

CURRICULUM

The Academy Professional Degree in
Commerce Management

Department Næstved

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1. The framework of the curriculum

This curriculum for the AP Degree in Commerce Management has been jointly prepared by the Danish institutions approved to offer the programme. Among other things, this collaboration shall secure that the graduates obtain knowledge, skills, and competencies at a business academy level as described in the Danish Qualifications Framework for higher education.

Moreover, the common curriculum will secure that the students, when they change study programme or institution, are credited for courses already passed and thus can complete their programme.

The individual institution can, when substantiated in exceptional conditions, grant an exemption to the rules in this curriculum which are solely determined by the business academy/business academies.

The purpose of this curriculum is to provide the students with overall information on the contents of their study programme as well as the rules applying to admission, completion, evaluation etc. Furthermore, the rules appear from the legal framework stated below.

As regards the guidance of the student, this curriculum and the legal framework do not stand alone. However, they are supplemented by other rules and guidelines specific for the study programme and the institution, such as examination rules and regulations, guidance in project writing, thesis writing, internships etc.

1.1. Reading instructions

This curriculum consists of a common part (blue fonts) adopted by the network of business academies for the study programme, plus an institution-specific part (black fonts) determined by the individual institution. The common part was jointly prepared by the institutions below, which in a close collaboration are obliged to secure national competencies and a uniform exemption practice. The common part of this curriculum was determined by the following institutions:

Business Academy Dania

Zealand Institute of Business and Technology (ZIBAT)

Lillebaelt Academy

Copenhagen Business Academy

1.2. The study programme is regulated by the following legal framework:

- Consolidating Act no. 935 of 25 August 2014 on business academies of professional higher education (Danish title: Bekendtgørelse af lov om erhvervsakademier for videregående uddannelser).
- Consolidating Act no. 1147 of 23 October 2014 on academy profession programmes and professional bachelor programmes (Danish title: Bekendtgørelse af lov om erhvervsakademiuddannelser og professionsbacheloruddannelser (LEP-loven)).
- Ministerial order no. 1047 of 30 June 2016 on academy profession programmes and professional bachelor programmes (Danish title: Bekendtgørelse om erhvervsakademiuddannelser og professionsbacheloruddannelser (LEP-bekendtgørelsen)).
- Ministerial order no. 1500 of 2 December 2016 on examinations in professionally oriented higher education programmes (Danish title: Bekendtgørelse om prøver i erhvervsrettede videregående uddannelser).
- Ministerial order no. 107 of 27 January 2017 on admission to and enrolment on academy profession and professional bachelor programmes (Danish title: Bekendtgørelse om adgang til erhvervsakademiuddannelser og professionsbacheloruddannelser)
- Ministerial order no. 114 of 3 February 2015 on the grading scale and other forms of assessment (Danish title: Bekendtgørelse om karakterskala og anden bedømmelse).
- Ministerial order no. 698 of 3 July 2009 on the academy profession degree programme in Commerce Management (AP Graduate in Commerce Management) - (Danish title: Bekendtgørelse om erhvervsakademiuddannelse inden for handel (Handelsøkonom AK)) plus Ministerial Order no. 569 of 27 May 2010 on amendment of the ministerial order on the academy profession degree programme in Commerce Management (AP Graduate in Commerce Management) - (Danish title: Bekendtgørelse om ændring af bekendtgørelsen om erhvervsakademiuddannelse inden for handel (Handelsøkonom AK)).

There may be amendments to the consolidating acts and ministerial orders above. The current legislation is available in Danish on www.retsinfo.dk.

1.3. Name of the programme and the graduate's title

The name of the programme is AP Degree in Commerce Management.

The graduates are entitled to use the title AP Graduate in Commerce Management.

1.4. ECTS points

The study programme is a full-time academic programme of 2 years' full-time equivalent study. A full-time equivalent study corresponds to one year's work of a full-time student. A full-time equivalent study is rated at 60 points of the European Credit Transfer System (ECTS). Thus, the full programme is rated at a total of 120 ECTS points.

75 ECTS points of the total programme are a combination of lessons/teaching and projects taking place at the educational institution, where the remaining 45 ECTS points are completed as practical education during a paid¹ internship in one or more companies in Denmark or abroad.

1.4.1 Figure 1: The structure of the programme and distribution of ECTS points

Academic elements		1 st year of study	2 nd year of study
Key areas	Communication	10 ECTS	
	The company	10 ECTS	
	Market and society	10 ECTS	
	Commerce	15 ECTS	
Elective academic elements	15 ECTS	15 ECTS	
Internship	45 ECTS		45 ECTS
Final exam project	15 ECTS		15 ECTS
Total	120 ECTS	60 ECTS	60 ECTS

1.5. The purpose and targets of the programme

The purpose of the AP Degree in Commerce Management is to qualify the graduate to perform work within the areas of planning and organisation and to complete tasks concerning purchasing, sales, and marketing activities in the business.

The graduate will obtain developed-based knowledge and understanding of the subject areas and their practices. Moreover, the graduate will be able to use central theories and methods at a level qualifying for analyses and assessments of issues.

¹When doing an internship abroad, the internship may be unpaid if there is not tradition for paid internships in the country in question. This appears from the Ministerial Order on amendment of the ministerial order on the academy profession degree programme in Commerce Management (AP Graduate in Commerce Management).

The student may be entitled to the Danish State Education Grant during the internship.

Learning objectives for AP Degree in Commerce Management

Learning objectives: The learning objectives involve the knowledge, skills, and competencies, which an AP Graduate in Commerce Management must achieve during the study program.

Objectives:

Knowledge

The graduate will acquire knowledge of:

- The global development in social and intercultural relations and types of communication relevant to national and international trade
- Strategic and financial organisation within a company, management as well as key areas within business and basic company law
- Strategic options for the company as regards purchasing, sales, and marketing
- Entrepreneurship and the role of an entrepreneur

Skills

The graduate will be able to:

- Establish and evaluate the idea, objectives, and strategies of a company as well as to assess the organisation and development of the company
- Assess operational economic issues, the accounts of the company as well as prepare operating budgets for the company
- Apply a logistical perspective on the commerce activities of the company and prepare action plans for contents, including commercial law in daily practice
- Plan, prepare, and implement market analyses and to develop action plans in collaboration with a specific company
- Communicate practice-oriented issues and suggested solutions in Danish and English within sales, purchasing, and marketing.

Competencies

The graduate will be able to:

- Manage various functions of importance to the purchasing, sales, and marketing activities in the company with an understanding of the social and surrounding values on a global market
- Manage practical projects and trade processes at an operational and tactical level
- Participate in the coordination and execution of communicative tasks in an internationally oriented company
- Establish knowledge networks and engage in knowledge sharing in relation to the business in a structured context

1.6. The level of the Qualifications Framework

The study program is at level 5 of the Qualifications Framework.

1.7. Commencement and transitional agreements

This curriculum commences on 15 August 2017 and is effective for students admitted to and registered for the programme commencing as of autumn 2017.

2. Admission to and enrolment on the degree programme

Admission to the programme is based on the rules in the Ministerial Order on admission to and enrolment on academy profession and professional bachelor programmes (cf. the current Ministerial Order in section 1.2):

Admission

Clause 12. The institution determines, according to sub-clause 2, how many applicants who can be admitted to each degree programme, unless the intake capacity has been stipulated by the Danish Agency for Higher Education.

Sub-clause 2. For programmes with an open intake, the institution specifies the intake capacity to guarantee satisfactory study conditions.

Clause 13. Applicants who have completed a Master's degree programme may only be admitted to a degree programme if vacant student places are available.

Sub-clause 2. The educational institution may grant an exemption to sub-clause 1 in case of unusual circumstances.

Quotas

Clause 14. If there are more qualified applicants than vacant student places in the individual admission area, according to clause 12, sub-clause 1, the student places may be divided into quota 1 and 2 or quota 3, if any. Remaining student places from quota 1 will be transferred to quota 2, and remaining student places from quota 2 will be transferred to quota 1. Quota 3 may only be established for programmes offered in English.

Sub-clause 2. Every year, the Danish Agency for Higher Education stipulates the quota sizes, including quota 3, on recommendation from the educational institutions.

Sub-clause 3. The Agency may approve that institutions that offer a degree programme can use another admission system than the quota system.

Sub-clause 4. On its website, the institution publishes the determined distribution of student places according to the sub-clauses 1 and 2 and any other admission system according to sub-clause 3.

Admission to the programme

A 3-year Upper Secondary School Leaving Examination, Higher Technical Examination, Higher Commercial Examination or a 2-year Higher Preparatory Examination Course with English at level C or one of the following vocational educations:

- Retailing degree with specialties

- Retail butcher with specialties
- Event coordinator degree, step 2
- Finance degree, step 2
- General office administration training
- Vocational education with specialties
- Office administration training with specialties

or

Admission through 3-year vocational educations. Specific admission requirements: English at level C and either business economics at level D or math at level D.

