

# Joint or Double Degree in Business Administration

Roskilde University (RUC)-Uni-Kiel (CAU)

**Interreg 5A Network Project**



# The idea

While the Fehmarn Belt connection as well as a faster rail service are being built, we can develop a graduate program that can tie the border regions together and support the economic and sustainable development of a Northern European trans-national region.

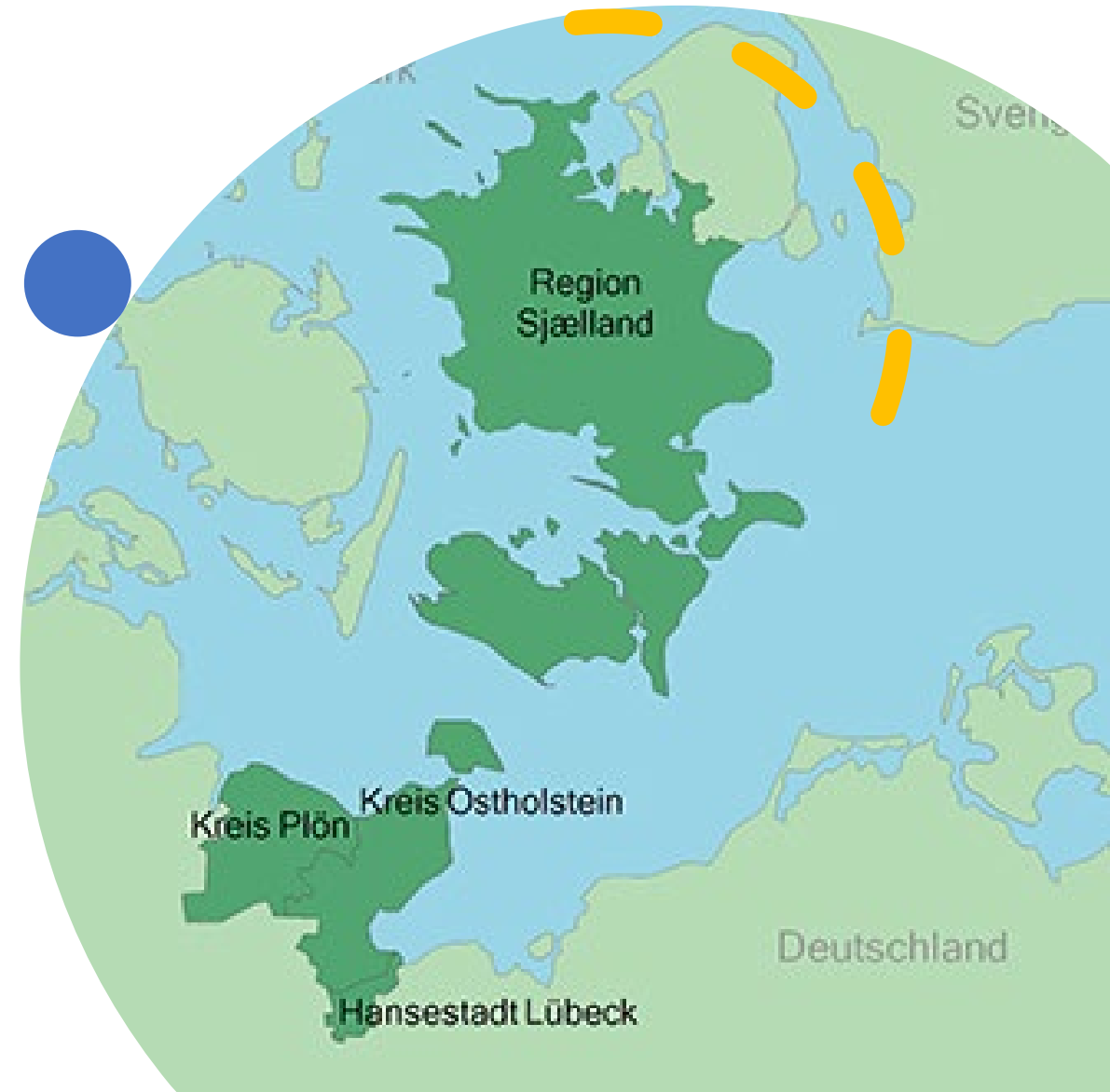
A network project co-financed by the DE DK Interreg 5A . In such a network project (new project type), **the aim is i.e. to build a network with the aim to develop new ideas that hold prospects for the future.**

**This network project aims at assessing the potential for a joint or double Danish/German graduate program in Business Administration between Uni Kiel (CAU) and Roskilde University (RUC)**

The network project takes aim at:

Priority of the Interreg program 3.2b: Establishing joint master's programs.

