



AARHUS SCHOOL OF BUSINESS  
AARHUS UNIVERSITY

GEORGE POPESCU

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HAVING COMPLETED THE NECESSARY COURSES OF STUDY  
IS HEREBY DECLARED A

**Master of Science in Economics and Business Administration**  
**International Business**

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AND IS AWARDED THIS DIPLOMA  
WITH ALL THE HONORS AND PRIVILEGES PERTAINING THERETO.



14.03.2011

GP86348

SVEND HYLLEBERG  
DEAN

PEDER ØSTERGAARD  
VICE DEAN, DIRECTOR OF EDUCATION



Certificate to testify that

**GEORGE POPESCU**

Pers.Code No                    180486-3539

on                    14-03-2011    has completed

**MASTER OF SCIENCE IN ECONOMICS AND BUSINESS  
ADMINISTRATION,  
INTERNATIONAL BUSINESS**

Aarhus, 22 March 2011

Central Registry

Vice Dean, Director of Education



Pers.Code No 180486-3539

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	Grade	ECTS-Grade	13-scale	ECTS
Thesis	4	D		30
<b>Prerequisite Courses:</b>				
Industrial Economics	7	C		5
Applied Business Research Methods	4	D		10
Competition in Global Industries	7	C		5
The Emergence of Global Enterprises	7	C		10
<b>Specialization Courses:</b>				
Organizing and Managing the Multinational Corporation	02	E		10
Global Sourcing Strategies	7	C		5
Intercultural Competence	10	B		5
Human Resource Management & Development	10	B		10

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Pers.Code No 180486-3539

	Grade	ECTS-Grade	13-scale	ECTS
<b>Electives:</b>				
Negotiation Techniques and Conflict Management credit transferred from Bucharest Academy of Economic Studies	passed			5
Intercultural Business Communication credit transferred from Bucharest Academy of Economic Studies	passed			5
Internship	7	C		10
Leading and Designing Organizations (LDO)	4	D		10
<b>OVERALL AVERAGE</b>	<b>5.6</b>			
<b>THE PRESCRIBED WORKLOAD OF THE PROGRAMME</b>				<b>120</b>

*Marian Holmslykke*

Aarhus, 22 March 2011

Central Registry

# Diploma Supplement

This Diploma Supplement follows the model developed by the European Commission, Council of Europe and UNESCO/CEPES. The purpose of the supplement is to provide sufficient independent data to improve international 'transparency' and fair academic and professional recognition of qualifications (diplomas, degrees, certificates etc.). It is designed to provide a description of the nature, level, context, content and status of the studies that were pursued and successfully completed by the individual named on the original qualification to which this supplement is appended. It should be free from any value judgements, equivalence statements or suggestions about recognition. Information in all eight sections should be provided. Where information is not provided, an explanation should give the reason why.

## 1. Holder of the Qualification

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- 1.1. Family name(s): Popescu  
1.2. Given name(s): George  
1.3. Date of birth: 180486  
1.4. Civil registration number: 180486-3539

## 2. The Qualification

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### 2.1. Name of the qualification and title conferred (in Danish):

Kandidatuddannelsen i erhvervsøkonomi - International Business

### Name of the qualification and title conferred (in English):

Master of Science in Economics and Business Administration - International Business

### 2.2. Main fields of study:

Economics, Business Administration and International Business

### 2.3. Name and status of awarding institution:

Handelshøjskolen, Aarhus Universitet (Aarhus School of Business, Aarhus University). Handelshøjskolen, Aarhus Universitet is a business school at the Aarhus University, which is regulated according to the Ministry of Science, Technology and Innovation University Act of 6 May 2004.

### 2.4. Name and status of institution administering the studies:

Not applicable

### 2.5. Language(s) of instruction/examination:

English

## 3. Level of the Qualification

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### 3.1. Level of qualification:

A second-cycle research-based qualification - predicted duration two years of full-time higher education studies.