The institution may grant an applicant admission to the programme on another basis than the stipulated admission requirements if the applicant, after an assessment of his/her prior learning, is deemed to have qualifications equal to those requirements, and the applicant is deemed able to complete the programme.

Such permission stipulates that the applicant, no later than before the commencement of study, passes a qualification test, or through another individual assessment is able to document the necessary qualifications.

In case there is not student places available for all applicants, the priority principles passed by the business academy shall become effective. For the assessment of the student's eligibility, the student may be called for an interview.

3. Academic elements and modules

The degree programme requires the passing of academic elements corresponding to a workload of 120 ECTS. A full-time programme for one semester consists of academic elements, including internship, corresponding to 30 ECTS.

The programme consists of key areas corresponding to 45 ECTS, elective academic elements totalling 15 ECTS, internship totalling 45 ECTS, and a final exam project totalling 15 ECTS.

3.1. Figure 2: Temporal placement of academic elements, internship, and tests

Semester	Test	Academic element	ECTS	Assessment	Internal/external
1 st semester	1 st semester test	Business communication, Purchasing and Logistics, International Trade	15	7-point grading scale	Internal
2 nd semester	Specialty course test (project 3)	Specialty course	15	7-point grading scale	Internal

	Interdisciplinary written exam (first year test)	Business Economics, Organisation and Management, Sales, Strategy and Marketing, and Business law	30	7-point grading scale	External
4 th semester	Internship exam	The total internship and methodological considerations for thesis	45	7-point grading scale	Internal
	Final exam	Final exam project	15	7-point grading scale	External

3.2. Key areas

The programme consists of the following key areas:

- Communication (10 ECTS)
- The company (10 ECTS)
- Market and Society (10 ECTS)
- Commerce (15 ECTS)

Total: 45 ECTS

The key areas are included in the mandatory academic elements. See the learning objectives for the mandatory academic elements in section 3.3.

3.3. Mandatory academic elements

The mandatory academic elements of the programme:

- Business economics (9 ECTS)
- Organisation and management (8 ECTS)
- Sales, strategy, marketing, and business law (13 ECTS)
- Business communication (5 ECTS)
- Purchasing and logistics (5 ECTS)
- International trade (5 ECTS)

Total: 45 ECTS

Mandatory academic element: Business economics
Key area: The company (7 ECTS) and Commerce (2 ECTS)
ECTS: 9
Contents: Operating economics: <ul style="list-style-type: none"> • Economic issues related to operations • Basic price optimisation • Understanding different market types Accounting: <ul style="list-style-type: none"> • Financial analysis

- Knowledge of basic accounting legislation

Budgeting:

- Budgeting and budget models

Examination: Interdisciplinary examination after the first year of study.

Learning objectives:

Knowledge

The graduate will acquire knowledge of:

- Basic accounting principles and legislation
- The cost structure of the company
- Various supplementary reports, including knowledge accounts, social accounts, and green accounts
- Importance of the budget as a management tool
- Different market types and their impact on efficiency
- About applied theory, which is development-based, in connection with types of companies, capital requirements, and liability.

Skills

The graduate will be able to:

- Communicate characteristics of supplementary reports, including CSR
- Establish and assess the performance, balance sheet, and cash budgets of the company
- Conduct simple price optimisation based on known market and cost expectations
- Assess the cost structure and cost process of the company
- Use spreadsheets at an operational level.

Competencies

The graduate will be able to:

- Enter into collaboration on the financial consequences of the company in the performance and cash budget in case of changes in the budget assumptions
- Identify operational economic issues
- Acquire new knowledge, skills, and competencies within business economics in a structured context.

Mandatory academic element: Organisation and Management

Key area: Communication (5 ECTS) and The company (3 ECTS)

ECTS: 8

Contents:

Personal development

- Methods for development of personality
- Methods for improving effectiveness

Organisation

- Analysis of the key elements of the organisation and the external factors that determine the development of the organisation, including new digitalisation opportunities for organisation and communication
- Assessment of the ideas, goals, and strategies of the company - with a clear emphasis on the internal strategies

Management

- The management concept, managerial behaviour, and leadership roles
- Management communication and change management
- Team management
- Conflict management

Motivation

- The concept of motivation as a psychological concept with focus on mental and physiological processes

Examination: Interdisciplinary examination after the first year of study.

Learning objectives:

Knowledge

The graduate will acquire knowledge of:

- Selected theories of personality, life stages, behaviour, and habits
- Personality tests and their application for different purposes
- Central methods for greater self-awareness and empathy
- Organisational theory, including systems theory and the relationship between organisational structures and coordination principles
- Motivation theories
- How groups work and the optimisation of group cooperation
- The concept of management, the manager's view of humanity, management styles, and leadership roles
- The organisational culture concept
- Change, innovation, and organisational development
- How to structure team management
- Conflict management

Skills

The graduate will be able to:

- Communicate its own values and needs based on different personality theories
- Apply the personality analysis for self-reflection and decoding behaviour
- Prepare and communicate a personal action plan with goals and values
- Apply innovation and change theories
- Communicate with empathy and insight
- Assess the structure, culture, and processes of an organisation
- Reflect on its own leadership, view of humanity, and style
- Apply motivation and group theory in project and case work

Competencies

The graduate will be able to:

- Handle self-management and self-development
- Participate in professional and interdisciplinary collaborations based on common values
- Participate in the innovation processes of the company
- Manage processes in connection with creation of teams and team contexts
- Acquire new knowledge, skills, and competencies within organisation and management in a structured context.

Mandatory academic element: Sales, strategy, marketing, and business law

Key area: Market and society (8 ECTS) and Commerce (5 ECTS)

ECTS: 13

Contents:

Sales:

- The stages of sales
- Sales psychology
- Customer analysis
- Personal selling and negotiation techniques
- Presentation technique

Strategy and marketing:

- The internal and external affairs of the company
- Competition and supply conditions
- Demand, segmentation, and selection of target group
- Analysis of market conditions
- Market research, method, and reporting technique
- General strategy models, including growth strategies

- Corporate action parameters
- Action, implementation and control of those
- Market opportunities and innovation/entrepreneurship

Business law

- Contract law
- Purchase law
- Marketing law
- E-commerce law

Examination: Interdisciplinary examination after the first year of study

Objectives of learning:

Knowledge

The graduate will acquire knowledge of:

- The strategic marketing and action opportunities of the company, including digital marketing
- The importance of distribution for companies, including e-commerce companies
- Strategic opportunities as regards innovation/entrepreneurship, including understanding the importance of collaboration and person-based networking
- Personal sales and overall sales tools for companies and e-commerce companies
- Various forms of intermediaries, including special authorisation
- International aspects as regards conclusion of agreements (law and venue) as well as international purchase law (introduction to CISG)
- Central marketing legal rules
- Laws and regulations for the establishment of companies and online transactions

Skills

The graduate will be able to:

- Assess the strategic situation of the company and prepare action opportunities
- Identify new markets and potential entry strategies
- Develop market strategies and proposals for action parameters for physical as well as online markets
- Implement marketing measures for physical and online markets, including digital marketing
- Identify potential distribution channels and their mutual interaction for online as well as for physical markets
- Generate and understand statistics, including knowing the opportunities of BIG data
- Implement contracts, based on an analysis and assessment of customers and competitors

- Implement the sales process based on the psychological stages of sales - for physical as well as online companies
- Apply the legal rules of the contract law as regards conclusion of agreements
- Apply the legal rules of the Sale of Goods Act as regards purchase of movable property based on a practical relevant issue, including the obligations of the partners in particular, forms of breach, and remedies in case of breach
- Assess the marketing activities of the company as regards the central concepts of the marketing law
- Apply the E-commerce law in connection with the establishment and operations of online companies

Competencies

The graduate will be able to:

- To prepare a strategic analysis in collaboration with the staff of the company and thus identify relevant strategies for potential growth, both for physical and online companies
- Participate in interdisciplinary cooperation with a view to identification, prevention, and solving of legal issues as regards the activities of the company
- Apply methods for idea generation, creative troubleshooting, and identification of problems
- Acquire new knowledge, skills, and competencies within the areas of sales, strategy, and marketing as well as business law in a structured context.

Mandatory academic element: Business communication

Key area: Communication (4 ECTS) and Market and society (1 ECTS)

ECTS: 5

Contents:

- International cultural analysis, communicated in English with English literature
- Corporate communication, is communicated in Danish – however, English literature may be expected
- Personal communication, is communicated in Danish – however, English literature may be expected

Examination: Is included in the 1st semester tests.

Additional information for students:

International cultural analysis is communicated in English and is thus based on English course materials. Corporate communication and personal communication are communicated in Danish – however, both Danish and English literature must be expected to be included in the course materials.

