			
	Introduction to Core Competences II	2	SE	6	6			
	<b>Subtotal Module 1</b>	<b>6</b>		<b>13</b>	<b>13</b>			
<b>Module 2: Basic Module: Theoretical and Methodological Skills</b>								
	Digital Communication Theories	2	VO	3	3			
	Social Science Research Methods	3	VU	6	6			
	Research Project I	2	SE	6	6			
	<b>Subtotal Module 2</b>	<b>7</b>		<b>15</b>	<b>15</b>			
<b>(2) Compulsory Modules to be selected ref. § 6</b>								
<b>Module 3: Specialization Module</b>								
<b>3A: Track A: Digital Communication, Policy, and innovation in Europe (VUB)</b>								
	Course 1: EU Media and Communication Policy	3	VO	6		6		
	Course 2: Advanced Theoretical Debates: New Media and Society in Europe	3	UV	6			6	
	Course 3: Lecture Series on European Information Society	1,5	VO	3		3		
	Summer School II (incl. thesis outline)	2,5	UV	5		5		
	<b>Subtotal Module 3A</b>	<b>10</b>		<b>20</b>		<b>14</b>	<b>6</b>	
<b>3B: Track B: Digital Technology &amp; Management (AAU)</b>								
	Course 1: Development of ICT and media services	2	UV	5		5		
	Course 2: Content and media management	2,5	UV	5		5		
	Course 3: Media management – micro	2,5	UV	5			5	
	Summer School II (incl. thesis outline)	3	IP	5			5	
	<b>Subtotal Module 3B</b>	<b>10</b>		<b>20</b>		<b>10</b>	<b>10</b>	
<b>Module 4: Competency Track</b>								
<b>4A: Track A: Digital Communication, Policy, and innovation in Europe (VUB)</b>								
	Course 4: Internet Censorship, Control and Governance	3	UV	6			6	
	Seminar 1: European Innovation Policy/Users and Innovation in New Media ("Digital Innovation Leadership")	2	SE	12		12		
	Seminar 2: Critical Issues in Media Economics/European Media and Communication Markets ("Critical Economic Issues in the European Digital Single Market")	2	SE	12			12	
	<b>Subtotal Module 4A</b>	<b>7</b>		<b>30</b>		<b>12</b>	<b>18</b>	
<b>4B: Track B: Digital Technology &amp; Management (AAU)</b>								
	Seminar 1: Design and Markets	3	SE	15		15		
	Seminar 2: Governance and Strategies	3	SE	15			15	
	<b>Subtotal Module 4B</b>	<b>6</b>		<b>30</b>		<b>15</b>	<b>15</b>	
<b>(3) Elective Subjects</b>								
<b>Module 5: Elective Subjects: Diversity, Languages, Soft Skills</b>								
	<b>Subtotal Elective Subjects</b>			<b>12</b>	<b>2</b>	<b>5</b>	<b>5</b>	
<b>(4) Master Thesis (incl. defence)</b>								
				<b>30</b>				<b>30</b>
<b>Total Sum</b>				<b>120</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>

## **§6 Elective Subjects**

- (1) Students must choose elective subjects totaling 12 ECTS. Within the EMJMD Programme "Digital Communication Leadership (DCLead)" students must choose additional courses for elective subjects totaling 12 ECTS. They can be taken from the first to the third semester and serve for the acquisition of additional skills and the fulfilment of individual priorities within the study.
- (2) The partner universities can provide recommendations for elective subjects contributing to the acquisition of advanced knowledge within the field of study, soft skills or gender and diversity issues. In particular language courses in one of the national languages of the consortium or external partners or interdisciplinary courses are strongly recommended.

