

Mitteilungsblatt – Sondernummer der Paris Lodron-Universität Salzburg

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
		Sum	120	120

§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
(1) Compulsory module								
Module 1: Introduction into Core Competences								
	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			
	Subtotal Module 1	6		13	13			
Module 2: Basic Module: Theoretical and Methodological Skills								
	Digital Communication Theories	2	VO	3	3			
	Social Science Research Methods	3	VU	6	6			
	Research Project I	2	SE	6	6			
	Subtotal Module 2	7		15	15			
(2) Compulsory Modules to be selected ref. § 6								
Module 3: Specialization Module								
3A: Track A: Digital Communication, Policy, and innovation in Europe (VUB)								
	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		
	Subtotal Module 3A	10		20		14	6	
3B: Track B: Digital Technology & Management (AAU)								
	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	
	Subtotal Module 3B	10		20		10	10	
Module 4: Competency Track								
4A: Track A: Digital Communication, Policy, and innovation in Europe (VUB)								
	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	
	Subtotal Module 4A	7		30		12	18	
4B: Track B: Digital Technology & Management (AAU)								
	Seminar 1: Design and Markets	3	SE	15		15		
	Seminar 2: Governance and Strategies	3	SE	15			15	
	Subtotal Module 4B	6		30		15	15	
(3) Elective Subjects								
Module 5: Elective Subjects: Diversity, Languages, Soft Skills								
				12	2	5	5	
	Subtotal Elective Subjects			12	2	4-5	5-6	
(4) Master Thesis (incl. defence)								
				30				30
Total Sum				120	30	30	30	30

§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

Module Title	Module 1: Introduction to Core Competences
Module Code	INTRO_PLUS
Workload	13 ECTS
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> gather a basic understanding of the objectives of the programme studied 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) acquire the necessary knowledge to make an informed decision upon their specialization on a competency track for their further studies
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 & 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	IP Summer School I (3 ECTS) KO Introduction to Core Competences I (4 ECTS) SE Introduction to Core Competences II (6 ECTS)
Type of examination	Course Examination: written or oral examination, written paper or essay

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

	<p>and hypothesis as well as methodological ideas for investigation</p> <ul style="list-style-type: none"> · execute their research project and write a final report on their findings
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) & presentation of research findings</p>

Module Title	Module 3: Specialization Module
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"> · 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. · 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. · 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. · 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. · Students show an open and constructive attitude whilst having respect for other views and beliefs. · Students act upon an open attitude in a culturally diverse international context. They critically reflect on their own (geographical, social, cultural, local, personal,...) position. · 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. · 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.
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>Module 3A: Digital communication, policy and innovation in Europe (VUB): 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

Module Title	Module 3: Specialization Module
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"> · have competences to design and develop viable digital services that can address a wide range of user needs and provide a good user experience. · 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. · be able to understand architectural issues such as the division of functions between terminal, server and networks.

	<ul style="list-style-type: none"> · understand interface and communication concepts in relation to external servers, databases, and cloud-based services. · have knowledge on the key standards of digital formats and representations of digital services and content. · 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. · be able to analyze and evaluate systems and solutions for digital service management. · be able to advise service and content providers and non-technical persons on service and content management systems. · be able to analyze technical aspects of service and content management in larger political-social-economic contexts. · 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. · have insight into digital project management in companies and institutions including their industry specific differences. · have knowledge on technical convergence and the related managerial challenges that companies and institutions face in their digital strategies.
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>Module 3B: Digital Technology and Management (AAU)</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>

Module Title	Module 4: Competency Tracks
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"> • 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. • 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. • 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. • 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 • 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. • Students act upon an open attitude in a culturally diverse international context. They critically reflect on their own (geographical, social, cultural, local, personal, ...) position. • Students are able to communicate their point of view in a clear and scientific-grounded argumentation to various target groups. • 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. • Students show an open and constructive attitude whilst having respect for other views and beliefs.
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>Module 4A: Digital Communication, Policy and Innovation in Europe (VUB)</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

Module Title	Module 4: Competency Tracks
Track Variation	Module 4B: Digital Technology & Management (AAU)
Module Code	COMPT_B_AAU
Workload	30 ECTS
Learning Outcomes	<ul style="list-style-type: none"> · 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. · 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. · have competences to distinguish between design and market implications at individual, group, organizational or societal level. · be able to analyze the interaction between technologies, institutions, organizations and markets in a system perspective. · 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.
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>Module 4B: Digital Technology and Management (AAU)</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>

	<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.</p>
Courses	<p>SE Semester Project I: Design and Markets (15 ECTS) SE Semester Project II: Governance and Strategies (15 ECTS)</p>
Type of examination	<p>Course Examination: Oral group exam with individual grading based on written semester project report</p>

Module Title	Module 5: Elective Subjects
Module Code	ELS_01_02_03
Workload	12 ECTS
Learning Outcomes	<ul style="list-style-type: none"> • get a basic knowledge of languages related to the places of study • apply diverse team strategies according to accomplish certain tasks • related managerial and entrepreneurial soft skills • communication trainings • use business modelling as a tool for setting up and developing businesses delivering as well as using digital services. • take green aspects of digital technologies and services into consideration with respect to the development and use of digital solutions. • have knowledge on general managerial economics specifically applied on digital services and applications. • have knowledge on the implications of standards as well as the development of standards. • be able to perform a rapid technology and service development project together with fellow students.
Module Content	<p>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.</p>
Courses	<p><u>Examples/Suggestions at AAU:</u></p> <ul style="list-style-type: none"> • UV Entrepreneurship, Innovation and Business Models • UV Green ICT – Sustainable Business Development • UV Managerial Economics

	<ul style="list-style-type: none"> · UV Standardization · SE Wofie · Language Courses (e.g., Danish, English, etc.) <p><u>Examples/Suggestions at VUB:</u></p> <ul style="list-style-type: none"> · Business and consumer ethics · Gender, Diversity and Politics · Media Culture and Globalization Theories · Language Courses (e.g., English, French, Dutch, etc.) <p><u>Examples/Suggestions at PLUS:</u></p> <ul style="list-style-type: none"> · All courses from the focus programmes of PLUS ("Studienergänzungen / Studienschwerpunkte") e.g., Gender Studies, ICT&S, Global Studies · Language Courses (e.g., German, English, etc.) · Interdisciplinary introductory courses to scientific thinking and practice
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]
 - 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]
- (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
- (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 2nd and 3rd 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:

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

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