Learning objectives:

Knowledge

The student will acquire:

- Knowledge of selected international cultural theories and their application
- Knowledge of personal and cultural issues in an international business practice, as well as understanding of such issues
- Understanding of the creation, reception, and interpretation of corporate communication – internally and externally
- Knowledge of the challenges as regards corporate communication in a globalised world
- The ability to apply personal communication strategies and presentation techniques within the practice of the field

Skills

The student will be able to:

- Plan, prepare, and implement country-based and cultural analyses
- Assess various suggested solutions to a given communicative and cultural issue
- Apply theoretical and practical tools for planning and implementation of the company's communication tasks
- Structure, present, and communicate practice-oriented issues and suggested solutions with a personal impact

Competencies

The student will be able to:

- Manage cultural issues in a development-oriented manner as well as to communicate the solutions to those issues
- Participate in a professional and interdisciplinary collaboration on the coordination and implementation of communicative tasks in a internationally oriented company
- Acquire new knowledge, skills, and competencies within corporate communication and the concept of corporate culture in a structured context.

Mandatory academic element: Purchasing and logistics

Key area: Communication (1 ECTS) and Commerce (4 ECTS)

ECTS: 5

Contents:

Purchasing:

- Purchase theory and strategy
- The stages of the purchase
- Search for, assessment, and control of suppliers

- Procurement

Logistics:

- The incoming logistics and material supply needs of the company
- The connection between sales, production, material supply, and purchasing.
- Inventory theory and costs, inventory management principles
- Overall logistic management principles, e.g. JIT, Kanban etc.
- The outbound logistics of the company

Examination: Is included in the 1st semester tests.

Learning objectives:

Knowledge

The student will acquire knowledge of:

- The importance of purchasing and logistics for the strategic situation of the company
- The quality and environmental aspects as regards the goods and material supply of the company
- How information technology may influence the logistical efficiency of the company

Skills

The student will be able to:

- Develop and assess logistical objectives in connection with the purchasing, goods and material supply of the company
- Prepare an action plan for relevant parties of the company based on a logistical analysis, involving aspects with regards to organisation, quality, and environment
- Implement the procurement process from procurement to final purchase and follow-up
- Involve IT in connection with the trading of the company

Competencies

The student will be able to:

- Manage trading processes with an understanding of the logistical consequences of decisions
- Participate in a professional and interdisciplinary collaboration, with a professional approach to the value and supply chain of the company
- Acquire new knowledge, skills, and competencies within purchasing and logistics in a structured context.

Mandatory academic elements: International trade

Key area: Market and society (1 ECTS) and Commerce (4 ECTS)

ECTS: 5

Contents:

Relevant financial indicators

- Unemployment
- Inflation
- Balance of payment
- Growth
- Cyclical movements

The macroeconomic landscape

- Households and companies
- The public sector
- National accounts
- The global market

The macroeconomic situation of the company

- Competitiveness

Political instruments

- Conjunctural policy, including monetary policy, financial policy, exchange policy
- Structural policy
- Crises, such as financial crises, debt crises etc.

Global economy

- The importance of interest rates
- Prospects and trends

International cooperation organisations

- WTO, EU, NAFTA, ASEAN etc.

- Trade barriers / customs

Examination: Is included in the 1st semester tests.

Learning objectives:

Knowledge

The graduate will acquire knowledge of:

- The macro environment of the company
- Relevant financial indicators
- What political tools to apply to meet various political goals
- The elements included in the macroeconomic landscape

- How prospects and trends in the global economy may influence the sales of goods – nationally and internationally
- Relevant international cooperation organisations
- WTO, EU, NAFTA, ASEAN etc.
- The importance of trade barriers for sales of goods
- Relevant information sources for identification of macroeconomic conditions

Skills

The graduate will be able to:

- Assess how changes in the macro environment may influence the trade of the company – nationally and internationally
- Assess how various political initiatives may influence the trade of the company – nationally and internationally
- Assess how trade barriers may influence the company
- Assess how international trade organisations may influence the company
- Apply statistics on macroeconomic conditions to assess and decide on development potential for the company

Competencies

The graduate will be able to:

- Conduct analyses of how the macro environment influences the trade of the company
- Acquire new knowledge, skills, and competencies within international trade in a structured context.

3.3.1 Number of tests in the mandatory academic elements

There will be two tests in the mandatory academic elements – i.e. with a test after the 1st and the 2nd semester respectively.

3.3.2 Figure 3: The ECTS context between the key areas and the mandatory academic elements

Mandatory Academic elements	Key areas of 1 st and 2 nd semester				3 rd sem.	4 th sem.	ECTS
	Communication	The company	Market and society	Commerce			
Business economics		7		2			9
Organisation and management	5	3					8

Sales, strategy, marketing, and business law			8	5			13
Business communication	4		1				5
Purchasing and logistics	1			4			5
International trade			1	4			5
Elective academic elements 2 nd semester							
Specialty course			15				15
Internship and final exam							
Internship and project					30	15	45
Final exam						15	15
Total			60		30	30	120

3.4 Elective academic elements

On the following pages, you will find a description of the offered elective academic elements, the so-called specialty courses in the AP Degree in Commerce Management, ZIBAT. The following courses are offered:

- Personal sales and service (mandatory)
- Purchasing management
- Sales management
- Entrepreneurship and innovation management

In addition to the mandatory specialty course, the student can choose another specialty course. To choose the 2nd specialty course, you must follow the procedure described below:

- You must read the three course descriptions on the following pages to prioritise them.
- In the table below, you must subsequently write 1 next to your first-priority specialty course that you give the highest priority. Write 2 next to your second-priority specialty course and 3 next to your third-priority specialty course.
- The course descriptions are only informative. If the course becomes available, the course instructor(s)/teacher(s) will prepare a syllabus.
- There is no guarantee that all specialty courses will become available – thus, you cannot be sure that your first-priority will be met. Therefore, it is very important for us to know all your priorities.
- Please be aware that you will be taught in two specialty courses during the semester. However, you will have a special focus on your elective specialty course when you are going to write your thesis.

3.4.1 Figure 4: The distribution of ECTS in elective academic elements

Elective academic elements	ECTS
Personal sales and service*	15**
Purchasing management	15**
Sales management	15**
Entrepreneurship and innovation management	15**
Innovation Management	15**
Digital Communication	15**

* Mandatory.

** The 15 ECTS are composed of the mandatory and elective course.

3.4.2 Learning objectives of the elective academic elements

Elective academic element: Personal sales and service (mandatory)
<p>Contents:</p> <ul style="list-style-type: none"> • Customer management in personal sales situations • Customer service and customer experience • The stages of sales within canvassing and customer care
<p>Learning objectives:</p> <p><i>The student will acquire knowledge of:</i></p> <ul style="list-style-type: none"> • The economy of sales at customer level • Sales psychology • Questioning technique • Personality types (DISC) • The concept of service • The customer experience (experience economy) • Personal branding • The role of the salesperson on the B2B and B2C markets • Decision-makers and the decision-making process (B2B and B2C) <p><i>The student will acquire the following skills:</i></p> <ul style="list-style-type: none"> • Managing the personal sales situations – in B2B and B2C companies • Identification of the customer's needs by means of questioning technique and sales psychology. • Adapting its appearance and behaviour in the current sales situation <p><i>The student will acquire the following competencies:</i></p> <ul style="list-style-type: none"> • Planning and implementation of actions plans for personal sales situations – both in B2B and B2C • Participation in the sales management's planning of the salesperson's role and stages of sales.

Elective academic element: Purchasing management

Contents:

- Supply Chain Management
- Negotiation technique
- Purchasing law and public procurement
- IT and purchasing

Learning objectives:

Knowledge:

The graduate will acquire knowledge of:

- The purchasing discipline and key concepts related hereto
- The position of the company and its global dependence on the supply chain
- The interaction between purchasing and other players in the value chain
- Purchasing and inventory management as a competitive function in the company
- Rules of applicable law, international Sale of Goods (CISG), and Incoterms
- Procurement rules in connection with public procurement
- Purchasing management

Skills:

The graduate will be able to:

- Plan and implement simple analyses of the company's position in the supply chain and the interaction between purchasing and the individual players in the value chain
- Participate in the selection of appropriate purchasing strategies and tools taking costs and security of supply into account
- Analyse and present purchasing data by use of Excel
- Participate in the preparation and implementation of negotiations with suppliers
- Manage itself in commercial contexts when entering into cooperation with partners with different cultural backgrounds
- Identify the differences between the Danish and international Sale of Goods Act as well as issues concerning law and venue, or lack thereof, in the company's international contracts
- Participate in the selection of Incoterm clause as well as the preparation of public tender documents

Competencies:

The graduate will be able to:

- Participate in the management of the strategic, tactical, and operational processes of the purchasing and inventory control in the company supply chain.