## **§7 Master's Thesis**

- (1) The Master's thesis serves to prove that the student is qualified to work independently on a scientific subject within the field of one of the two tracks of the Digital Communication Leadership Programme demonstrating the ability to work according to current scientific standards with regard to content and methodology.
- (2) Completion within six months must be possible and reasonable to the student (cf. UG 2002 § 81 Abs. 2).
- (3) The topic of the Master's thesis must correspond with the chosen study track of the student. The student is entitled to propose a topic or select it from a list of proposals given by the available supervisors.
- (4) During the writing of the Master's thesis and the supervision of the students the provisions of the Copyright Acts, BGBl. Nr. 111/1936, must be observed (cf. UG 2002 § 80 Abs. 2).
- (5) The Master's thesis consists of 20.000 to 25.000 words (approx. 60–70 pages) and must be written in English.
- (6) The Master thesis is supervised by two faculty members: one from PLUS, and one from AAU or VUB depending on the track selected by the student. These faculty members supervising the thesis must be qualified according to the regulations of their own institution.
- (7) If agreed by the Programme Board, the Master thesis can be also produced with the support of one or more experts from an associated partner institution of the consortium.

## **§8 Study Tracks and Mobility Periods**

- (1) All students spend the first semester and the Summer School periods at PLUS.
- (2) The students of the EMJMD "Digital Communication Leadership (DCLead)" must choose one of two study tracks after the first semester and will spend the second and third semester at the respective hosting university of the study track:  
Track A: Digital Communication, Policy and Innovation in Europe (Vrije Universiteit Brussel, Belgium)  
Track B: Digital Technology and Management (Aalborg University, Denmark)
- (3) Student can choose to spend the fourth semester at any of the three consortium partners (PLUS, VUB, AAU). During this period and for the completion of the master thesis, students can collaborate with, and spend a maximum of three months at, one of the Consortium's associated higher education institution or industry partners.
- (4) Procedures for the admission of the individual mobility periods to the students will be established by the consortium partners in the student's agreement.

### **§9 Examination Admission Requirements**

- (1) For the admission to exams of all individual courses, the admission regulations of the institution hosting the exam are applied.
- (2) All necessary requirements for the admission to exams will be made available to the students at the beginning of the course.

### **§10 Examination Regulations**

- (1) All courses are individually assessed via course examination.
- (2) For all the individual course examinations, the examination regulations of the institution hosting the exam are applied.
- (3) All institutions hosting exams will apply their national general grading system for course examination. A common grading system based on the ECTS grading table and including converting rules is established by the consortium and made available to the students at the beginning of their studies.

### **§11 Master's Examination before an Examination Committee**

- (1) The EMJMD Programme "Digital Communication Leadership (DCLead)" will be completed with a commissional Master's examination which will be administered by PLUS.
- (2) Prerequisite for the admission to the master's examination is the completion of all courses and the submission and positive evaluation of the Master's thesis.
- (3) The Master's examination consists of one examination subject (thesis defence).

### **§12 Entry into Force**

- (1) The Curriculum enters into force on 1 October 2016.

## Annex I: Module Description

<b>Module Title</b>	<b>Module 1: Introduction to Core Competences</b>
Module Code	INTRO_PLUS
Workload	13 ECTS
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> <li>· gather a basic understanding of the objectives of the programme studied</li> <li>· gather profound basic knowledge of the five core competences of the programme (Ethics and social responsibility, culture, digital technologies, policy and social innovation, business and management)</li> <li>· acquire the necessary knowledge to make an informed decision upon their specialization on a competency track for their further studies</li> </ul>
Module Content	<p>This module provides the introduction to the DCLead Master Programme. Within the one week kick-off Summer School, the students will get an insight in the universities involved in this programme and their specialization fields. Members of all core partner universities will be present in this Summer School (SSchool) and discuss relevant issues and development within the field. A joint lecture with invited lecturers (from partner universities, associated partners, and beyond) at the SSchool will introduce the concepts of the programme tracks and provide perspectives for research. Additionally, the students will produce an academic paper according to a selected topic from the joint lecture combined with a scientific interview with one of the invited lecturers.</p> <p>The 2 basic introductory courses (KO+SE) provide insights into the state-of-the-art and into the core literature regarding the five core competences, which are the main building blocks of the programme. Introduction I will focus mainly on the core literature regarding to (a) Digital technologies (Digitization), (b) Policy and social innovation, and (c) Business &amp; Management. In Introduction II (a) Ethics and social responsibility and (b) Culture(s) and digital communication.</p> <p>The accompanying Seminar (SE) will introduce into complex literature analysis and support students writing elaborated literature essays according to the fields of the core competences.</p>
Courses	<p>IP Summer School I (3 ECTS)            KO Introduction to Core Competences I (4 ECTS)            SE Introduction to Core Competences II (6 ECTS)</p>
Type of examination	Course Examination: written or oral examination, written paper or essay