### 3.2. Official length of programme:

Two years = 120 ECTS credit points

### 3.3. Access requirement:

Admittance to the Master of Science programmes requires a Bachelor of Science degree in Business Administration or economics or their equivalent.

## 4. Contents and Results Gained

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### 4.1. Mode of study

Full-time study programme (taught in English) comprising a Danish or international bachelor of science in Business Administration weighing 180 ECTS credit points and a specialised, theoretical master of science programme weighing 120 ECTS credit points. In total the master of science degree comprises 300 ECTS credit points.

## 4.2. Programme requirements

The MSc programme in International Business consists of a compulsory, specialised block of courses weighing 90 ECTS which include prerequisite courses, specialised courses and a Master thesis. The rest of the programme (30 ECTS) is made up of elective courses, hereunder courses approved from other national or international universities.

The programme will provide candidates with competences required to take part in the decision-making processes which lack the necessary capacity within, e.g. the conduct of international market analyses, the planning and implementation of FDI, either in the form of the establishment of new subsidiaries and/or acquisitions etc. In general the programme will provide candidates with analytical competences together with competences within communication, collaboration and self-management and culture.

## 4.3. Programme details and individual grades/marks/credits obtained

Please refer to the enclosed grade transcript.

## 4.4. Grading scheme and if applicable grade distribution information

Please refer to the explanation of the grading scale on the final page.

## 4.5. Overall classification of the qualification

Not applicable for Danish qualifications.

## 5. The Function of the Qualification

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### 5.1. Access to further study

A completed MSc degree gives general access to Ph.D. studies. However, specific admission is subject to approval by the individual institution.

### 5.2. Professional status

The MSc in International Business provides the candidate with qualifications to undertake positions in a business with extensive international commitments or a public institution, e.g. in Danish and international businesses where you may be employed by headquarters or by a foreign subsidiary; at embassies, consulates general and other international representations; and in international service companies offering consultancy services to businesses.

The programme qualifies students to conduct market analyses, carry out cost-benefit analyses of possible market expansion, plan and head the implementation of FDI, international strategic planning and human resource management as well as performance evaluation of foreign subsidiaries.

## 6. Additional Information

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The Master of Science degrees in Business Administration comply with the Executive Order on Bachelor and Master Degrees issued by the Danish Ministry of Science, Technology and Innovation no. 338 of 6 May 2004.

### 6.1. Additional information

Aarhus School of Business is a business school located in Aarhus, the second largest city in Denmark, with approx. 300,000 inhabitants. The school merged with Aarhus University 1 January 2007. Its activities are financed by the Danish state. Aarhus School of Business offers courses within the fields of business and communication and confer degrees at Bachelor, Master and PhD level. Given the school's university status all programmes are based on research. Moreover close ties to the business community ensure that the programmes are continuously updated to meet the needs of the business community. Today, Aarhus School of Business with its close to 8000 students - 6000 day students and 2000 evening students - is the second largest business school in Denmark. Aarhus School of Business contributes added value to society through research, education and dialogue on the creation and development of companies and organisations. Together with the rest of AU, we develop knowledge, welfare and culture through research and research-based education, dissemination and external advice.

In spring 2001 our ongoing efforts to ensure the highest standard in education and research were rewarded with the conferral of the EQUIS Accreditation by the international network EFMD - European Foundation for Management Development.