Elective academic element: Sales management

Contents:

- Sales and negotiation technique
- Customer potential of sales
- Competitiveness of sales
- Economy of sales

Learning objectives:

Knowledge:

The graduate will acquire knowledge of:

- The concept of sales and sales channels
- The manifold stages of sales within canvassing and customer care - including Key Account Management and focus on values for the buyer
- Sales planning - including sales strategy, assessment of customer potential and customer value for the company as well as suitable marketing opportunities with B2B, B2C, and B2S marketing
- Sales management's motivation and management of the sales force - including project management
- Sales economy at customer and company level

Skills:

The graduate will be able to:

- Plan and implement most forms of canvassing and sales care with an emphasis on the B2B market as well as the special sales factors on B2C and B2S markets
- Analyse and assess the role and function of the salesperson in the sales team and sales organisation
- Analyse and assess the roles of the sales and marketing department respectively as well as their functions in connection with the rest of the company
- Apply methods to understand, structure, and assess customer potentials as well as suitable efforts
- Develop and assess plans for the sales force management, including route planning, field visits, and salespeople feedback
- Plan and implement sales meetings and prepare a motivation plan for the salespeople
- Analyse and assess the competitiveness and economy of sales

Competencies:

The graduate will be able to:

- Participate in the development of a sales strategy
- Participate in the management of the sales management functions and implementation of decisions

Elective academic element: Entrepreneurship and innovation management

Purpose:

The intention of the course is to create a platform for the start-up and development of small companies, including working specifically with an innovative idea development.

Thus, this course is for students who want to become entrepreneurs as well as for students who would like to play a central role in the development and progress in their workplace.

Course participation is a requirement to make a subsequent internship in your own company.

During the course, you will have the opportunity to develop your own idea, then to develop a business model, and finally to develop a specific strategy. You will work with and develop your own ideas and acquire specific skills to realise them. Through application of various analysis tools and models, you will get an overview of the company's potential and thus improve your chances of succeeding on a market. Thus, you will work with various types of companies and business models, financial analysis, idea development, extended cooperation with suppliers and customers etc. In addition, you will learn how you can contribute to create new opportunities for a company through creativity and innovation.

Contents:

- Company start-up and establishment
- Business models, business plan
- Development and growth strategy
- Innovation culture
- Idea development and testing

Learning objectives:

Knowledge:

The graduate will acquire knowledge of:

- Entrepreneurship as a theoretical and practical field
- Types of companies and business models
- Development and innovation processes
- Key concepts and models as regards estimation and assessment of operations and development of small companies

Skills:

The graduate will be able to:

- Analyse and apply various business models
- Assess and develop a business idea based on a value-based approach
- Design and test business plans and strategies
- Contribute to a creative work process and an innovative company culture

Competencies:

The graduate will be able to:

- Convert an idea into a specific business model
- Plan, implement, and evaluate development projects for the purpose of innovation.

Elective academic element: Innovation management (offered in English)

Purpose:

The intention of the course is to create a platform for the start-up and development of small companies, including working specifically with an innovative idea development.

Thus, this course is for students who want to become entrepreneurs as well as for students who would like to play a central role in the development and progress in their workplace.

Course participation is a requirement to make a subsequent internship in your own company.

During the course, you will have the opportunity to develop your own idea, then to develop a business model, and finally to develop a specific strategy. You will work with and develop your own ideas and acquire specific skills to realise them. Through application of various analysis tools and models, you will get an overview of your company's potential and thus improve your chances of succeeding on a market. Thus, you will work with various types of companies and business models, financial analysis, idea development, extended cooperation with suppliers and customers etc. In addition, you will learn how you can contribute to create new opportunities for a company through creativity and innovation.

Contents

- Innovation concepts and classifications
- The innovation process
- Innovative and creative processes

- Trends and trend analysis
- Innovation as part of the company's business model
- Innovation and management
- Implementation

Learning objectives:

Knowledge:

The graduate will acquire knowledge of:

- The concept of innovation
- Organisational and personal opportunities as well as barriers for innovation
- Innovative and creative methods
- Innovation as part of the business model
- Trend management
- Management of innovative processes

Skills:

The graduate will be able to:

- Explain various innovation theories and models and account for their differences
- Describe and analyse various methods and processes for innovation
- Describe and analyse the importance of the outside world for the innovation process
- Apply creative techniques to promote innovation
- Reflect on the innovation process from a managerial perspective
- Explain the connection between innovation and the company's business model

Competencies:

The graduate will be able to:

- Plan, conduct, and participate in innovation processes
- Professionally document, present, and argue for an innovation process
- Apply creative techniques to promote innovation
- Explain the challenges as regards innovation processes
- Reflect on the innovation processes from a business perspective
- Reflect on the innovation processes from a managerial and organisational perspective

Elective academic element: Digital Communication (offered in English)

Purpose:

The course is taught in English. The teaching is partly based on collaborative learning, partly on traditional teaching. Concurrently with the teaching, the students work in groups with a company of their own choice for which they will develop a digital strategy.

Learning objectives:

Knowledge:

The graduate will acquire knowledge of:

- What communication is and things to be aware of when communicating
- The development of digital communication since the birth of the internet
- Key concepts within digital communication
- Key theories and models within digital communication
- Why it is important for companies to consider their digital strategy

Skills:

The graduate will be able to:

- Explain various communication theories and models and account for their differences as well
- Describe and analyse various methods and processes for digital communication
- Describe and analyse the importance of the outside world for a digital strategy
- Apply creative techniques to create relevant content for digital platforms
- Reflect on digital platforms and grips relevant for specific businesses/companies

Competencies:

The graduate will be able to:

- Plan, develop, and implement digital communication for companies
- Professionally document, present, and argue for a digital strategy
- Apply models to develop creative and efficient digital communication
- Account for the decisions a company should make when selecting a digital strategy
- Reflect on how digital communication may influence the business model of a company
- Reflect on how digital communication should be managed from a managerial and organisational perspective.

3.5 Internship

Internship

Temporal placement: In the 3rd semester plus half of the 4th semester

ECTS: 45

Contents: The purpose of the internship is to provide the student with professional competencies within the purpose and key areas of the programme.

The internship takes place in the 3rd semester and half of the 4th semester. Thus, the student is able to gain a solid theoretical foundation during the first year before the internship begins.

The internship is designed on the basis of the individual professional conditions and needs of competencies in the business so that it - combined with the other elements of the programme - contributes to the development of the student's professional competencies. The internship is designed with progression towards independent performances. It is important that the internship is designed to secure a connection between experience and theory. The purpose of the internship is to promote the exchange of knowledge, skills, and competencies between education and profession/business.

See section 3.6 for rules as regards completion of the internship.

Learning objectives:

Knowledge

The student will acquire knowledge of:

- The idea, goals, and strategies of the company
- The organisation, management, and financial situation of the company
- Societal and intercultural factors relevant to the trade activities of the company
- The logistics of the company, including management of purchasing and sales functions
- The contents of a specific job function within sales, purchasing, or marketing, as well as the function's interaction with other functions of the company
- Building knowledge networks

Skills

The student will be able to:

- Analyse and reflect on its own ability to meet the goals of the action plan prepared for the internship
- Reflect on professional and personal development during the internship
- Develop new, future objectives for the current job function
- Communicate practice-oriented issues and select from suggested solutions within sales, purchasing, or marketing in the internship company
- Assess operational, logistic, commerce and marketing issues in the company and prepare proposals for action plans

Competencies

The student will be able to:

- Independently perform a job function within trade
- Manage practical issues and trade projects at an operational and tactical level
- Participate in the coordination and execution of communicative tasks in the company
- Build knowledge networks and engage in knowledge sharing in relation to the business

Grading: Please see section 5 on tests and examinations.

3.6 Rules for the completion of the internship

During the internship, the internship company will put a contact person at the student's disposal. Together with the student, the contact person prepares an apprenticeship agreement/internship contract describing what tasks the student will carry out during the internship. The tasks must meet the learning objectives for the internship.

When planning the internship, the student's qualifications and knowledge must be taken into account. The agreement is submitted to the educational institution for approval.

The internship can be compared to a full-time job with the requirements for working hours, efforts, engagement, and flexibility which the AP Graduate in Commerce Management is expected to meet in its working life. However, the company is expected to respect/understand that the student is enrolled in education.

The internship coordinator and the educational team are responsible for introducing the internship. Moreover, the internship coordinator is responsible for collecting and approving the internship agreements.

The student will have a supervisor at its disposal during the internship, who will advise the student during the entire internship process – e.g. in connection with the professional contents of the internship, as well as regards the development of learning objectives in collaboration with the internship company. This supervisor will be the student's contact person on a daily basis and be in charge of internship visits and visit reports as well.

Concurrently with the teaching, the student applies for an internship in a Danish or an international company. The student is jointly responsible for completing the process until the internship agreement has been concluded with the company. The institution supports the student in various ways during this process, e.g. through job application and CV writing courses, networking etc.

During the internship, the student is responsible to contribute to the achievement of the learning objectives.

In case of anomalies during the internship, the student must inform the supervisor assigned to him/her.