<b>Module Title</b>	<b>Module 2: Basic Module: Theoretical and Methodological Skills</b>
Module Code	BAM_PLUS
Workload	15 ECTS
Learning Outcomes	<p>Students are be able to</p> <ul style="list-style-type: none"> <li>· distinguish between different theoretical approaches relevant for the field of digital communication leadership</li> <li>· apply critical thinking to issues of digital communication</li> <li>· understand the fundamental principles of social science research</li> <li>· identify the usefulness of specific empirical methods for specific research topics/questions</li> <li>· apply the knowledge they gathered on theories and methodological instruments within a self-chosen research project</li> <li>· develop, guided by the course instructors, a consistent research design within their field of studies</li> <li>· set up a research proposal including literature review, research questions</li> </ul>

	<p>and hypothesis as well as methodological ideas for investigation</p> <ul style="list-style-type: none"> <li>· execute their research project and write a final report on their findings</li> </ul>
Module Content	<p>The module focuses on the provision of a profound theoretical framework of digital communication on the one hand and social science methodology on the other. The lecture (VO) will introduce into different theories and theoretical approaches to digital communication and will give a broad overview of key issues from a critical perspective.</p> <p>A special seminar will provide the basic set of knowledge regarding social science research methods, both qualitative and quantitative. E.g. data collection procedures, data analysis strategies and quality criteria for social science research will be discussed and reflected.</p> <p>The seminar "Research Project I" is dedicated to the development and execution of a self-chosen research project by the students and the presentation of their research findings in a research report. The special focus of this seminar will be the adequate application of the theoretical approach as well as the methodological conceptualization regarding to the chosen topic.</p>
Courses	<p>VO: Digital Communication Theories (3 ECTS) VU: Social Science Research Methods (6 ECTS) SE: Research Project I(6 ECTS)</p>
Type of examination	<p>Course Examination: Multiple choice test; research proposal, seminar paper (research report) &amp; presentation of research findings</p>

<b>Module Title</b>	<b>Module 3: Specialization Module</b>
Track Variation	Module 3A: Digital communication, policy and innovation in Europe (VUB)
Module Code	SPM_A_VUB_PLUS
Workload	20 ECTS
Learning Outcomes	<ul style="list-style-type: none"> <li>· Students show in-depth knowledge, understanding and insight within the field of digital communication and in relation to the latest evolutions and discussions at both the national and international level.</li> <li>· Students demonstrate the ability to critically contextualise and evaluate current national and international developments and discussions, and are able to independently deepen insights related to complex problems on the basis of an original framework of analysis, thereby expanding the theoretical basis related to their own fields of interest.</li> <li>· Students demonstrate the skill to discuss and debate current societal and scientific topics and theoretical developments related to media, internet and globalisation. The students discuss issues on the basis of critical and substantiated reflections and research findings, open-mindedly and willing to acknowledge other arguments.</li> <li>· Students demonstrate the skill to discuss and debate current societal and scientific topics and theoretical developments within the field of communication studies. The students discuss issues on the basis of critical and substantiated reflections and research findings, open-mindedly and willing to acknowledge other arguments.</li> <li>· Students show an open and constructive attitude whilst having respect for other views and beliefs.</li> <li>· Students act upon an open attitude in a culturally diverse international context. They critically reflect on their own (geographical, social, cultural, local, personal,...) position.</li> <li>· Students are open to scientific doubt and societal pluralism. They demonstrate courage, ambition and perseverance in questioning both established insights and alternative points of view.</li> <li>· Students are competent to translate acquired understandings and findings</li> </ul>

