Zealand Institute
of Business and Technology

CURRICULUM

Academy profession Degree Programme in Service-, Hospitality- and Tourism mangement

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Curriculum for the Academy Profession Degree Programme in Service, Hospitality and Tourism Management as of 1 February 2017, common part for all suppliers of the course programme at national level

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1. Contents of the curriculum

In accordance with the guidelines in the Executive Order on Academy Profession and Professional Bachelor Degree Programmes (no. 1047 of 6 June 2016), the curriculum has been divided into the following parts:

- **a common part** that applies to all business academies approved to offer this programme

- **an institution-specific part** that lays down the guidelines and requirements of a particular institution. Parts of this may have been developed jointly by one or more of the Academies offering the programme.

The common part has been developed by the suppliers of the programme listed in section 8.3 and in compliance with the legal framework as set out in section 8.2.

2. Programme objective and profile

2.1 Programme objective

The objective of the AP Degree Programme in Service, Hospitality and Tourism Management is laid down in section 1 of the Executive Order on AP Degree Programmes in Service, Hospitality and Tourism Management no. 700 of 3 July 2009, as follows:

> ***1.*** *The objective of the AP Degree Programme in Service, Hospitality and Tourism Management is to provide the graduate with the qualifications enabling the graduate to in an independent manner participate in the development, planning, realisation and delivery of services at national and international level in companies and organisations in the service, holiday and commercial tourism industries as well as hotel and catering industries*[1].

2.2 Competency profile

The above objective is reflected in a range of professional competencies that you acquire in the course of the AP Degree Programme in Service, Hospitality and Tourism Management.

The objective is that with this AP degree you can work in a holistic and practical manner based on the theory you have studied and you can evaluate and state your reasons for your actions and solutions in a given organisational and commercial context.

With this AP degree you aim to acquire a range of professional skills, as follows.

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[1] The relevant general learning objectives from the Executive Order can be found in Appendix 1.

- **Practical skills.** Skills of a general nature of relevance to working in the service industry. Enabling you to immediately take on responsibilities in a company and have the ability to turn theory into practical solutions.
- **Financial skills.** Ensuring you always include operational and financial aspects.
- **Skills.** Skills developed within an elective educational element.
- **Cooperation with others** and empathy. Enabling you to work alone and in a group – because this is how real working life is.
- **Communicative and linguistic skills.** Because you will be working in an industry characterised by networking and relationships.
- **International** and **intercultural skills.** Iin view of the global nature of the service industry.
- **Methodological skills.** Enabling you to define problems and identify methods for solutions.

With the purpose of being able to manoeuvre in the service industry and make use of the above professional skills, the students will develop their own personal skills during the course programme.

The skills training will focus on:

- **Responsibility.** Assuming responsibility for what you do on your own and together with others, exhibiting responsibility for yourself, others and your own life.
- **Initiative and industriousness.** Being able to set yourself in motion, set the speed and offer solutions, not aim for the lowest denominator.
- **Reliability.** Being able to manage work on your own, meet deadlines and in general be trustworthy.
- **Curious and contemplative.** Daring to ask questions and being innovative with a desire to learn, also skills that you only later realise are essential.
- **Cooperative.** Being able to challenge and encourage cooperation, make yourself available and recognise that the service industry needs people who are willing to give a helping hand anywhere.

2.3 Title

Students who successfully complete the AP degree programme acquire the title

AP Graduate in Service, Hospitality and Tourism Management

In Danish the title is serviceøkonom (AK).

3. Programme duration, structure and contents

3.1 Programme duration and ECTS credits

The courses and activities of the programme constitute a full-time study and is rated at two years. One year of full-time study is equivalent to 60 credits and the full programme is equivalent to 120 credits, cf. the European Credit Transfer System (ECTS).

The programme must be finalised within a period equivalent to twice the rated time of study, ie. four years.

Exams that students are to sit before the end of the first year of studies after having started on the programme, must be passed before the end of the second year of studies in order to continue the programme[2].

The institution may, in the event of unusual circumstance, grant an exemption from this.