In the company, the student will have a contact person at its disposal. It is the student's own responsibility to forward the contact information to the institution.

The internship is evaluated in internship visits where the supervisor pays the internship company at least one visit. The internship visits may also take place on Skype or by other electronic communication means. A final evaluation will be performed as well where the trainee and the company will receive a questionnaire, which must be completed and sent to the institution.

3.7 Teaching and working methods

The teaching will be based on working and learning methods that promote independency, interpersonal and innovation skills as the bearing element. Project work, guidance, workshops, and fieldwork will be the key working and learning methods. The students are continuously included in the planning of the teaching and are encouraged to teambuilding, mutual teaching, and creativity.

At the commencement of study, a thorough introduction is given to the purpose of the study programme, methods as well as values of the business academy. There will be a special emphasis on group process work, personal development, and a fast involvement of business contacts in the teaching.

The teaching will be based on a combination of professional inputs and issues from specific practices as well as on empirical data, cases, and Best Practise from companies, which the study programme or students collaborate with.

The following activities support the achievement of the learning objectives:

- Class teaching
- Group and project work
- Supervision
- Presentations
- Guest lectures, company visits, cases etc.

The entire programme is based on processes securing knowledge, skills, and competencies according to the learning objectives for each course, which the students can apply in groups as a basis for developing specific skills. During the programme, the students will participate in camps and interdisciplinary processes in connection with the professional teaching.

The latest knowledge and results from national as well as international research and development projects from the disciplines associated with the field of work will be involved in the teaching.

In the beginning of the programme, study groups will be established in which the students work and perform tasks.

The supervision supports the student's professional clarification as regards writing of assignments and projects. Moreover, the supervision supports the student in identifying

its own personal and professional development needs as regards its activities within the field of the programme.

During the programme, the student will give presentations to the class and the teachers.

Experienced professionals and business contacts will continuously be involved during the programme so that they can contribute with their experience and support the knowledge basis of the programme.

The teaching is organised in a way that the duration of modules, lessons, breaks etc. will flow compared to the schedules and is prepared by the individual teacher.

The programme may have days of organised independent studies – however, those days will not take place on a fixed weekday.

The teaching is conducted within the framework of ZIBAT's pedagogical basis:

ZIBAT is a regionally founded business academy that prepares employees for business life. Moreover, ZIBAT contributes to societal growth through an efficient and close interaction with the customers, users etc. ZIBAT offers teaching and development for the benefit of the necessary skills boost of the work force.

The teaching and didactics of ZIBAT are based on a pedagogical foundation developed by the teachers in August 2014.

The pedagogical foundation consists of 5 elements described below, which jointly form a didactic model on which the teaching is based.

Practice-based teaching

The teaching in practice-based in several ways. The students are trained to be reflecting practitioners. They are able to convert their knowledge into practice. Industries and companies are involved in the teaching as well. The teaching involves cases and tasks from companies, projects, company visits, exercises, assignments resulting in a product, guest lecturers from companies, internship during the programme etc.,

Relationships

The relationship between the teacher and the students and the interrelationship between the students are **very important for the students' learning**. Relationships secure a positive and supporting atmosphere in the teaching situation. The teacher is able to motivate the student. **Good relationships also contribute to the students' engagement and dedication** so that they are able to complete their studies. Examples of how the teachers work with relationships could be the introductory week for 1st semester students, individual conversations, study trips, social activities for students, a good study environment, a few teachers in new classes, supervision, coaching of students, close contact between the teacher and the students.

Interdisciplinarity

The teaching is organised in an interdisciplinary way – both for the individual programme and across the programmes. The students learn to involve their knowledge and competencies and will have the opportunity to reconstruct their knowledge as well. The students will improve their professional awareness and thus be able to perform tasks in a more qualified way. The students' working conditions will be comparable to the requirements made by companies. Thus, the students will be well prepared for the business life requirements. The teaching involves elements from various courses/fields; the students will work with interdisciplinary projects, two teachers jointly provide a connection and interdisciplinarity in the teaching.

Structure and management

The learning activities are based on a pedagogically and didactically reflected foundation. The teaching and the programme are organised on the basis of a clear structure which the students are familiar with. The teacher serves as a leader in the classroom and provides clarity and goals for the teaching. The students' learning is improved because they are familiar with the goals of the teaching. The students' and the teacher's expectations are matched so that the students know the formal requirements, and what the teacher expects from them.

Learning

The teaching at ZIBAT is organised to provide the students with learning. It provides the students with the opportunity to consolidate their knowledge and competencies. Moreover, the students will get the opportunity to apply and test theory and knowledge in practice. The teaching is organised to meet several learning styles by applying various teaching forms and methods. Group work, project work, Flipped learning, E-learning, and Cooperative Learning are examples of such methods. The teaching is based on dialogue and organised so that the students are able to construct and reconstruct their knowledge.

3.8 Differentiated teaching

The teaching is organised in consideration of the students' learning styles and various professional directions.

3.9 Reading texts in foreign languages

Some teaching materials of the programme may be in English, and some courses may be taught in English as well.

Besides the requirements stipulated in the Ministerial Order on Admission, no further foreign language skills are needed.

4 Internationalisation

4.1 Studying abroad

Upon the academy's approval of prior credits, the student may complete one academic element abroad if the business academy deems it appropriate in connection with the total programme of the AP Degree in Commerce Management.

With the prior approval of a study visit abroad, the student must – after the completion of the studies abroad – document the academic elements completed during the approved study visit. In connection with the prior approval, the student must give the institution its consent to collect the necessary information after the completion of the studies abroad.

With the approval of prior credits, the academic element is considered completed if it is passed according to the rules applying to the programme.

Within the AP Degree in Commerce Management, the following academic elements may be completed abroad

- 2nd semester
- Internship
- Thesis

Academic elements completed as part of a study visit abroad can be credited to the programme if they meet the requirements as regards contents and level.

ZIBAT's head of studies must have received and be able to approve the application for crediting before the studies abroad commence – the student is responsible for sending the application for crediting in a timely manner. The decision will be based on a professional assessment.

With the prior approval of a study visit abroad, the student must – after the completion of the studies abroad – document the academic elements completed during the approved study visit. In connection with the prior approval, the student must give the institution its consent to collect the necessary information after the completion of the studies abroad.

4.2 Agreements with foreign educational institutions on parallel courses

Information on partner institutions, international internships, credit transfer, and procedures is continuously published by ZIBAT.

Currently, ZIBAT has agreements with a number of partner institutions of which some offer relevant study visits. Please find the list of partners on www.easj.dk.

For the AP Degree in Commerce Management, ZIBAT has a specific agreement with Valencia College in Orlando, USA, on internships during the 3rd and 4th semester in Disney World, Orlando, USA.

Examinations held abroad

Under special circumstances, the student may be allowed to take a test abroad at a Danish representation (embassy, consulate) or institution of higher education. Any costs must be carried by the student.

An oral test in connection with study visits abroad may under special circumstances take place online, e.g. on Skype or another approved online system. Rules and opportunities appear from the specific project manuals.

5 Tests and exams

5.1 The tests of the programme

The scope and temporal placement of the tests are shown in Figure 2, section 3.1. All tests must be passed with the minimum grade O2.

The student must take 5 tests, which will appear on the diploma.

The students are required to have passed the mandatory projects/tests and assignments before he/she can register for the next project or test. Moreover, the student must have passed all previous tests and mandatory projects to register for the final exam project. Read more about the fixed requirements for each test in section 5.1.2.

Special assessment plans have been prepared for all tests and describe the requirements for the achievement of specific grades according to the 7-point grading scale.

5.1.1 Forms of exams

The study programme contains various forms of exams, which reflect the contents of the teaching as well as working methods.

5.1.2 Fixed requirements

Fixed requirements are conditions that the student must comply with to take a test/an exam and complete the programme. Below you will find an overview of the programme tests and the conditions that must be met before the student can take each test.

Fixed requirements

1st semester test

The following elements must be passed before the student can take the test:

- Initial assessment test (see section 5.10)
- Project 1: Academic elements: Business economics, organisation and management as well as sales, strategy, and marketing.
Assessment: 7-point grading scale.
- Tests and camp: Academic elements: Business communication, purchasing and logistics as well as international trade.
Assessment: Passed/not passed

Fixed requirements

Strategic development (project 2)

The following elements must be passed before the student can take the test:

- The semester test: Academic elements: Business economics, organisation and management, as well as business law, sales, strategy, and marketing
Assessment: 7-point grading scale.

Fixed requirements

Elective course test (project 3)

The following elements must be passed before the student can take the test:

- Project 2: Academic elements: Business economics, organisation and management as well as business law, sales, strategy, and marketing
Assessment: 7-point grading scale

Fixed requirements

Interdisciplinary written exam

The following elements must be passed before the student can take the test:

- Project 2: Academic elements: Business economics, organisation and management as well as business law, sales, strategy, and marketing
Assessment: 7-point grading scale.