	into concrete conclusions, scenarios, advice, policy recommendations and strategies, and are able to communicate and implement these in a professional manner.
Module Content	<p>The Specialization Module will be held by the partner institutions during the mobility track in the second and third semester and varies according to the specialization track chosen. At the beginning of the third semester all students, regardless of their chosen specialization track, will attend the second Summer School which will be completed by the submission of an outline of the master thesis concept including two preferences of hosting universities for the fourth semester.</p> <p><b>Module 3A: Digital communication, policy and innovation in Europe (VUB):</b> In this module, policy aspects of the European information society are tackled from various angles. It sets out from both a theoretical overview and concrete critical analysis of EU policy initiatives in a digital communication environment. On a theoretical level, this module introduces students to different strands of thinking within the field of information society theories and combines this with a historical genealogy of the field. Especially the Advanced theoretical debates course focuses on a critical engagement with the subject, and also deals with alternative and more critical conceptualizations of our current society as a surveillance society or a culture of speed and its negative consequences.</p> <p>The central question addressed in the concrete critical analysis of the European information society is how the European institutions are shaping policies for cultural diversity and freedom of expression. Critical insights in the policymaking process of the EU are provided, with special attention to aspects of multilevel governance. In addition, advanced theoretical and empirical knowledge of policy analysis and impact analysis on a European level are catered for. Firstly, via a case study approach in EU media and communication policy, aimed at transferring independently acquired knowledge of EU policy initiatives in the media and communications related sector. Secondly, through a Lecture Series that provides additional and other perspectives from a series of stakeholders and leaders in the European information society and policy circles. Its purpose is to enhance understanding of topical debates about the dynamics of the European Digital Information Society through prestigious lectures or round tables of experts, both followed by discussions with the public. The lectures complement the courses offered in the Master program, with speakers coming mainly from policy and European institutions, industry and academia.</p>
Courses	<p>VO EU Media and Communication Policy (3 ECTS) UV Advanced Theoretical Debates: New Media and Society in Europe (6 ECTS) UV Lecture Series on European Information Society (6 ECTS) IP Summer School II (incl. thesis outline) (5 ECTS)</p>
Type of examination	Course Examination: written or oral examination

<b>Module Title</b>	<b>Module 3: Specialization Module</b>
Track Variation	Module 3B: Digital Technology & Management (AAU)
Module Code	SPM_B_AAU_PLUS
Workload	20 ECTS
Learning Outcomes	<ul style="list-style-type: none"> <li>· have competences to design and develop viable digital services that can address a wide range of user needs and provide a good user experience.</li> <li>· have competences to compose advanced service functionality using state-of-the-art software tools, Internet of Things, cloud architectures, sensors and simple artificial intelligence algorithms.</li> <li>· be able to understand architectural issues such as the division of functions between terminal, server and networks.</li> </ul>

	<ul style="list-style-type: none"> <li>· understand interface and communication concepts in relation to external servers, databases, and cloud-based services.</li> <li>· have knowledge on the key standards of digital formats and representations of digital services and content.</li> <li>· be able to understand how to manage and optimize service adaptation and delivery to meet the limitations of various types of networks and terminals and dynamic content.</li> <li>· be able to analyze and evaluate systems and solutions for digital service management.</li> <li>· be able to advise service and content providers and non-technical persons on service and content management systems.</li> <li>· be able to analyze technical aspects of service and content management in larger political-social-economic contexts.</li> <li>· have a coherent and profound knowledge of how and why companies and institutions organize their creative digital processes in particular ways and how they can be improved including how users can be integrated.</li> <li>· have insight into digital project management in companies and institutions including their industry specific differences.</li> <li>· have knowledge on technical convergence and the related managerial challenges that companies and institutions face in their digital strategies.</li> </ul>
Module Content	<p>The Specialization Module will be held by the partner institutions during the mobility track in the second and third semester and varies according to the specialization track chosen. At the beginning of the third semester all students, regardless of their chosen specialization track, will attend the second Summer School which will be completed by the submission of an outline of the master thesis concept including two preferences of hosting universities for the fourth semester.</p> <p><b>Module 3B: Digital Technology and Management (AAU)</b></p> <p>Courses in this module focus on the technological aspects of the development and use of digital services and on users and customers and companies and institutions delivering services. Emphasis is on technology management taking technology, users and digital service producers into consideration. The perspective is primarily micro and meso oriented, where the approach to issues relating to market developments is on market creation and the development of innovative services. The courses in the module have a progression from understanding the digital technology systems to be used and developed, towards how such systems are implemented by companies and institutions and how they are used for interacting with and delivering services to users. The courses provide a theoretical and general understanding of the topics taught as well as practical exercises to develop the skills and competences necessary for using theories and general knowledge for service development and implementation. This means that there is focus on analysis as well as technology and business development. In addition to the lectures and exercises, courses also include external presenters from industry and public institutions and visits to companies and institutions using and developing digital services. The titles of the courses are media oriented but have a broader scope in terms of digital services development and management.</p>
Courses	<p>UV Development of ICT and Media Services (5 ECTS)  UV Content and Media Management (5ECTS)  UV Media Management – Micro (5 ECTS)  IP Summer School II (incl. thesis outline) (5 ECTS)</p>
Type of examination	<p>Course Examination: individual written or oral exam</p>