3.2 Programme structure and contents

The programme consists of the following elements:

1) Five general core areas, defined by the Executive Order on Education[3] with a total of 75 ECTS credit divided as follows:

    a) Method
    b) The Service Provider
    c) Organisation
    d) Planning
    e) Communication

    The core areas are studied through a series of compulsory educational elements (in the following courses):

Core area	**Course – compulsory educational element**
a) Method	1) Methods in Social Science – 5 ETCS
b) The Service Provider	2) The Service Industry – 15 ECTS
c) Organisation	3) Organisational Development – 15 ECTS
d) Planning	4) Business Development – 15 ECTS 5) Service Economics – 15 ECTS
e) Communication	6) Communication – 10 ECTS

    Part of the learning outcome of the compulsory educational elements (the courses) is divided into course modules. This is described in detail for each course.

2) Internship - 15 ECTS
3) Compulsory educational element – 15 ECTS
4) Final exam project – 15 ECTS

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[2] Note: Section 4(2) of Executive Order no. 1046 provides that an institution may decide that the first year exam must be passed before the end of the first year of studies. See the institution-specific part.
[3] Section 3(2) of the Executive Order on AP Degree Programmes in Service, Hospitality and Tourism Management no. 700 of 3 July 2009.

The curriculum describes the learning objectives according to the Qualifications Framework[4], ie. they are described using the terms, knowledge, skills and competencies.

The programme is structured according to a number of themes (see the figure below) which form a tie between the individual educational elements and ensure progression and transparency.

A description of the focus of these themes can be found below.

1st semester – Service & Events

The focal point of this theme is to provide the student with fundamental knowledge about the development of the service industry and the event economy while at the same time providing an overall understanding of running a business.

2nd semester – Strategy & Markets

The focal point of this theme is to enable the student to plan and organise the operation of a service and event provider and assess how to exert an impact on the markets of such companies.

3rd semester – Internship

The focal point of this theme is to enable the student to take an active part in the operation of service and event providers.

3rd/4th semester – Development & Business

The focal of this theme is to enable the student to actively contribute to the development of innovative plans for sustainable development of service and event providers and their staff.

[4] "Ny dansk kvalifikationsramme for videregående uddannelse" describes the standard of the learning objectives, www.ufm.dk

3.3 ECTS credits divided onto semesters

Figure 1. Distribution of ECTS credits onto core areas, compulsory educational elements and specialisation per semester

			Semester	1		2		3	3/4		4	
			Theme	Service & Events		Strategy & Markets		Internship	Development & Business		Final exam project	Total
Core areas – 75 ECTS credits	**COURSE Compulsory element**	**Subordinated course**										
Method				**3**	**2**	**0**	**0**		**0**	**0**		**5**
	Methods in Social Science	Theory of Science & Method	3	3								3
		Analysis (incl. Statistics)	2		2							2
The Service Provider				**5**	**4**	**2**	**4**		**0**	**0**		**15**
	The Service Industry	Industry-specific qualifications	5	5								5
		Service Design	8		4	2	2					8
		Service Law	2						2			2
Organisation				**2**	**3**	**2**	**0**		**3**	**5**		**15**
	Organisational Development	Management & Project Management	7	2	3	2						7
		Organisation & HR	8						3	5		8
Planning				**5**	**4**	**6**	**4**		**3**	**8**		**30**
	Business Development	Creativity & Innovation	5	2						3		5
		Strategy & Business Planning	5			3				2		5
		Service Marketing & Trends	5		1	1	2		1			5
	Service Economics	Business Economics	12	1	2	2	4			3		12
		Global Service Economics	3	2	1							3
Communication				**0**	**0**	**2**	**2**		**4**	**2**		**10**
	Communication	Business Communication & Networks	7			2	1		2	2		7
		Intercultural Competency	3				1		2			3
Elective educational element – 15 ECTS					**2**	**3**	**5**		**5**			**15**
INTERNSHIP – 15 ECTS								**15**				**15**
FINAL EX. – 15 ECTS											**15**	**15**
TOTAL				15	15	15	15	15	15	15	15	**120**

3.4 Semester schedule

For this programme the semesters are scheduled as follows:

1st semester	September through January
2nd semester	February through July (incl. holiday)
3rd semester	August through January
4th semester	February through June

4. Description of course objective for learning outcome

The objectives of the programme in relation to learning outcome concern the knowhow, the skills and the competencies that the student is to achieve from the programme.

This chapter describes the learning objectives of each of the core areas relative to the qualification key. For the purpose of transparency, the courses have been divided into modules, where appropriate.

The number of ECTS credits and timing for each course can be found in section 3.3.