Project 3: Speciality course test

- Tests and camp: Academic elements: Business economics, organisation and management as well as business law, sales, strategy, and marketing
Assessment: Passed/not passed.

Fixed requirements

Internship evaluation project (project 4)

The following elements must be passed before the student can take the test:

- Interdisciplinary written exam: Academic elements
Assessment: 7-point grading scale.

Fixed requirements

Methodology exam - final internship exam (project 5)

The following elements must be passed before the student can take the test:

- Project 4: Internship
Assessment: 7-point grading scale.

Fixed requirements

Final exam

The following elements must be passed before the student can take the test:

- Project 5: Internship
Assessment: 7-point grading scale.

5.1.3 Planning of tests

Below you find an overview of the study programme tests including a description of formalities and assessment.

Planning of tests: 1st semester test

The 1st semester test is an individual test that takes place by the end of the first semester. The test will test the students' qualifications as regards their final semester courses: Business communication, purchasing and logistics, and international trade. The test is a 4-hour interdisciplinary test, which tests the student's knowledge and skills of the academic elements.

A complete internal grade will be given according to the 7-point grading scale. If the student fails one or more partial tests, the student must be re-examined in the parts not passed.

Assessment criteria: Assessment criteria = the learning objectives for business communication, purchasing and logistics as well as international trade.

Temporal placement: By the end of the 1st semester.

ECTS: 15

Planning of tests: Specialty course test (project 3)

The student prepares a project, individually or in a group, based on a specific, practical issue within the specialty course with a special focus on implementation. The research question is either fixed or must be approved by the counsellor.

The purpose of the process is to demonstrate that the student is able to work in a project- and problem-oriented way within a specific field and is able to involve various relevant fields as well.

The final framework for the specialty course test is described in the current project manual.

The test is evaluated at an individual internal test by the end of the project, and an internal grade will be given according to the 7-point grading scale, which will be added on the diploma.

Assessment criteria: Assessment criteria = the learning objectives for the specialty course.

Temporal placement: By the end of the 2nd semester.

ECTS: 15

Planning of the tests: Interdisciplinary written exam (first year test)

The exam takes place by the end of the 2nd semester as a 6-hour written, interdisciplinary test with a special view to test the learning objectives of the courses business economics, organisation and management, as well as business law, sales, strategy, and marketing.

The student is expected to work with the case material in an interdisciplinary way where the questions are expected to involve elements from all courses of the study programme, including business communication, international trade as well as purchasing and logistics.

48 hours before the test, each examinee will receive a case discussion paper. The students may discuss the case material, but the educational institution and the teachers are not allowed to answer questions regarding the material.

At the beginning of the 6-hour written test, the examinee receives a paper with questions based on the case.

The exam is assessed by an external examiner, and grades are given according to the 7-point grading scale.

The student must pass the exam before the end of the student's 2nd year of study after commencement of study before the student can continue its studies.

Assessment criteria: Assessment criteria = The learning objectives for all mandatory academic elements of the programme.

Temporal placement: By the end of the 2nd semester.

ECTS: 30

Planning of tests: Internship exam

The internship exam consists of two constituent parts:

- Internship evaluation project (project 4)
- Methodology exam – final internship exam (project 5)

The purpose of the oral Internship evaluation project exam (project 4) is to test the student's ability to reflect on the achievement of learning objectives in the internship part. The student must be able to document the establishment of relevant networks, as well as personal and professional development when performing tasks.

The student must demonstrate skills in involving relevant tools across fields. Moreover, the student must be able to argue for its professional and personal plan for achieving the learning objectives in the remaining part of the study programme.

The student must prepare a written assignment, which forms the basis of the oral exam. The specific guidelines for the internship exam are described in the manual for internship exams.

The duration of the test is 30 minutes and is assessed by an internal examiner. The test is graded according to the 7-point grading scale where the oral part counts for 80 %.

The purpose of the oral methodology exam – final internship exam (project 5) is to test the student's ability to reflect on what key theories and methods the student will apply in the thesis.

On that basis, the student accounts for the issue, project design, and methodological considerations for the final exam project.

The student must prepare a written assignment, which forms the basis of the oral exam. The specific guidelines for the internship exam are described in the manual for internship exams.

The duration of the test is 30 minutes and is assessed by an internal examiner. The test is graded according to the 7-point grading scale where the oral part counts for 80 %.

A complete grade will be given for both exams that are equally weighted.

Assessment criteria: Assessment criteria = The learning objectives for the internship as well as methodology for the thesis.

Temporal placement: 3rd and 4th semester.

ECTS: 45

Planning of tests: Final exam

With the final exam project, the study programme is completed by the end of the 4th semester. The exam consists of a written and an oral part.

The purpose of the final exam is to test the student's ability to – on a methodical basis – process a practice-oriented issue in a company. The assignment must be within the central issues of the study programme.

As a rule, the project must be prepared based on the internship company where the exam project will become part of a solution to a specific and company-specific issue. On the company's request, the project may also be of a more business-oriented nature.

The exam itself is individual with a duration of 45 minutes.

The test is assessed by an external examiner, and a complete grade will be given for the written and oral part of the final exam project.

The total assessment is weighted as follows:

The written part: 75 %

The oral part: 25 %

The assessment criteria described below form the basis of the counsellor's and the examiner's evaluation and final grading of the presentation:

- The assignment structure (research question / "common thread" / weighting of materials/conclusion)

- Involvement and application of relevant theories
- Form (spelling errors, formulating capacity etc.)
- Application of relevant data and literature
- Argumentation and assessment ability
- The practical value of the assignment

If the student fails the final exam project, the student must prepare a new project.

Formalities of the written project:

The final exam project must be completed individually and consist of 100,000 characters. The research question and title must be approved by the counsellor. Moreover, the counsellor may approve that up to 10 pages may be replaced by another communication form than the written one – such as films, collages etc.

If two students work in the same company, an extraordinary approval of project cooperation may be applied for. The approval is determined by relevance, statement of the students responsible for the individual sections of the project, and that the project may be extended by 30,000 characters.

Assessment criteria: Assessment criteria = The learning objectives for the study programme. See section 1.5.

Temporal placement: 4th semester.

ECTS: 15

5.1.4 Tests with external assessment

See overview in section 3.1.

5.2 Temporal placement of tests during the study programme

See overview in section 3.1.

5.3 The first year test

The student must have passed the first year test before the end of the student's 2nd year of study in order to continue its studies.

See section 1.2 with reference to the current Ministerial Order on examinations in professionally oriented higher education programmes.

5.4 Requirements for written assignments and projects

See section 5 for a description of each test.

5.5 Requirements for the final project

The test cannot take place until the student has passed the final internship test and the other tests included in the study programme. The project must demonstrate that the learning objectives – as stipulated in the Ministerial Order, enclosure 1 – have been achieved.

With the final exam project, the programme is completed by the end of the 4th semester. The exam consists of a written and an oral part.

The purpose of the final exam project is that the student, on a methodical basis, can document its ability to process a practice-oriented issue related to a specific assignment in a company. The assignment must be within the central issues of the study programme.

As a rule, the exam project is prepared based on the internship company where the exam project will become a solution to a specific and company-specific issue. On the company's request, the project may also be more of a business-oriented nature.

The final exam project must be prepared individually and consist of 75,000 characters. The research question and the title must be approved by the counsellor. Moreover, the counsellor may approve that up to 10 pages may be replaced by another communication type than the written one - such as films, collages etc. As with the written material, it is provided that the material has been prepared individually.

If two students work in the same company, an extraordinary approval of project cooperation may be applied for. The approval is determined by relevance, statement of the students responsible for the individual sections, and that the project may be extended by 30,000 characters.

The exam itself is individual and with a duration of 45 minutes.

Assessment

The test is assessed by an external examiner, and a total grade will be given for the written and oral part.

The total assessment is weighted as follows:

- The written part: 75 %
- The oral part: 25 %

Assessment criteria:

The assessment criteria described below form the basis of the counsellor's and the examiner's evaluation and final grading of the presentation:

- The assignment structure (research question / "common thread" / weighting of material)
- Involvement and application of relevant theories
- Form (spelling errors, formulating capacity etc.)
- Application of statistics, literature etc.
- Argumentation and assessment ability – common sense

- The practical value of the assignment – how/what can it be used for?
- Conclusions of the assignment. How do we move on?

If the student fails the final exam project, the student must prepare a new project based on a new research question.

Re-examination

If a student has been prevented from taking a test/an exam due to documented illness, the student must take a new test in the same or the next exam period.

If the student has failed a test/an exam, the student must retake the test/exam in the same or the next exam period. However, the student has a total of three attempts for each test/exam. The academy may grant the student further tests/exams if unusual circumstances exist. Lack of qualifications cannot be considered as unusual circumstances.