- ⇒ **strengthen the cross-border labor market for graduates with a business degree,**
- ⇒ **thereby strengthening the development of a coherent Fehmarn Belt region.**
- ⇒ **Long-term perspective: strengthening our contribution to a green Northern megaregion (the green STRING corridor)**





# The Joint or Double Degree Interreg Network Project

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The project will develop the idea/vision and a prototype of a curriculum for a transnational graduate program

and examine:

- The target groups: potential students and employers
- The shared and/or complementary strength of the research communities at the two universities
- The legal and political frameworks to comply with in the decision-making process

# The aim

- Investigating the potential for and create a prototype of a curriculum for a joint or double master's degree in Business Administration carried through by the partners, RUC and CAU.
- If approved the project will expand educational opportunities, and
  - 1) create graduates with cross-boarder competencies capable of further the strongholds of the program region's businesses
  - 2) reduce the barriers by mutual recognition of obtained exam results.
  - 3) Increased cross-border student exchange

## Sub-targets:

- 1) to better know the potential employers' and students' requirements in order to match the prototype of the curriculum for the master's degree with the labor market in the program-region.
- 2) to better know the possibilities for scholarly collaboration and complementation between the two partners, RUC and CAU. This may also create incentives to further develop the ties among the two universities, the businesses in the program-region, and the labor market (the graduates).
- 3) to develop a prototype of a curriculum for a joint or double degree aligned with the potential employers' and students' requirements, take advantage of the strongholds and possible complementarity among the partner universities, and position a proposal according to the decision-making criteria in both nations and universities. A joint or double master's degree contributes to breaking down barriers to credit transfer for exams passed and/or mutual recognition of obtained exam results, and also encourage students to study across the boarder. It may as well further exchange of scholars.

# Partners

- The Business Programs, Department of Social Sciences and Business, Roskilde University (RUC)
- Institut für Betriebswirtschaftslehre, Die Wirtschafts- & Sozialwissenschaftliche Fakultät der Uni Kiel, Christian-Albrechts-Universität zu Kiel (CAU).
- The Region of Zealand, Regional Development
- Business Hub Zealand (in Danish: Erhvervshus Sjælland), The Analysis Department
- Guldborgsund Municipality
- Wirtschaftsförderungsagentur Kreis Plön GmbH

# Who

## RUC:

- Margit Neisig, [neisig@ruc.dk](mailto:neisig@ruc.dk) Head of Study (Lead)
- Martin Lund Kristensen, [malupe@ruc.dk](mailto:malupe@ruc.dk) (Project Officer)
- Trine Krogh Håkansson, [trinekr@ruc.dk](mailto:trinekr@ruc.dk) (Project Assistant)
- Julie Hoff Bergqvist Sørensen, [jhbs@ruc.dk](mailto:jhbs@ruc.dk) (Project Officer, Administration)
- Shirley Pollak, [pollak@ruc.dk](mailto:pollak@ruc.dk), senior advisor joint degrees + Community of Scholars (core = scholars in study board + heads of research)

## CAU

- Carsten Schultz, [schultz@bwl.uni-kiel.de](mailto:schultz@bwl.uni-kiel.de) (CO-LEAD) Prof., International Coordinator.
- Stefan Hoffmann, [stefan.hoffmann@bwl.uni-kiel.de](mailto:stefan.hoffmann@bwl.uni-kiel.de) Prof., Director of the institute für business administration

## Operational team:

- Tinka Krüger [krueger@bwl.uni-kiel.de](mailto:krueger@bwl.uni-kiel.de) (Researcher at the Department of Marketing)
  - Sophia Ackerhans [ackerhans@bwl.uni-kiel.de](mailto:ackerhans@bwl.uni-kiel.de) (Researcher at the Department of Technology Management)
- + Community of Scholars