<b>Module Title</b>	<b>Module 4: Competency Tracks</b>
Track Variation	Module 4A: Digital Communication, Policy and Innovation in Europe (VUB)
Module Code	COMPT_A_VUB
Workload	30 ECTS
Learning Outcomes	<ul style="list-style-type: none"> <li>· Students show in-depth knowledge, understanding and insight within the field of digital communication and in relation to the latest evolutions and discussions at both the national and international level.</li> <li>· Students demonstrate the ability to critically contextualize and evaluate current national and international developments and discussions, and are able to independently deepen insights related to complex problems on the basis of an original framework of analysis, thereby expanding the theoretical basis related to their own fields of interest.</li> <li>· Students demonstrate the skill to discuss and debate current societal and scientific topics and theoretical developments within the field of digital communication. The students discuss issues on the basis of critical and substantiated reflections and research findings, open-mindedly and willing to acknowledge other arguments.</li> <li>· Students are competent to translate acquired understandings and findings into concrete conclusions, scenarios, advice, policy recommendations and strategies, and are able to communicate and implement these in a professional manner</li> <li>· Students are open to scientific doubt and societal pluralism. They demonstrate courage, ambition and perseverance in questioning both established insights and alternative points of view.</li> <li>· Students act upon an open attitude in a culturally diverse international context. They critically reflect on their own (geographical, social, cultural, local, personal, ...) position.</li> <li>· Students are able to communicate their point of view in a clear and scientific-grounded argumentation to various target groups.</li> <li>· Students are able to independently elaborate, organise, plan and conduct their own original research, interpret its results and groundedly, coherently and convincingly communicate it orally and in writing.</li> <li>· Students show an open and constructive attitude whilst having respect for other views and beliefs.</li> </ul>
Module Content	<p>This module is dedicated to problem and project based learning within the respective competency track in order to deepen knowledge and gather advanced skills and competences within the field. It relies on strengthening the capability of the students to independently set up, carry out and present an academic project in small groups guided and supervised by the course instructors.</p> <p><b>Module 4A: Digital Communication, Policy and Innovation in Europe (VUB)</b></p> <p>This module engages with ethical, policy and business aspects of a digital communication environment. A first, somewhat theoretical approach, focuses on international debates on Internet Governance. It gives an overview of governments practices of controlling and regulating the internet. It discusses central themes such as human rights and the internet, censorship and repression, the democratic potential of the Internet, copyright and infringement, etc.</p> <p>Moreover, a number of current issues are treated that are critical for the domain of digital communication in Europe (and are studied from a political economy point of view). A first seminar tackles various aspects of digital innovation, both bottom-up, user induced, and top-down, policy framed. Via the presentation of concrete case studies, students are prepared for their own research. In this seminar, they study and research one particular digital innovation topic (e.g. e-</p>