All tests which the student must take before the end of the 1st year of study must be passed before the end of the student's 2nd year of study after commencement of study before the student can continue its studies.

See also section 5.1.3.

5.5.1 The importance of formulating capacity and spelling skills for the assessment

Spelling skills and formulating capacity are included in the final exam project. The assessment is based on an overall evaluation of the professional contents as well as spelling skills and formulating capacity. However, the professional contents outweigh the other elements.

Students who can document relevant specific disabilities may apply for a dispensation from the requirement that spelling skills and formulating capacity are included in the assessment. The application must be submitted to the head of studies no later than 4 weeks before the test takes place.

5.6 Aids and assistance during exams

Unless otherwise expressly stated for the individual test, all aids are permitted at exams.

5.7 Special test conditions

In case of physical or mental disabilities, the student may apply for special test conditions. The application must be submitted to the academy no later than 4 weeks before the test takes place. An exemption to this deadline may be granted if sudden health problems have occurred. The application must contain a medical certificate, a statement from an institute of speech and hearing therapy or an institute for dyslexic and blind, or other documentation of health conditions or relevant specific disabilities.

Application for permission to bring other aids must be submitted to the academy no later than 4 weeks before the test takes place.

5.8 Re-examination

Re-examination due to illness

If a student has been prevented from participating in an exam/a test due to documented illness or another unpredictable reason (Act of God), the student will have the opportunity to take (re)-examination as soon as possible. If the test takes place in the final exam period of the study programme, the student will have the opportunity to take the test in the same exam period or in immediate continuation hereof.

The re-examination test may be identical to the next ordinary test.

Information about time and place for the re-examination will be available on the communication platform of the department.

Illness must be documented by a medical certificate². The institution must have received the medical certificate no later than three weekdays after the test/exam took place. Students who fall ill during the test/exam must document that he/she was ill on the day in question.

If the illness is not documented in accordance with the rules described above, this means that the student has used an examination attempt.

Re-examination

In case of failed or missed examinations, the student is automatically registered for re-examination as long as examination attempts remain. The re-examination test may be identical to the next ordinary test.

The student must personally stay informed as to when the re-examination will be held.

Information about time and place for re-examinations is available on the **communication platform of the department**.

The head of studies may grant an exemption from the continuous registration under exceptional circumstances, including a documented handicap.

5.9 Examination language

Examination language

Unless otherwise stated in the description of each test, the examination language shall be Danish. The tests may be held in Swedish or Norwegian instead of Danish. For study

² Any costs related to the collection of documentation must be carried by the student.

programmes or single courses offered in English or in another foreign language, the tests may be held in those languages.

Students who do not have Danish as their mother tongue may apply for an exemption from the requirement that spelling skills and formulating capacity are included in the assessment of the final project or the final exam project as well as tests where the aforementioned skills – according to this curriculum – are included in the assessment. The application must be submitted to the academy no later than 4 weeks before the test takes place.

5.10 Initial assessment test

6 Initial assessment test
<p>Temporal placement: The initial assessment test shall be held no later than two months from the commencement of study.</p> <p>Re-examination shall be held no later than three months after the commencement of study.</p> <p>Information about time and place will be available on Fronter.</p>
<p>The contents of the test: 1st semester students must participate in and pass an initial assessment test in order to continue their studies. The purpose of the initial assessment test is to clarify whether the students actually have commenced their studies or not.</p>
<p>ECTS: The test is not based on ECTS, and the test will not appear on the diploma.</p>
<p>Planning of the test: The test consists of a study activity assessment, including presence as well as solving the assignment problem.</p>
<p>Assessment: Passed/not passed</p>
<p>Legal consequences of a failed initial assessment test: If the student fails the initial assessment test, the student may retake the test, which must be held no later than three months after the commencement of study. The student is given two attempts to pass the initial assessment test.</p> <p>If the student fails the initial assessment test, the student will be withdrawn from the study programme.</p>
<p>Complaints and exemption: Initial assessment tests are not covered by clause 10 of the Executive Order on Examinations as regards complaints about tests.</p>

5.11 Cheating at exams

With the submission of a written assignment, the student confirms with its signature that the assignment has been completed without undue assistance.

5.11.1 Use of own work and that of others (plagiarism)

Examination cheating in case of plagiarism includes a written assignment which wholly or partly is presented as the examinee's or examinees' own work even though the assignment:

- Covers identical or nearly identical reproduction of another's wording or works, without said reproduction clearly referring to the source, cf. the institution's requirements for written assignments.
- Covers large passages with a choice of words which are very close to that of another work or which are similar in phrasing etc. so that it by comparison is possible to see that the passages could not have been written without the using the other work.
- Covers the use of another person's words or ideas without those being appropriately credited.
- Reuses text and/or central ideas from the student's own previously assessed work without source reference.

Assumption of examination cheating, including plagiarism during and after the examination

It shall be reported to the head of studies if it during or after an examination is assumed that an examinee:

- Has illicitly helped or gained help,
- Has published another person's work as his/her own work (plagiarism), or
- Has used a previously assessed work or parts of such work without reference to this (plagiarism).

5.11.2 The process of clarification of examination cheating, including plagiarism

Postponement of the examination

With regard to the reporting of examination cheating such as plagiarism of a written assignment, which forms the basis of assessment at a later oral test, the head of studies shall postpone the examination if it is not possible to clarify the case prior to the fixed date of examination.

Reporting form and content

The reporting must take place without any undue delay. The reporting must include a written presentation of the case, including information that can identify the reported persons plus a short description and available documentation of the situation. It must be stated whether this is a repeated case for one or more of the reported persons.

In case of reported plagiarism, the plagiarised parts must be marked with clear reference to the sources that have been plagiarised. The plagiarised text must also be marked in the source text.

Involvement of the examinee – hearing of parties

The head of studies determines whether the hearing of the student should take place orally, in writing, or as a combination of both.

At an oral hearing of parties, the examinee will be summoned to an interview to provide further information about the circumstances for the purpose of presenting the documentation for the assumption of examination cheating and to hear the examinee's conception of the case. The examinee is entitled to be accompanied with a companion.

At a written hearing of parties, the documentation for the assumption of examination cheating is forwarded for the purpose of requesting the student's written conception of the case.

5.11.3 Disciplinary measures in case of examination cheating and distracting behaviour

If the head of studies is confirmed in the assumption of examination cheating, and the action has had or could have an impact on the assessment, the head of studies shall expel the examinee from the examination.

In less serious cases, a warning will be given first.

In more serious cases, the head of studies may expel the examinee for short or long periods. In such cases, a written warning will be given, stating that any repetitions may lead to permanent expulsion.

An expulsion means that any grade for the examination in question will be void, and that the examinee has used an examination attempt.

The examinee cannot participate in an illness-delayed examination or re-examination, but must take the next ordinary test when offered by the study programme.

In case of serious circumstances, the head of studies may decide that the examinee shall be expelled from the academy for a short or a long period. In such cases, a written warning will be given, stating that any repetitions may lead to permanent expulsion.

The student cannot participate in the teaching or examinations during the period of expulsion.

The head of studies may grant an exemption.

5.11.4 Complaints about sanctions as regards cheating, plagiarism, or distractive behaviour during the examination

The adjudication on the examinee having used an examination attempt and the expulsion of the examinee on the basis of examination cheating are final and cannot be brought before a higher administrative authority.

Complaints about legal issues (e.g. disqualification, hearing, complaint guidance, on whether the Executive Order on Examinations has been correctly interpreted etc.) may be brought before the Danish Agency for Higher Education. Complaints are submitted to the institution and made to the head of studies, who will issue a statement, which the complainant shall have the opportunity to comment on within a period of normally one week. The institution sends the complaint, the statement, and any comments made by the complainant to the Danish Agency for Higher Education. The complaint made to the institution must be made within two weeks from the day the complainant received the adjudication, cf. Executive Order on Examinations, clause 51.

6 Other rules for the study programme

6.1 Rules on compulsory attendance

See section 6.3 for criteria for the assessment of study activity.

6.2 Credit transfers

6.2.1 Credit transfer agreements for courses covered by the common part of the curriculum

The student is obliged to inform the institution of any academic elements completed at another Danish or international higher educational institution and any occupations that may be assumed to earn the student credit transfer.

The institution will grant credit transfer in each individual case based on completed/passed academic elements and occupations matching courses, parts of the study programme, and parts of the internship. The decision to grant credit transfer is based on a professional assessment.

The study programme is planned in a way that the student – after having participated in the interdisciplinary written examination after the 1st year – can be credited for this examination when shifting to the same study programme at another business academy.

A written application including enclosures must be submitted to the educational institution where the student would like to be admitted.

6.2.2 Credit transfer agreements for courses covered by the institution-specific part of the curriculum

The student is obliged to inform the institution of any academic elements completed at another Danish or international higher educational institution and any occupations that may be assumed to earn the student credit transfer.

