

Norm rate catalogue for Department of Management and Business

August, 2022

Guiding principles

The purpose of the norm/workload system is to serve as a tool for management to be able to secure reasonable distribution of workload as well as to serve as a basis for the allocation of resources across groups of employees. Given that the work of scientific staff to a wide extent is self-organized and often based on professional devotion, the system is meant to serve as a tool for the individual scholar as an indicator for workload over time and hence serve to enable the individual to be in dialogue with management about tasks.

The DBM system should be as fair and as simple as possible. There are many tasks that are part of the day-to-day business of the department and some in ad hoc form. Many such tasks are a natural part of the life of being an academic. Then there are tasks, which are continuous and frequent. Such tasks have been formalized with an assigned indication of expected workload in the workload system.

DBM strives to nurture talent, and academia is becoming ever more competitive. Therefore, the workload for junior faculty in terms of teaching and admin is reduced compared to senior staff. Additionally, assistant professors will be allowed to reduce their teaching and administration workload with a total of 300 work hours. The 300 WH are allocated after finalization of the Lecturer Training Programme.

In order to secure continuous professional and academic development as well as to have a well-functioning department, research scholars have 80 hours for professional and academic development per annum. For assistant professors this is primarily assigned for pedagogical training. For full time teachers this is 250 hours per annum. These hours will also cover minor ad hoc tasks for the department.

The workload of PhD students and research assistants is not covered by the norm catalogue.

Workload overview per year

Position category	Professor/WSR/associate prof	No research	Junior scholars
Research and dissemination	660	0	840
Teaching and administration	900	1390	720
Academic / educational development and department service	80	250	80
Total annual working hours	1640	1640	1640

Teaching norm hours

The faculty has decided a common model for calculating teaching workload:

$$(\text{Number of ECTS} * \text{Work hours per ECTS}) + (\text{Number of students} * \text{Work hours per student})$$

I. Calculation rates for teaching norm (WH=work hours)

The following model is applied across all courses on all programmes:

1 semester courses: ECTS * 20 + No of students * 1.00

2 semester courses: ECTS * 20 + No of students * 1.25

II. Teaching at PhD courses

Ph.d. teaching at SDU pr. lecture: 5 hours

III. Tasks covered by the norm rate¹

Included:

- Course preparation and teaching
- Yearly updates and general adaptations of the course description (e.g. changed examination form)
- Examination and re-examinations (including preparing exam questions)
- Interactions with students (emailing, feedback, etc)
- Lecturer-taught exercises
- Handling of complaints and plagiarism

Not included:

- New course development/significant overhauls (e.g. shift from lectures to videos + workshops)
- Course responsibility cross-campus courses on HA ("HA Fællesfag")

IV. Allocation rules

Which number of students serves as basis for the norm calculation?

The official number of students registered for a course serves as basis for the norm calculation. This number is set approximately 1 month after study start in order to take study drop-outs and students' registration for electives into consideration.

¹ Tasks and responsibilities of lecturers and course responsables for HA cross-campus courses are defined in the memorandum: "Opgaver og ansvarsområder for fagansvarlige og undervisere", Den Erhvervsøkonomiske Forum, December 2019

How to split up the norm hours when a course is taught by multiple lecturers?

Co-teaching and co-examining

Lecturers in teaching teams are given the relative percentage of the total amount of norm hours for the course corresponding to the percentage of classes taught and examined by each lecturer.

Examples:

- *80/20 co-teaching and co-examining*

Lecturer 1 teaches and examines 80 %

$$(20 * \text{ECTS} + 1,0 * \text{no of students}) * 80\%$$

Lecturer 2 teaches and examines 20%

$$(20 \text{ ECTS} + 1,0 * \text{no of students}) * 20\%$$

- *80/20 co-teaching and one lecturer examining*

Lecturer 1 teaches 20 % of lectures

$$(20 * \text{ECTS} + 0,25 * \text{no of students}) * 20\%$$

Lecturer 2 teaches 80% of lectures and grades all exams

$$(20 * \text{ECTS} + 1,0 * \text{no of students}) - (20 * \text{ECTS} + 0,25 * \text{no of students}) * 20\%$$

Co-examiners (“intern censor”)

Oral examination (individual): 0,5 WH/student

Oral examination (group): 1 WH/group

Written examinations (15 pages or less): 0,5 WH/assignment

Written examinations (16 pages or more): 1 WH/assignment

Supervision norm hours

Norm rates for supervision are fixed at faculty level

The number of norm hours attributed per assignment is calculated in the following way:

$$\text{Number of ECTS (supervision activity)} \times \text{Supervision rate}$$

Supervision rates:

Projects with 1 student = 0,50 WH/ECTS

Projects with 2 students = 0,75 WH/ECTS

Projects with 3+ students = 0,90 WH/ECTS

For projects at the Faculty of Engineering, the norm is calculated based on the number of ECTS attributed to DBM; multiplied by the number of students.