## RZ

- Dorthe Skovrød Christensen, [dorchr@regionsjaelland.dk](mailto:dorchr@regionsjaelland.dk), (Project Officer)

## BHZ

- Lill Andersen, [lia@ehsj.dk](mailto:lia@ehsj.dk)

## GK

- Frede Danborg, [fd@guldborgsund.dk](mailto:fd@guldborgsund.dk)
- Lone Gjerulff Bak, [lgb@guldborgsund.dk](mailto:lgb@guldborgsund.dk)

## WFA

- Volker Ratje, [ratje@wfa.de](mailto:ratje@wfa.de)

# Target groups

1. Potential employers of graduates from a cross-national graduate program in Business Administration
2. Prospective students with an interest in a cross-national master's degree in Business Administration (Bachelor's degree students in Business Administration)
3. Scientific staff at the university institutes involved, who may carry an education through
4. Universities/departments involved (the decision-makers)

# 7 Work Packages

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1. Project Management
2. Communication
3. Investigating employers requirements and potential employability
4. Investigation of students interests
5. Investigating the potential of collaboration among the scientific staff in supporting a research-based master's degree in BA
6. The leadership of the universities - investigating decision criteria
7. Overall vision, develop a prototype for a curriculum and writing the final report





# 7 work packages

## 1. Project Management

Network management

The project, communication to / from departmental management, communication in and across the project group, financial management, coordination and support of activities.

1.1. Organizing transnational steering committee meetings / project coordination / overall communication, etc. - Bilateral meetings etc => meeting minutes and decision minutes

## 2. Communication

Building of website and dissemination to the public of what is being investigated and what is expected to be achieved.

2.1 building a website and communicate to the public

# 7 work packages (continued)

## 3. Employers & Employability

Examining potential employers' interest in graduates from a cross-national graduate program in Business Administration

- 3.1. Questionnaire survey + Focus group interviews => reporting
- 3.2. A seminar / workshop => reporting
- 3.3. Desk research on statistics on employability of different profiles of Business Administration graduates => reporting

## 4. Students

Survey of potential students with an interest in a cross-national bachelor's degree in Business Administration (Bachelor's degree students in Business Administration)

- 4.1. Questionnaire survey => reporting
- 4.2 Focus Group Interviews => reporting

# 7 work packages (continued)

## 5. Scientific staff

Clarification of the joint and complementary strengths and collaboration opportunities of the research communities involved

5.1 A seminar / workshop  
=> reporting

## 6. The leadership of the universities – decision criteria

Examination of the decision-making criteria, time frames, procedures for establishing new degree programs etc

6.1 Desk research => reporting

# 7 work packages (continued)

## **7. Overall vision, develop a prototype for a curriculum and writing the final report**

This work package is the core of the network project. It is running from the beginning to the end, and it is where the visions for the collaboration is developed and where the identified needs as described in the results from WP 3-6 are transformed into a final report and where a prototype for a curriculum that could be implemented jointly at the universities is developed.

7.1 Kick-off seminar

7.2 Joint work meetings => prototype of a curriculum + Final report

7.3 Final seminar



# Timeframe

- 1. December 2020 – 30. November 2021

2020													
AP	Activity/Activity	Jan   Jan	Feb   Feb	Mar   Mar	Apr   Apr	May   May	Jun   Jun	Jul   Jul	Aug   Aug	Sep   Sep	Oct   Oct	Nov   Nov	Dec   Dec
AP 3	A 3.1												
	A 3.2												
	A 3.3												
AP 4	A 4.1												
	A 4.2												
AP 5	A 5.1												
AP 6	A 6.1												
AP 7	A 7.1												DT.1.1
	A 7.2												
	A 7.3												

2021													
AP	Activity/Activity	Jan   Jan	Feb   Feb	Mar   Mar	Apr   Apr	May   May	Jun   Jun	Jul   Jul	Aug   Aug	Sep   Sep	Oct   Oct	Nov   Nov	Dec   Dec
AP 3	A 3.1		DT.1.1										
	A 3.2												
	A 3.3												
AP 4	A 4.1		DT.1.1										
	A 4.2		DT.1.1										
AP 5	A 5.1			DT.1.1									
AP 6	A 6.1					DT.1.1							
AP 7	A 7.1												
	A 7.2										DT.1.1		
	A 7.3											DT.1.1	