### 6.2. Further information sources

Information in English on the Aarhus School of Business (departments, study programmes, course descriptions etc.) may be obtained from the following homepage: [www.asb.dk](http://www.asb.dk), or from ASB, Registrar's Office, Fuglesangs Allé 4, DK -8210 Århus V, Denmark, Phone +45 89 48 66 88, Fax +45 86 15 01 88. General information on higher education in Denmark can be obtained from the following homepages: Danish Ministry of Science, Technology and Innovation [www.vtu.dk](http://www.vtu.dk) or CIRIUS [www.ciriusonline.dk](http://www.ciriusonline.dk)

## 7. Certification of the Supplement

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Aarhus, 22 March 2011

### Registrar's Office



AARHUS SCHOOL OF BUSINESS  
AARHUS UNIVERSITY

The Registrar's Office  
Fuglesangs Allé 4 | DK-8210 Aarhus V

## 8. The Danish Higher Education System

June 2010

**This description of the Danish Higher Education System has been approved by the Danish Ministry of Education, the Ministry of Science, Technology and Innovation and the Ministry of Culture.**

*Public higher education institutions in Denmark are governed by national legislation concerning degree structures, teacher qualifications and examinations. All programmes are accredited by national, independent accreditation agencies and the Accreditation Council.*

### Higher education institutions

Higher education is offered by four types of higher education institutions and regulated by three Ministries:

- Academies of Professional Higher Education (*Erhvervsakademi*) and University Colleges (*Professionshøjskole*) are regulated by the Ministry of Education and offer professionally oriented first cycle degree programmes.
- Research universities (*Universitet*) are regulated by the Ministry of Science, Technology and Innovation and offer first, second and third cycle degree programmes in all academic disciplines.
- A number of university level institutions are regulated by the Ministry of Culture and offer first, second and third cycle degree programmes in subject fields such as architecture, design, music and fine and performing arts.

### Overview of degrees in the Danish Higher Education System

Danish higher education institutions use the European Credit Transfer System (ECTS) for measuring study activities. 60 ECTS correspond to one year of full-time study.

Danish qualifications levels	Ordinary higher education degrees	Adult/Continuing higher education degrees	Qualifications Framework for the European Higher Education Area – Bologna Framework	European/National Qualifications Framework for Lifelong Learning – EQF/NQF
Academy Profession level	Academy Profession degree (90-150 ECTS)	Academy Profession degree (60 ECTS)	Short cycle	Level 5
Bachelor's level	Professional Bachelor's degree (180-240 ECTS)*	Diploma degree (60 ECTS)	First cycle	Level 6
	Bachelor's degree (within fine arts) (180 ECTS)			
	Bachelor's degree (180 ECTS)			
Master's level	Master's degree (within fine arts) (120-180 ECTS)	Master degree (60-90 ECTS)	Second cycle	Level 7
	Master's degree (120 ECTS)**			
PhD level	PhD degree (180 ECTS)		Third cycle	Level 8

\* Can be obtained through a full regular bachelor's programme (180-240 ECTS) or a top up bachelor's programme (90 ECTS) following an Academy Profession degree. A few Professional Bachelor programmes are 270 ECTS.

\*\* A few Master's programmes are up to 180 ECTS.

### Qualification framework

The Danish qualification levels form the basis for the Danish National Qualifications Framework for Higher Education, which is certified in accordance with the overarching Bologna Framework according to the principles adopted by the European Ministers of Higher Education. Danish higher education qualifications at levels 5-8 in the Danish Qualifications Framework for Lifelong Learning (NQF) are also compatible with the levels 5-8 in the European Qualifications Framework (EQF).

### Admission and progression

General access to higher education in Denmark requires a secondary school leaving examination or comparable qualifications. Admission to some particular programmes requires entrance examination or submission of a portfolio of artistic work.

Completion of a short cycle degree qualifies students for admission to a first cycle degree. Degree holders with a short cycle Academy Profession degree can obtain a Professional Bachelor's degree within the same field of study with a top up programme (90 ECTS). Completion of a first cycle degree qualifies students for admission to the second cycle.

## Ordinary Higher Education degrees

**The Academy Profession degree** is awarded after 90-150 ECTS and includes a period of work placement of at least 15 ECTS. The programmes are development-based and combine theoretical studies with a practical approach. Programmes are, among others, offered within Marketing Management, Computer Science and Chemical and Biotechnical Science. The Danish title is field of study followed by the abbreviation *AK* and the English title is *AP Graduate in* [field of study].