4.1 Methods in Social Science

This core area is addressed through the compulsory educational element (course), Methods in Social Science, at 5 ECTS credits.

The Methods in Social Science course is divided into two modules that together complete the course:

- Theory of Science & Method – 3 ECTS credits
- Analysis, incl. Statistics – 2 ECTS credits.

Learning Outcome

5 ETCS credits	**1st semester**
Knowledge	• The student will acquire knowledge and understanding of how to apply a combination of methods to analyse a problem. • The student will acquire a basic knowledge of theoretical approaches to the field of social science.
Skills	• The student will be able to interpret qualitative and quantitative surveys based on various theories. • The student will be able to communicate about social science methods in writing and speech. • The student will be able to communicate problems and solutions.
Competencies	• The student will be able to design surveys and collect and analyse data, alone and jointly with other students and service companies.

4.2 The Service Provider

This core area is addressed through the compulsory educational element (course), The Service Industry, at 15 ECTS credits.

The Service Industry course is divided into three modules that together complete the course:

- Industry-specific Qualifications – 5 ECTS
- Service Design – 8 ETCS
- Service Law – 2 ECTS

The learning outcome of each module is specified below.

Learning Outcome

4.2.1 Industry-specific Qualifications

5 ETCS credits	**1st semester**
Knowledge	• The student will acquire knowledge about the development, trends and organisation of the service industry, at national and international level. • The student will acquire knowledge about specialist areas of relevance for the programme, including an understanding of how they are inter-related. • The student will acquire knowledge about the service industry's development and its significance as a growth factor in addition to concepts and theories. • The student will be able to correlate the event industry and the service industry in general and to the specialist areas of the programme in particular.
Skills	• The student will be able to evaluate relevant aspects of the service and event industries in analyses and reports. • The student will be able to explain the development of the specialist areas of the programme and identify the most recent trends of the service and event industries. • The student will be able to relate the service and event industries to the other courses taught at the programme.
Competencies	• The student will be able to take an active part in relevant work processes within the service and event industries. • The student will be able to apply event industry theory in a practical context. • The student will be able to work in the service industry based on the current codes of practice of relevance to the specialist areas of the programme.

4.2.2 Service Design

4 ETCS credits	**1st semester**
Knowledge	• The student will acquire knowledge about service management system, service concepts and service delivery systems. • The student will acquire knowledge about various quality management principles.

Skills	• The student will be able to take an active part in the design and development of service concepts and service delivery systems.
Competencies	• The student will be able to acquire new knowledge for the purpose of improving service management systems and concepts.

4 ETCS credits	**2nd semester**
Knowledge	• The student will acquire knowledge about critical parameters of relevance to the establishment of optimal customer relationships, including loyalty and quality. • The student will acquire knowledge about critical parameters of relevance to hosting.
Skills	• The student will be able to take an active part in creating value-adding customer relationships.
Competencies	• The student will be able to establish long-term relationships with customers and propose improvements.

4.2.3 Service Law

2 ETCS credits	**3rd semester**
Knowledge	• The student will acquire knowledge about the legal aspects that to a service provider are of paramount importance in its dealings with staff, customers and the market. The includes in particular marketing law, law of contract in general, including powers of attorney and authorisation, sale of goods law as well as labour law and employment law. • The student will acquire general knowledge about collective bargaining agreements, the Main Agreement [Hovedaftalen] and the Services Directive.
Skills	• The student will be able to evaluate legal questions within the laws of employment, labour, contract, sale of goods and marketing. • The student will be able to evaluate questions related to employment from preparing job advertisements to completing the employment contract, with particular emphasis on the laws of equal treatment of men and women, use of health data on the labour market, equal treatment and certificate of employment. • The student will be able to assess when a legally binding contract has been concluded, including also contracts concluded by an agent. • The student will be able to assess which party carries the risk for accidental loss of the purchased goods when entering a contract for sale of goods. The student will also familiarise himself/herself with the remedies for breach of a contract for sale of goods.
Competencies	• The student will be able to identify legal aspects in relation to the law of contract, marketing, employment and sale of goods of the service provider and be able to offer professional support to solve legal issues.

4.3 Organisation

This core area is addressed through the compulsory educational element (course), Organisation Development, at 15 ECTS credits.