	<p>health) and assess in a paper and presentation in an interdisciplinary manner, how users configure ICT and digital communication practices, how ICT also configure user practices, and how European Research and Innovation policies and strategies can frame and impact future digital communication processes and activities</p> <p>The second seminar in this module treats a number of current issues that are critical for the domain of digital communication within the European digital single market. It provides an insight in the characteristics of media and communication goods and services; main revenue streams and main players in Europe; and new digital communication trends. Topical issues and cases related to European media and communication markets, diverging interests of different players and strengths, weaknesses, opportunities and threats receive special attention. The issues in question relate e.g. to Innovation and diversity in communication markets, advertising and privacy, competition and bottlenecks in digital communication markets, future networks for new media and net neutrality. Concretely, the students write a series of short papers (6), addressing these topics both theoretically and empirically.</p>
Courses	<p>UV Internet Censorship, Control and Governance</p> <p>SE Semester Project I: Digital Innovation Leadership (Users and Innovation in New Media and European Innovation Policy) (12 ECTS)</p> <p>SE Semester Project II: Critical Economic Issues in the European Digital Single Market (Critical Issues in Media Economics and European Media and Communication Markets) (12 ECTS)</p>
Type of examination	Course Examination: individual oral examination and written semester project papers and presentations

<b>Module Title</b>	<b>Module 4: Competency Tracks</b>
Track Variation	Module 4B: Digital Technology & Management (AAU)
Module Code	COMPT_B_AAU
Workload	30 ECTS
Learning Outcomes	<ul style="list-style-type: none"> <li>· be able to understand technology as socio-technical systems where the context of use is pivotal to the value of the digital services developed and implemented.</li> <li>· have knowledge on new organizational forms, new business concepts and changes in the market conditions together with new methods for involving users in the design of digital service solutions.</li> <li>· have competences to distinguish between design and market implications at individual, group, organizational or societal level.</li> <li>· be able to analyze the interaction between technologies, institutions, organizations and markets in a system perspective.</li> <li>· have competences in applying an interdisciplinary approach using theories, methodologies and empirical evidence for analyzing specific issues with relation to digital service development and use.</li> </ul>
Module Content	<p>This module is dedicated to problem and project based learning within the respective competency track in order to deepen knowledge and gather advanced skills and competences within the field. It relies on strengthening the capability of the students to independently set up, carry out and present an academic project in small groups guided and supervised by the course instructors.</p> <p><b>Module 4B: Digital Technology and Management (AAU)</b></p> <p>The themes of the two semester projects are respectively Design and Markets and Governance and Strategies. The first semester project has primary focus on digital technology and service design, while the other semester project is oriented towards strategies, leadership and company and institution governance. At the</p>

	overall level, the purpose of the semester projects is to provide the students with knowledge, skills and competences to identify problems and solutions within the digital services field, which involves an understanding of the importance of innovation, creativity and entrepreneurship as well as an understanding of the environment for digital services and solutions with respect to scenarios of users, target users, stakeholders, business aspects, state-of-the-art technologies, etc. This implies a reflection on the technical, organizational and market-related drivers in the convergence processes of information and communication technologies and an assessment of the implications and business potentials of new digital services and solutions and the related viable business models. The general goal of the semester projects in the module is provide the students with theories and tools to mediate collaboration and exchange between development and business related functions in organizations.
Courses	SE Semester Project I: Design and Markets (15 ECTS) SE Semester Project II: Governance and Strategies (15 ECTS)
Type of examination	Course Examination: Oral group exam with individual grading based on written semester project report

<b>Module Title</b>	<b>Module 5: Elective Subjects</b>
Module Code	ELS_01_02_03
Workload	12 ECTS
Learning Outcomes	<ul style="list-style-type: none"> <li>· get a basic knowledge of languages related to the places of study</li> <li>· apply diverse team strategies according to accomplish certain tasks</li> <li>· related managerial and entrepreneurial soft skills</li> <li>· communication trainings</li> <li>· use business modelling as a tool for setting up and developing businesses delivering as well as using digital services.</li> <li>· take green aspects of digital technologies and services into consideration with respect to the development and use of digital solutions.</li> <li>· have knowledge on general managerial economics specifically applied on digital services and applications.</li> <li>· have knowledge on the implications of standards as well as the development of standards.</li> <li>· be able to perform a rapid technology and service development project together with fellow students.</li> </ul>
Module Content	The elective courses have a focus on the more generic and transferable knowledge, skills and competences and encourage the students to develop self-initiative strategies. The partner universities will provide suggestions for the students before the beginning of every semester. The course on entrepreneurship, innovation and business models has emphasis on theories and practical approaches to building viable business models. The green ICT course seeks to make the students aware of and act upon the environmental issues where digital solutions can be the problem and/or the solution. The managerial economics course provides the students with general knowledge on the basic economics of companies in markets. The standardization course elaborates on the issue of standardization processes and struggles in markets as well as in organizations. Wofie is a week-long technology and service development competition between all students at the university.
Courses	<u>Examples/Suggestions at AAU:</u> <ul style="list-style-type: none"> <li>· UV Entrepreneurship, Innovation and Business Models</li> <li>· UV Green ICT – Sustainable Business Development</li> <li>· UV Managerial Economics</li> </ul>