**The Professional Bachelor's degree** is awarded after 180-240 ECTS and includes a period of work placement of at least 30 ECTS. The programmes are professional higher education programmes at bachelor level. They are development-based and combine theoretical studies with an applied approach. Examples of professional bachelor degree holders are nurses, primary and lower secondary school teachers and certain types of engineers. The Danish title is *Professionsbachelor i* [field of study] and the English title is *Bachelor of* [field of study].

**The Bachelor's degree** from a university is awarded after completion of a 3-year programme (180 ECTS). The programmes are research-based and are offered in all scientific fields. The Danish title is *Bachelor (BA) i* [field of study] or *Bachelor (BSc) i* [field of study] and the English title is *Bachelor of Arts (BA) in* [field of study] or *Bachelor of Science (BSc) in* [field of study].

**The Bachelor's degree (within fine arts)** is awarded after 180 ECTS. The programmes are based on research and artistic research. Programmes are offered within the arts. The Danish title is *Bachelor (BA) i* [field of study] or *Bachelor i musik (BMus) i* [field of study] and the English title is *Bachelor of Arts (BA) in* [field of study] or *Bachelor of Music (BMus) i* [field of study]. A higher education degree within theatre or filmmaking is awarded after 4 years of study (240 ECTS).

**The Master's degree** is awarded after 120 ECTS. The programmes are research-based and are offered in all scientific fields. The Danish title is abbreviated to *cand.*[latin abbreviation of academic area] *i* [field of study]. The English title is *Master of Arts (MA) in* [field of study] or *Master of Science (MSc) in* [field of study].

**The Master's degree (within fine arts)** is awarded after 120-180 ECTS. The programmes are based on research and artistic research. The Danish title is abbreviated to *cand.*[latin abbreviation of academic area] [field of study]. The English title is *Master of Arts (MA) in* [field of study] or *Master of Music (MMus) i* [field of study]. Music Academies offer a specialist degree of 2 to 4 years following the master's degree.

**The PhD degree** is awarded after 180 ECTS. PhD programmes are offered by the universities and some institutions under the Ministry of Culture.

Detailed descriptions of degrees and degree levels can be found in the Qualifications Framework for Danish Higher Education at [www.iu.dk](http://www.iu.dk). Please consult the relevant Diploma Supplement for information about the learning outcome of the specific degrees.

## Adult and continuing higher education

The programmes normally consist of 2 years of part-time study, equivalent to 1 year of full-time study (60 ECTS credits). Certain master programmes require 1½ years of full-time study (90 ECTS credits). Admission requirements are a relevant educational qualification and at least 2 years of relevant work experience.

Adult education qualifications are available at levels corresponding to those of the ordinary higher education system.

- The Academy Profession degree (*videregående voksenuddannelse*) is awarded after studies at short cycle level and gives access to diploma programmes.
- The Diploma degree (*diplomuddannelse*) is awarded after studies at first cycle level and gives access to master programmes.
- The Master degree (*masteruddannelse*) is awarded after studies at second cycle level.

## The 7-point grading scale

The grading system used in all state-regulated education programmes as of September 2007 is the 7-point grading scale. The grading scale is compatible with the ECTS grading scale.

The 7-point grading scale	12	10	7	4	02	00	-3
The ECTS grading scale	A	B	C	D	E	Fx	F

Apart from the 7-point grading scale, pass/fail assessment may also be used. 02 is the minimum grade for passing an exam.



# Kompetenceprofil

Cand.merc.-uddannelsen er en forskningsbaseret erhvervsøkonomisk kandidatuddannelse, der udbygger de kompetencer og den indsigt, der er opnået i den erhvervsøkonomiske bacheloruddannelse.