Bachelor 15 ECTS (i.e. Negot, Media)	Norm (WH)	Unit
Bachelor thesis without defense (1 student) - supervision & exam	7,5	Assignment
Bachelor thesis without defense (2 students) - supervision & exam	11,25	Assignment
Bachelor thesis without defense (3 students) - supervision & exam	13,5	Assignment
2nd and 3rd attempt	2,5	Assignment
Bachelor 20 ECTS (HA, Mat-Øk (10 ECTS))¹⁾	Norm (WH)	Unit
Bachelor thesis with defense (1 student) - supervision & exam	10	Assignment
Bachelor thesis with defense (2 students) - supervision & exam	15	Assignment
Bachelor thesis with defense (3 students) - supervision & exam	18	Assignment
2nd and 3rd attempt	4	Assignment
Master 30 ECTS, Master (EVU) 15 ECTS	Norm (WH)	Unit
Master thesis with defence (med 1 student)	15	Assignment
Master thesis with defence (med >1 student)	22,5	Assignment
2nd and 3rd attempt ²	5	Assignment
Project-oriented course	Norm (WH)	Unit
Project-oriented course (5 ECTS)	2,5	Assignment

²Norms for extra attempts are only given if there has been a regular examination in the previous attempt. In the case of blank and absent submissions as well as in the case of plagiarism reports in previous attempts, no additional norms are given. No additional norm is given if the submission deadline or the defense is postponed, or at re-exams when no defense or regular examination has been held in previous attempt (cf. *Rammer og vilkår for or det videnskabelige personales opgavevaretagelse*). Supervision is only available for first examination attempt, however, the students have the possibility to have one meeting in connection to the reformulation of the project upon extra attempts.

Project-oriented course (10 ECTS)	5	Assignment
Project-oriented course (20 ECTS)	10	Assignment
Examination	1	Assignment
Seminar (5 ECTS)	Norm (WH)	Unit
Seminar with 1 student	2,5	Assignment
Seminar with 2 student	3,75	Assignment
Seminar with 3 student	4,5	Assignment
Seminar (10 ECTS)	Norm (WH)	Unit
Seminar with 1 student	5	Assignment
Seminar with 2 student	7,5	Assignment
Seminar with 3 student	9	Assignment
Other supervisions	Norm (WH)	Unit
Certifikatprojekt	10	Assignment
IQ1	2,5	Group
GMM 3. semesterprojekt	5	Group
X-MAM	5	Group
Co-supervision (Bachelor & M.Sc.)	Norm (WH)	Unit
GMM Final project	6	Assignment
Cand.merc.jur. thesis	7	Assignment

The supervision norm applies even when the project is not submitted.

Individual study activity:

Individual study activity will be calculated in the basis of the faculty's standard norm for supervision, please see above.

Administrative norms

All norms are calculated on an annual basis

Research leadership	300, Head of Research 3, Head of Research (per employee in the group by January 1 st)
Study leadership, study coordination	1000, HA Study leader (when also study board chairman) 500, Cand. merc. study leader (when not study board chairman) 350, HA coordinator 250, MMA study leader 200, MMA coordinator 200, EVU (MBA, MPI, HD) 800, HD Studieleder 175, HD Uddannelsesleder 600, PhD school leader 150, PhD coordinator 50, BA Negot. coordinator 50, Cand. negot. coordinator
Union/Staff representative	350, Union/Staff Representative (year) – Odense 150, Union/Staff Representative (year) – Slagelse 25, Work environment representative
Councils/committees/board (running) (separate norm for study board)	50, Head of council/committee/board 25, Member of council/committee/board
Recruitment and assessments/evaluations	50, Head of assessment committee, position (incl. PhD) 20, Member of assessment committee 30, Member of PhD recruitment committee (Erhvervsøkonomisk fagudvalg)
Study boards	400, Head of Cand.merc.study board 50, Member of study board 10, Observer at study board
Profile responsibilities	50, MBK responsible 50, Cand.merc. profile responsible
Course responsibilities	50, Course responsible for HA common courses 50, Course responsible for HA seminar 50, Course responsible for HA Bachelorproject

	50, Course responsible for HA project-oriented study 50, Course responsible for HD courses 50, PhD course organizer– courses held at SDU
Instructor coordination	5, 1 instructor 10, >1 instructors
Peer supervision	100, PhD supervision pr. PhD student 15, Supervisor for Assistant professor in lecturer Training Program (unit norm)
Commute btw campuses when teaching	2, Odense – Slagelse 2, Odense – Kolding 3, Odense – Esbjerg 4, Odense – Sønderborg
Other	30, Development of new course