	<ul style="list-style-type: none"> <li>· UV Standardization</li> <li>· SE Wofie</li> <li>· Language Courses (e.g., Danish, English, etc.)</li> </ul> <p><u>Examples/Suggestions at VUB:</u></p> <ul style="list-style-type: none"> <li>· Business and consumer ethics</li> <li>· Gender, Diversity and Politics</li> <li>· Media Culture and Globalization Theories</li> <li>· Language Courses (e.g., English, French, Dutch, etc.)</li> </ul> <p><u>Examples/Suggestions at PLUS:</u></p> <ul style="list-style-type: none"> <li>· All courses from the focus programmes of PLUS ("Studienergänzungen / Studienschwerpunkte") e.g., Gender Studies, ICT&amp;S, Global Studies</li> <li>· Language Courses (e.g., German, English, etc.)</li> <li>· Interdisciplinary introductory courses to scientific thinking and practice</li> </ul>
Type of examination	Course Examination: various. Individual written or oral exam and – in the case of Wofie – participation in a technology and service development competition

## **Annex II: General Admission Rules to the EMJMD Programme "Digital Communication Leadership (DCLead)"**

### § 1 General Admission Rules

- (1) The General Admission rules include all relevant information and requirements concerning the recruitment and selection procedures of the DCLead Erasmus Mundus Joint Master Degree Programme and are corresponding to the respective Consortium Agreement, in particular "Section 6. Recruitment, Application, and Selection of Participants".
- (2) Any changes on the general admission rules must be decided upon by the Programme Board and made publicly available.

### § 2 Recruitment Procedures of Potential Students

- (1) Information concerning the application procedure, timetable (deadline for application, estimated time for the notification of results, appeal deadline, etc.), and eligibility and selection criteria must be available to all potential applicants at the latest three months before the deadline for application.
- (2) The recruitment of students is undertaken by full Consortium Partners. The selection process is undertaken once a year by the Selection Committee. PLUS administers the application and provides this information to the Selection Committee for reviewing applications and continuing with the acceptance procedures.
- (3) The programme and the availability of scholarships will be promoted through the information channels (conferences, online portals, newsletters and distribution lists) of the most known international media research associations on a global level.
- (4) Moreover, full Consortium Partners and Associated Partners' institutions agree to promote the programme through their relevant national/international/global networks.
- (5) Information about the Programme and the availability of scholarships will be circulated among graduates of Erasmus Mundus Joint Master Programmes related to learning mobility of individuals.

### § 3 Application Requirements

- (1) An applicant for admission shall hold the equivalent of an academic Bachelor's Degree from a recognized academic higher education institution, corresponding to at least 180 ECTS, in a subject relevant to the topic of the joint master programme.

### § 4 English Proficiency

- (1) Unless English is their mother language, applicants must demonstrate their English proficiency. This can be done through the following tests and diplomas:
  - IELTS (academic test): minimum average score 6.5 [[www.ielts.org](http://www.ielts.org)]
  - TOEFL (paper-based): 560 [[www.ets.org/toefl](http://www.ets.org/toefl)]
  - TOEFL (internet-based, or iBT): 88 [[www.ets.org/toefl](http://www.ets.org/toefl)]
  - Cambridge Certificate of Proficiency (CPE), Grades A,B, or C [[www.cambridgeenglish.org](http://www.cambridgeenglish.org)]
  - Certificate in Advanced English (CAE), Grades A, B, or C [[www.cambridgeenglish.org](http://www.cambridgeenglish.org)]
  - Cambridge First Certificate with the grade A or B. [[www.cambridgeenglish.org](http://www.cambridgeenglish.org)]
- (2) For applicants who already completed a Bachelor's Degree or another University Degree that was entirely held in English, from an institution based in either Australia, the UK, Ireland, USA, New Zealand, South Africa or Canada, this counts as sufficient demonstration of their English proficiency.