Gennem uddannelsen er opnået en specialiseret viden inden for uddannelsens fagområder, der kvalificerer dimittenden til på højt videnskabeligt niveau at udarbejde løsninger på erhvervsøkonomiske problemstillinger i private og offentlige virksomheder og organisationer.

Uddannelsen kvalificerer endvidere til videreuddannelse herunder ph.d.-uddannelsen.

Dimittenden har gennem uddannelsen opnået viden, der sætter dem i stand til at

- forstå og forholde sig til fagområdernes viden samt til at identificere videnskabelige problemstillinger
- mestre fagområdernes videnskabelige metoder og redskaber samt til at mestre generelle færdigheder, der knytter sig til beskæftigelse inden for fagområderne
- kunne vurdere og vælge blandt fagområdernes videnskabelige metoder og redskaber og samt opstille nye analyse- og løsningsmodeller
- kunne diskutere professionelle og videnskabelige problemstillinger med både fagfæller og ikke-specialister
- kunne styre arbejds- og udviklingssituationer, der er komplekse, uforudsigelige og forudsætter nye løsningsmodeller
- selvstændigt kunne igangsætte og gennemføre fagligt og tværfagligt samarbejde og påtage sig et professionelt ansvar
- selvstændigt kunne tage ansvar for egen faglig udvikling og specialisering

## Profile of Competences

The research-based MSc study programme in Economics and Business Administration builds on the competencies and insights acquired in the BSc study programme in Economics and Business Administration.

The study programme provides the graduate with specialist knowledge within the disciplines of the study programme that give the graduate high academic qualifications to develop solutions to issues pertaining to business administration in companies and organisations in the public and private sectors.

The study programme also qualifies the graduate for further studies, including PhD studies.

Through the study programme, the graduate has acquired knowledge that enables the graduate to

- Understand and consider knowledge pertaining to the various disciplines as well as identify academic issues
- Master the scientific methodologies and tools of the various disciplines as well as master general skills associated with employment within the areas studied
- Assess and choose among the scientific methodologies and tools of the various disciplines as well as develop new analysis and solution models
- Discuss professional and academic issues with both specialists and laymen
- Manage work and development situations that are complex, unpredictable and require new solution models
- Initiate and carry out, on an independent basis, monodisciplinary and interdisciplinary collaboration and take professional responsibility
- Take responsibility, on an independent basis, for own professional development and specialisation

## Karakterskala

### 7-trins-skalaen

- 12: For den fremragende præstation.
- 10: For den fortrinlige præstation.
- 7: For den gode præstation.
- 4: For den jævne præstation.
- 02: For den tilstrækkelige præstation.
- 00: For den utilstrækkelige præstation.
- 3: For den ringe præstation.

## Grading Scale

### The 7-point scale

- 12: For an excellent performance.
- 10: For a very good performance.
- 7: For a good performance.
- 4: For a fair performance.
- 02: For a performance meeting only the minimum requirements for acceptance.
- 00: For a performance which does not meet the minimum requirements for acceptance.
- 3: For a performance which is unacceptable in all aspects.

Den karakter, der vises i kolonnen "Karakter" er karakteren i 7-trinsskalaen. Hvis der er angivet en karakter i kolonnen "13-skalakarakter", betyder det, at den studerende oprindeligt har fået en karakter efter 13-skalaen, og at denne er omregnet til 7-trinsskalaen.

The grade listed in the column "Grade" is the grade on the new 7-point scale. If a grade is listed in the column "13-scale Grade", the student has initially received a grade according to the 13-scale. This grade has been converted to the new 7-point scale.

Karakter Grade	ECTS	13-skala 13-scale
12	A	13
10	B	11
7	C	10
4	D	9
02	E	8
00	Fx	7
-3	F	6
		5
		03
		00

### Model for sammenligning af karakterskalaer

7-trins-skala → ECTS → 13-skala

### Model for comparison of grading scales

7-point scale → ECTS → 13-scale Grade