Time  
schedule

# Seminars

## Kick-off ( December 2020)

- All partners (+core scholars)

## Midterm (March 2021)

- Employers
- Scholars
- Student representatives
- All partners

## Final (November 2021)

- All Partners

## 11. Budget | Budget

### Übersicht der Projektpartner (EUR) | Specifikation fordelt på partnere (EUR)

Projektpartner   Projektpartner	Kofinanzierung   Medfinansiering	Interreg-Zuschuss   Interreg-tilskud	Gesamtfinanzierung   Totalfinansiering	Gesamtkosten Totale udgifter	Interreg Förderquote   Interreg tilskudsprocent	Komplett   Komplet
LP - Roskilde University, Department of Social Sciences and Business	8.324,85	50.932,95	59.257,80	59.257,80	85,95 %	
PP 1 - Institut für Betriebswirtschaftslehre, Die Wirtschafts- & Sozialwissenschaftliche Fakultät der Uni Kiel, Christian-Albrechts-Universität zu Kiel (CAU).	12.464,55	37.393,65	49.858,20	49.858,20	75,00 %	
PP 2 - Region Zealand, Regional Development	5.100,00	2.040,00	7.140,00	7.140,00	28,57 %	
PP 3 - Erhvervsus Sjælland, Analyseafdelingen	1.628,00	651,20	2.279,20	2.279,20	28,57 %	
PP 4 - Guldborgsund Kommune	1.628,00	651,20	2.279,20	2.279,20	28,57 %	
PP 5 - Wirtschaftsförderungsagentur Kreis Plön GmbH	1.628,00	651,20	2.279,20	2.279,20	28,57 %	
Partner insgesamt   I alt	30.773,40	92.320,20	123.093,60	123.093,60	75,00 %	
Interreg-Zuschuss insgesamt lt. Kooperationsprogramm   Interreg-støtte ifølge kooperationsprogrammet		92.320,20			75,00 %	

Budget



Gesamtbudget   Samlet budget	Gesamtkosten per Kalenderjahr   Samlede udgifter for hvert år		
	2020	2021	Gesamt   Samlet
Personalkosten direkte Abrechnung   Personaleudgifter - direkte afregning	7.583,00	80.381,00	87.924,00
Büro - und Verwaltungsausgaben direkte Abrechnung   Kontor- og administrationsudgifter - direkte afregning	3.025,20	32.144,40	35.169,60
Reise- und Unterbringungskosten   Rejse- og opholdsudgifter	0,00	0,00	0,00
Kosten für externe Expertise und Dienstleistungen   Udgifter til eksterne ekspertbistand og tjenesteydelser	0,00	0,00	0,00
Ausrüstungskosten   Udgifter til udstyr, anskaffelser, leasing, projektmaterialer	0,00	0,00	0,00
Zwischensumme Gesamtkosten   Subtotal	10.588,20	112.505,40	123.093,60
Einnahmen   Indtægter	0,00	0,00	0,00
Gesamtkosten Totale udgifter	10.588,20	112.505,40	123.093,60

Budget  
(EUR)

Gesamtbudget   Samlet budget	Gesamtkosten per AP   Samlede udgifter per AP							
	AP 1	AP 2	AP 3	AP 4	AP 5	AP 6	AP 7	Gesamt   Samlet
Personalkosten direkte Abrechnung   Personaleudgifter - direkte afregning	16.109,81	7.001,73	9.870,57	8.343,45	13.021,17	6.624,34	26.952,93	87.924,00
Büro - und Verwaltungsausgaben direkte Abrechnung   Kontor- og administrationsudgifter - direkte afregning	33.216,00	0,00	1.953,60	0,00	0,00	0,00	0,00	35.169,60
Reise- und Unterbringungskosten   Rejse- og opholdsudgifter	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Kosten für externe Expertise und Dienstleistungen   Udgifter til eksternt ekspertbistand og tjenesteydelser	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Ausrüstungskosten   Udgifter til udstyr, anskaffelser, leasing, projektmaterialer	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Zwischensumme Gesamtkosten   Subtotal	49.325,81	7.001,73	11.824,17	8.343,45	13.021,17	6.624,34	26.952,93	123.093,60
Einnahmen   Indtægter	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Gesamtkosten Totale udgifter	49.325,81	7.001,73	11.824,17	8.343,45	13.021,17	6.624,34	26.952,93	123.093,60