The institution will grant credit transfer in each individual case based on completed/passed academic elements and occupations matching courses, parts of the

study programme, and parts of the internship. The decision to grant credit transfer is based on a professional assessment.

The study programme is planned in a way that the student – after having participated in the interdisciplinary written examination after the 1st year – can be credited for this examination when shifting to the same study program at another business academy.

A written application including enclosures must be submitted to the academy where the student would like to be admitted.

The study programme grants credit for a number of courses at the AP Degree programme (part-time). Credit is granted for the following course modules at the AP Degree programme:

- Sales
- Business economics
- Organisation and work psychology
- Concept control in retail (with retail as specialty of 10 ECTS)
- Specialty within the Retail profile (with retail as specialty + internship in a retail shop)
- Sales management (with sales management as specialty of 10 ECTS)
- Purchasing (with purchasing and SCM as specialty of 10 ECTS)
- Sales technique (with sales management as specialty of 10 ECTS)

6.3 Study activity criteria

Participation in the teaching

- Attendance is compulsory, and records are kept
- If the student's absence exceeds 15 %, the student will be evaluated to determine his/her study activity
- The absence percentage is evaluated three times per semester
- Students must participate actively in project and group work as well as in project and group work presentations.

Fixed requirements/tests

- An initial assessment test/fixed requirements/tests take place
- Mandatory assignments
- The teacher follows up on students who do not attend, fail, or for some other reason do not comply with the fixed requirements/tests/mandatory assignments.

The students have two attempts at each test. If a student cannot comply with the fixed requirements/tests, the teacher will inform the head of studies hereof. Subsequently, the student will receive a written statement as regards deregistration from the programme.

The educational institution may grant an exemption to this if warranted on account of unusual circumstances.

For further information on fixed requirements, please see section 5.1.2.

The following procedures have been prepared regarding study activity:

- Deregistration of students
- Official deregistration form
- Letter of warning
- Deregistration letter to students who do not comply with the criteria as regards study activity.

Rules for deregistration from the programme if the student is not actively studying

The student deregisters:

Students who want to deregister must submit written documentation to comply with the administrative procedures. The documentation may consist of a completed, official deregistration form, or an email from the student.

The student is deregistered because of insufficient study activity:

The student's study activity is assessed during the semester. Study activity is assessed on the basis of records of absence and fixed requirements/tests/submission of written assignments. The programme has a fixed definition of study activity.

The student counsellor is responsible assessing the study activity of the students on the basis of the records of absence, and the teachers/programme manager are responsible for assessing the study activity of the students in the light of the fixed requirements/tests/submission of written assignments, cf. the procedure for study activity under the individual programmes.

- The first time a student is rated as inactive, the student will be contacted (on email or telephone) and invited for an interview with the student counsellor.
- The second time a student is rated as inactive, the student receives a written notice from the study administration. Upon receipt of the written notice, the student must actively confirm whether he/she wants to keep his/her study place, stating how the student intends to meet the requirements for study activity in the future. If the student fails to provide this feedback, the student will receive a second reminder from the study administration regarding deregistration.
- The third time a student is rated as inactive, he/she receives a written warning from the study administration regarding deregistration.

6.4 Exemption rules

The institution may grant an exemption from the rules stipulated in the common part of the curriculum, which are solely determined by the institutions, if warranted on account of unusual circumstances. The institutions collaborate on a uniform exemption practice.

The educational institution may grant an exemption from the rules stipulated in the curriculum by the institution(s) if warranted on account of unusual circumstances.

6.5 Complaints

Complaints about examinations

It is recommended that the examinee seeks guidance from the student counsellor in connection with the complaint procedure and preparation of a complaint.

The rules about complaints about examinations are stated in the Executive Order on Examinations, chapter 10.

The Executive Order on Examinations distinguishes between complains about:

- The basis of the examination etc., the examination process, and/or the assessment and
- Complaints about legal issues.

The two forms of complaints are handled differently.

Complaints about the basis of the examination etc., the examination process, and the assessment

An examinee may, up to two weeks after the examination assessment has been announced in the usual way, submit a written and justified complaint about:

- The basis of the examination, including the examination question, assignments, and similar as well as its relationship to the objectives and requirements of the programme
- The examination process
- The assessment

The complaint can concern all examinations, including written and oral examinations and a combination hereof as well as practical or clinical examinations.

The complaint must be submitted to the head of studies.

The complaint must immediately be presented to the original examiners, i.e. the examiner and external examiner of the examination in question. The statement from the examiners must form the basis of the institution's adjudication as regards academic questions. Traditionally, the institution sets a limited period of two weeks for the submission of statements.

Immediately after the examiners' statements have become available, the complainant will have the opportunity to comment on the statements within the period of normally one week.

The adjudication is made by the institution on the basis of the examiners' academic statement and on any comments to the statement made by the complainant.

The adjudication must be made in writing and be justified, and may:

- Make an offer for a new assessment (re-assessment) – only in case of written examinations, however
- Make an offer for a new examination (re-examination)
- State that the student has not succeeded in his/her complaint.

If it is decided to offer a re-assessment or re-examination, the head of studies appoints new examiners. The re-assessment may only be offered for written examinations, where there is material for assessment, since new examiners cannot (re)-assess an oral examination that has already taken place, and because the original examiners' notes are personal and cannot be submitted.

If the adjudication offers a re-assessment or re-examination, the complainant must be informed that the re-assessment or re-examination may result in a lower grade. The student must formally accept the offer within a period of two weeks from the issue of the adjudication. The student cannot cancel his or her acceptance. If the student does not formally accept the offer within the notice period, the re-assessment or re-examination will not take place.

The re-assessment or re-examination must take place as soon as possible.

In case of re-assessment, the case documents must be submitted to the examiners: The assignment, response, complaint, the original examiners' statements with the complainant's remarks about this, and the institution's adjudications.

The examiners will inform the institution of the result of the re-assessment with an enclosed written justification and assessment. The re-examination and re-assessment may result in a lower grade.

If it is decided that a new assessment should be made or that an offer for re-examination may be made, the decision applies to all of the examinees if the examination has the same shortcoming that the complaint is about.

The complaint must be sent to the head of studies two weeks at the latest (14 calendar days) after the assessment of the examination in question has been issued. If the last day of this complaint period falls on a public holiday, the next immediate weekday becomes the last day of the complaint period.

The study programme may grant an exception to this complaint period under exceptional circumstances.

6.5.1 Appeal

With regard to academic questions, the complainant may take the institution's adjudication to a board of appeal. The board of appeal's work is covered by the Public Administration Act, including in regard to disqualification and confidentiality.

The appeal must be submitted to the head of studies.

The appeal must be submitted up to two weeks at the latest after the examinee has been informed of the adjudication. The same requirements as named above for complaints (writing, justification, etc.) also apply to the appeal.

The board of appeal consists of two appointed examiners who are appointed by the examiner chairman, a qualified examination teacher, and a student from the field of study (the programme), who are both appointed by the head of studies.

The board of appeal makes the adjudication on the basis of the material that was the foundation for the institution's adjudication and the examinee's justification for appeal.

The board of appeal handles the appeal, and the adjudication may:

- Make an offer for a new assessment (re-assessment) with new examiners. Only for written examinations, however
- Make an offer for a new examination (re-examination) with new examiners, or
- State that the student has not succeeded in his/her appeal.

If the adjudication offers a re-assessment or re-examination, the complainant must be informed that the re-assessment or re-examination may result in a lower grade. The student must formally accept the offer within a period of two weeks from the issue of the adjudication. The student cannot cancel his/her acceptance.

If the student does not formally accept the offer within the notice period, the re-assessment or re-examination will not take place.

The re-assessment or re-examination must take place as soon as possible.

In the case of re-assessment, the case documents must be submitted to the examiners: The assignment, response, complaint, the original examiners' statements with the complainant's remarks about this, and the institution's adjudications.

The board of appeal must have made its adjudication two months at the latest – three months for summer examinations – after the appeal has been lodged.

The board of appeal's adjudication is final, which means that the case cannot be brought before a higher administrative authority as regards the academic part of the complaint.

6.5.2 Complaints about legal issues

Complaints about legal issues as regards adjudications made by the examiners in connection with re-assessment or re-examination or the board of appeal's adjudication may be submitted to ZIBAT within a period of two weeks from the day the complainant was informed of the adjudication.

Complaints about legal issues as regards adjudications made by the institution in accordance with the rules in the Executive Order on Examinations (e.g. disqualification, hearing, on whether the Executive Order on Examinations has been correctly interpreted etc.) may be submitted to the institution, which then issues a statement, which the complainant has the opportunity to comment on within a period of normally one week. The institution sends the complaint, statement, and any comments made by the complainant to the Danish Agency for Higher Education. The submission of the complaint to the institution must be made within two weeks (14 calendar days) from the day the complainant was informed of the adjudication.

6.6 Economy

All activities imposed on the student must be considered as self-payment, unless otherwise stated.