#### § 5 Eligibility Requirements for an EMJMD scholarship

- (1) The EMJMD offers two forms of scholarships, one of which is offered to Programme Countries, the other for Partner Countries. Further information on which category students from specific countries are eligible, please see the Erasmus+ Programme Guide. [http://ec.europa.eu/programmes/erasmus-plus/discover/guide/index\\_en.htm](http://ec.europa.eu/programmes/erasmus-plus/discover/guide/index_en.htm)
- (2) Individuals who have already benefited from an EMJMD scholarship cannot be offered an EMJMD scholarship for this Programme.
- (3) Participants who wish to pursue their master degree in the country where he/she has obtained his/her last university degree are not eligible for an EM scholarship. However, they are eligible to participate in the programme with self-funding.
- (4) EU Participants are not allowed to spend their mandatory mobility period in the country where he/she has obtained his/her bachelor degree. Students with a degree obtained in Austria, Belgium, or Denmark must spend their fourth semester at the remaining university; this must be a different university from that which they have spent the 2<sup>nd</sup> and 3<sup>rd</sup> semester. In this case, the second 60 ECTS are divided between Salzburg and the respective partner institution.

#### § 6 Selection Procedure

- (1) The Consortium Board shall agree upon the number of students admitted to the Programme annually.
- (2) The call for applications to the programme will be open by Oct.1 and ends by Dec.31.
- (3) All submissions will be administrated via the Programme Web-Portal (OPIC) where the members of the Selection Committee will have access to.
- (4) The Selection Committee prepares a list of eligible and non-eligible candidates and conduct the interviews in small sub-groups of the board. All interviews will be conducted via a video-conference system, which is most flexible to all candidates on a global level. The interviews will take place in February.
- (5) The Selection Committee prepares four lists of candidates for the programme board: (1) eligible, selected; (2) eligible, reserve; (3) eligible, not selected, and (4) non-eligible. The eligible, selected and eligible, reserved lists are then provided to the EMJMD Programme for validation that they are qualified for a scholarship under the EMJMD scholarship rules. Candidates from the eligible-reserve lists will be considered for a scholarship if a candidate from the eligible-selected list is found to be ineligible for any reason.
- (6) Selected applicants are informed of their acceptance and/or scholarship award via post and online by PLUS.

#### § 7 Final Admission procedures

- (1) Final admission is dependent on a positive admission confirmation by the Programme Board (submitted through PLUS), a formal enrolment to the Programme at PLUS's Service Center, and confirmation of the payment of the participation costs for the first semester.
- (2) For holders of an EM scholarship participation costs of the DCLead Programme are covered by the scholarship.

### **Annex III: Abbreviations**

The following abbreviations have been used throughout the Curriculum of the DCLead EMJMD Programme:

<b>AAU</b>	Aalborg University
<b>approx.</b>	approximately
<b>DCLead</b>	Digital Communication Leadership
<b>ECTS</b>	European Credits Transfer System
<b>EMJMD</b>	Erasmus Mundus Joint Master Degree
<b>IP</b>	Interdisciplinary Project
<b>MSc</b>	Master of Science
<b>PLUS</b>	Paris-Lodron-Universität Salzburg
<b>SE</b>	Seminar
<b>SSchool</b>	Summer School
<b>UV</b>	Übung mit Vorlesung (exercise combined with lecture)
<b>VO</b>	Vorlesung (lecture)
<b>VUB</b>	Vrije Universiteit Brussel

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## 19.2 ANNEX II: CONVERSION OF GRADES

ECTS Scale	ECTS Grade	Percentage Grade	PLUS	VUB	AAU
Excellent	A	100-88	Sehr Gut (1)	18-20	12
Very Good	B	87-75	Gut (2)	15-17	10
Good	C	74-62	Befriedigend (3)	13-14	7
Satisfactory / Sufficient	D/E	61-50	Genügend (4)	10-12	4 / 2
Not passed	Fx/F	49-0	Nicht genügend (5)	<10	0 / -3