Budget

# Hours, 2020, 2021

	RUC	CAU	RZ	BHZ	GK	WFA
PL	MN/10/257	CS/5/247		LA/5/32	FD/5/32	VR/5/32
PO	PO/110/487	PO/5/595	DSC/10/140			
PA	PA/10/365	PA/5/270				
Total hours 2.637	1.249	1.127	150	37	37	37

## RUC:

Margit Neisig (MN) - Lead

Project Officers (PO)

- Martin Lund Kristensen,
- Julie Hoff Bergqvist  
Sørensen, Administration
- Specialkonsulent

Project Assistant:

- Student, NN

## CAU:

Carsten Schultz, Schultz, (CS)  
(Co-lead)

Project Officer, NN

Student, NN

## RZ

Dorthe Skovrød Christensen,  
(DSC) (Project Officer)

## BHZ

Lill Andersen (LA)

## GK

Frede Danborg (FD)

## WFA

Volker Ratje (VR)

# Details on work packages



# 1. Project Management

- Margit Neisig (Lead) has together with the German co-lead, Carsten Schultz the responsibility to organize the project, in such a way, that the WP responsables can carry out their duty, and to involve all stakeholders/project partners where relevant.
- Region Zealand, Dorthe Skovrød Christensen, assists in coordinating with project partners, and also with the DE-DK Interreg secretariat.
- Roskilde University is administering the project economy. For that reason, Julie Hoff Sørensen is participating in WP1.
- In the project, most of the work will be carried out by the two universities while all partners are important to assist a broad anchoring of the project.
- The project-network has an intranet and an online collaborative space. Most of the ongoing communication will use e-mail, intranet, and online collaborative tools. This is both an effective and green way to work.
- This WP also handles the choice of and structuring of the project-networks intranet and online collaborative tools.
- Monthly online coordination and steering meetings are held among the project leadership and the WP responsables. If needed more often. Here we also discuss WP2 - (communication).
- As far as possible, the monthly meetings are held either in connection with meetings e.g. in WP 7 or via Zoom / Teams or in connection with a seminar/workshop where the participants meet for other purposes.

# 2. Communication

## Our communication strategy.

### "Who" - The target groups for the communication are:

- Potential future employers
- Potential future students
- Interest groups and policymakers that may influence the outcome
- The public
- Decision-makers at the university level and at the national level

### "What" - The message is about:

The project's vision, who we are, how we will achieve the vision, how we reach out to the stakeholders, what we do, our results, our concrete prototype for a curriculum and the reasons behind, as well as our proposal to decision-makers (and the reasons behind).

### "Why" - The aim of the communication is:

- to create awareness and increase the response rates, in our investigation,
- increase the support for and engagement in the vision and idea of such a joint or double master's degree
- build a demand for the potential graduates and a demand by the students for the master's degree.
- create public interest
- create political support
- influence decision-makers

## 2. Communication (cont.)

### "How" - The form of the communication:

We will build a public website and use social media and disseminate publicly both in Denmark and Germany what is being investigated and what is expected to be achieved.

Besides the website and using social media, it also involves press announcements (with photos if relevant) mainly targeted local media in the region. The number of press announcements (at least 3 in each country - kick-off, midterm, closing) will be determined by their connection with major events such as kick-off meeting, seminars, and workshops, and when the results are ready for dissemination at the final (closing) seminar - see WP 7. Also, the universities' internal media is a relevant channel targeted at the students.

Furthermore, all partners are involved in disseminating information on the project through their web-pages and where relevant through their networks. This networked communications strategy brings a very relevant channel for the dissemination of both the vision, the work, and the results to potential employers. Also, the Interreg Administration (the webpages for Interreg 5a) will be used as a useful channel for dissemination - a channel that is more oriented towards the public and policy level.

A lot of the communication is carried through along with the work in the WP's and thus is an integrated part of the project such as surveys, focus groups, seminars, and workshops. These activities are also communication channels. The different types of channels are supporting each other; being push as well as pull media, one-way as well as two-way communication, broadcast as well as very targeted communication. We thus have a mixed-methods communication strategy.

# Communication (cont.)

## Who are doing what - the plan:

A communication plan is following the flow of the project, which means, that the vision, work, and results of the different WPs are communicated to the relevant target groups through a relevant choice of channels at a relevant time.

Thus, each WP considers relevant communication activities, and communication is part of the monthly steering group meetings (see WP 1). Margit Neisig (LEAD) addresses this issue each month, and the co-lead Carsten Schultz, but especially the project officers (both the Danish and the German), assist in carrying out the communication. Also, the issue is addressed with the partners 2,3,4,5 in order to get their help in communication.

The program-logo as well as the support from the Interreg Deutschland-Denmark program and the European Union will be exposed in all communication activities. Lead-partner and project partners will set up a poster in the required format in a visible place telling about the project, its purpose as well as the support from the Interreg Deutschland-Denmark program and the European Union.

All partners take part in this WP, as all partners use their web-pages and network to communicate, but the Lead partner is responsible for the overall communication strategy, plan, and activities - and will keep all requirements in mind.



# 3. Investigating employers requirements and potential employability

This WP is examining potential employers' interest in graduates from a cross-national graduate program in Business Administration as well as general statistics on the employability of different profiles of Business Administration master's graduates.

We will investigate the potential interest through a survey, focus group interviews as well as a seminar/workshop with potential employers in both countries.

The survey will reach more than 100 employers in the program region. This is a minimum, but we may reach out to more respondents. The criteria for selection are to be chosen in the project but shall cover both Danish and German enterprises, and different types of employers. The number to be investigated may end up much larger than 100 depending on the criteria to be selected. The criteria may depend on the more specific ideas of the degree appearing from the kick-off seminar, WP7, workgroup meetings, or ideas presented by partner 2,3,4, & 5. Also, the number of participants in the focus group is not yet decided for the same reasons as just mentioned, and there may be more focus groups.

The participants partaking in the seminar is selected after the focus group(s) and represents engaged employers from both Denmark and Germany relevant for the Degree.

All partners partake in this WP. The role of both the universities is to conduct the investigation and to plan, steer, and steer the dialogue at the seminars. The role of the other project partners is to help identify the potential employers, create interest, assist in the investigation, and assist in shaping the relevance of interaction with potential employers. Also, the other project partners will provide useful knowledge about the local and regional labor markets for academic graduates with Business Administration competencies.

# 4. Investigation of students interests in studying Business Administration

Survey and focus group interviews of potential students with a potential interest in a cross-national bachelor's degree in Business Administration.

The universities will investigate the potential students' interests through a survey as well as focus group interviews, at both universities and perhaps other regional educational institutions.

Besides questions on the form and content of the curriculum, the investigation will include questions on how to promote equality, equal opportunities, and social inclusion in higher business education as well as the students' perception of how to improve youth employment, educational opportunities & higher education across borders related to a Master's degree in Business Administration.

According to Eurostat (1) Denmark tops the public expenditure on tertiary education relative to GDP. In this perspective, the educational level within the Region Zealand is lagging behind the rest of Denmark but is higher than that of Holstein (2).

In regard to a vision of creating a growth region from Hamburg to Oslo (the String-vision), lagging behind in the educational level in higher education ought to be an issue of concern, and calls for an investigation of potential student interests - also regarding a future profile of a joint or double Master's degree in Business Administration.

The role of each university is to conduct the survey and focus group interviews in each country, but the design of the survey and focus groups will be determined in collaboration between the two universities.

Sources:

(1): [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=File:Public\\_expenditure\\_on\\_tertiary\\_education\\_relative\\_to\\_GDP,\\_2016\\_\(%25\).png](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=File:Public_expenditure_on_tertiary_education_relative_to_GDP,_2016_(%25).png)

(2) <https://ec.europa.eu/eurostat/databrowser/view/tgs00109/default/table?lang=en>

# 5. Investigating the potential of collaboration among the scientific staff

Clarification of the joint and complementary strengths and collaboration opportunities of the research communities involved compared to the needs and requirements uncovered by WP 3 and WP 4

In this WP the research communities at the two involved partner universities will partake in order to reflect on the results from WP 3 and WP4 and discuss how collaboration may enforce the possibilities to meet the future demands for Business Administration graduates.

Both universities will invite relevant scholars to take part in the midterm seminar/workshop.

We will make sure, the scholars get to know each other, and the competencies embedded in each of partner universities, which type of research we are engaged in, and how our current study-programs are structured.

We also need to be specific about our pedagogical thinking. Together, we will reflect on what we have learned from WP 3 and WP 4, and how we jointly may respond to the uncovered requirements, and ways in which we can structure a joint or double master's degree.

We will get contributions from the research community at both universities in this midterm seminar/workshop, which also creates involvement and "stay in contact" opportunities.

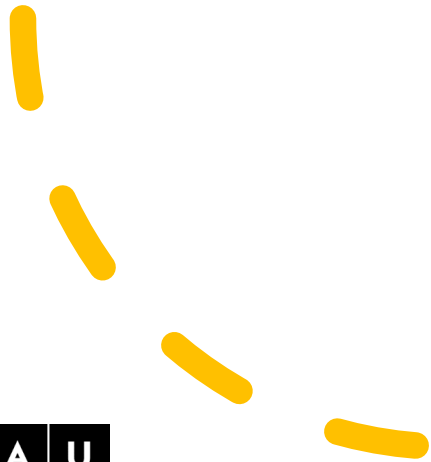
The seminar is organized by the project officers and project assistants at both universities in a dialogue with the project management.

# 6. The leadership of the universities - investigating decision criteria

Examination of the decision-making criteria, time frames, procedures for establishing new degree programs etc.

In this WP all formalities regarding the joint or double degree are dealt with. Experts from within as well as outside the two partner universities are involved, and experiences are drawn upon. A legal, as well as practical frameworks for a joint or double degree, are sketched and a SWOT of different ways of organizing is conducted. We will need to deal with many issues such as legal and administrative issues concerning how a joint or double degree can be organized. However, both universities have previous experiences and other joint/double degrees. These experiences need to be taken into consideration.

The two partner universities partake in this WP and draw upon previous experiences as well as experts both in- and outside. The universities experts in the field are involved.



# 7. Overall vision, develop a prototype for a curriculum and writing the final report

This work package is the core of the network project. It is running from the beginning to the end, and it is where the visions for the collaboration is developed and where the identified needs as described in the results from WP 3-6 are transformed into a final report and where a prototype for a curriculum that could be implemented jointly at the universities is developed. The main contributors to this WP are the universities. but all partners are invited to contribute to the vision and to comment on the proposal and the final report. In both the Kick-off and final seminar all partners are invited. In joint work meetings, relevant partners are invited. The exact number of meetings is not decided, but about 3-5 physical meetings supplemented by online meetings and online collaboration.

The Lead partner together with the co-lead (and the project management) is responsible for the planning of and involvement in the activities. The practical arrangements are assisted by the project officers and project assistants.

In this WP we:

- gain a common understanding of how we work together and who does what
- the vision of the project
- how we achieve this vision
- how we communicate the vision
- how we integrate the results of the investigations done in other WPs
- which good scenarios we see
- which prototypes of curricula we see - how broad or narrow - which focus..?
- how do we communicate this?
- how the universities may organize to obtain a joint or double degree
- SWOT of the scenarios we see
- what should we recommend?

# 7. Overall vision, develop a prototype for a curriculum and writing the final report (cont.)

In this WP, we have the project kick-off seminar. We take part in the midterm seminar organized by WP 3-5. We have WP 7 workgroup meetings in small and larger groups. We write the final report, integrating all findings and we develop the prototype curriculum, and we also organize the final seminar, in which our overall findings and recommendations are presented.

Who does what?

The project LEAD are responsible for this WP, but work closely together with the co-lead.

All partners are involved in the kick-off seminar.

All partners are invited for the midterm seminar organized by WP 3-5.

There are specific workgroup meetings with the participation of scholars from the two universities to discuss and draw conclusions from the investigations, and converting these into a prototype curriculum.

The finding from WP 6 are integrated into a proposal for how to organize for a joint or double degree

Feedback is organized from the other partners and from stakeholders, and it ends up with the final report with recommendations, which is also communicated - see WP 2.