The Organisational Development course is divided into two modules that together complete the course:

- Management & Project Management – 7 ETCS
- Organisation & HR – 8 ECTS

The learning outcome of each module is specified below.

Learning Outcome

4.3.1 Management & Project Management

5 ETCS credits	**1st semester**
Knowledge	• The student will acquire knowledge and understanding about different forms of organisation and their impact on the efficiency and general atmosphere of the service provider. • The student will acquire knowledge about theories and models that can be used to understand the company structure and culture and the factors that can affect motivation in a service provider. • The student will be able to understand how to apply management theories and models to a service provider. • The student will acquire knowledge about management issues likely to arise when composing a team with a view to optimum performance. • The student will familiarise himself/herself with the most common project tools, including computer based tools that project management would benefit from.
Skills	• The student will be able to evaluate the applicability of theories/models in real-life management situations. • The student will be able to communicate management decisions to company officers, co-workers and employees. • The students will be able to analyse, plan, evaluate and state the reasons for the practical realisation of a project, including setting up financial estimates of the practical realisation. • The student will be able to select an appropriate project planning approach and judge when and whether it would be beneficial to use a computer based system.
Competencies	• The student will be able to take an active part in management decisions. • The student will be able to apply specific methods and tools for project management purposes and define the targets of a project group. • The student will be able to assume the responsibility for a project and plan and manage it from start to finish.

2 ETCS credits	**2nd semester**
Knowledge	• The student will acquire knowledge about relevant models used to identify the competencies needed by the service industry. • The student will acquire knowledge about relevant models used to identify targets for personal progress.
Skills	• The student will be able to apply relevant models and methods to identify competencies. • The student will be able to apply relevant models and methods to define targets for personal progress.

Competencies	• The student will be able to identify the competencies of the service industry and himself/herself. • The student will be able to define targets for personal development.

4.3.2 Organization

3 ETCS credits	3rd semester
Knowledge	• The student will acquire knowledge about methods and theories for recruitment, development and dismissal of employees. • The student will acquire knowledge about aspects of the working environment compared with factors that affect the physical and mental working environment, including employee satisfaction.
Skills	• The student will be able to evaluate fundamental aspects of personnel development and administration compared with organisational development. • The student will be able to communicate the HR policy of the service provider to employees and business partners.
Competencies	• The student will be able to undertake HR functions in agreement with the service provider's overall HR strategy. • The student will be able to join an multi-disciplinary teamwork to develop an HR strategy for the company. • The student will be able to handle fundamental working environment issues and seek the right expert knowledge.

5 ETCS credits	4th semester
Knowledge	• The student will acquire knowledge about different theories and models used to develop and change a service organisation. • The student will acquire knowledge about recruiting employees with the competencies to act as host. • The student will acquire knowledge about organisational structures, forms and designs. • The student will acquire knowledge about organisational strategies and culture.
Skills	• The student will be able to apply and evaluate various models for organisational development. • The student will be able to state the reasons for and evaluate the choice of organisational structure, form and design. • The student will be able to communicate the chosen organisational strategy and culture.
Competencies	• The student will be able to take an active part in processes of development and change focusing on relevant areas of work and responsibility. • The student will be able to identify possibilities for change in view of the service provider's organisational form and strategy.

4.4 Planning

This core area is addressed through two compulsory educational elements (courses),

- Business Development at 15 ECTS credits
- Service Economics at 15 ECTS credits

4.4.1 Business Development

The Business Development course is divided into three modules that together complete the course:

- Creativity & Innovation – 5 ETCS
- Strategy & Business Plan – 5 ETCS
- Service Marketing & Trends – 5 ETCS

The learning outcome of each module is specified below.

Learning Outcome

4.4.1.1 Creativity & Innovation

2 ETCS credits	**1st semester**
Knowledge	• The student will acquire knowledge about differences and interaction between creativity, innovation, entrepreneurship and intrapreneurship, and with particular emphasis on how to encourage the creative spirit in a company. • The student will acquire knowledge about creative tools. • The student will acquire knowledge about how to organise, initiate and evaluate creative and innovative processes.
Skills	• The student will be able to use various tools for hands-on conceptual development and creativity in a practical context. • The student will be able to assess how to select appropriate tools for hands-on conceptual development.
Competencies	• The student will be able to add creative aspects to projects and cases. • The student will be able to take an active part in and manage creative processes in a service provider.

3 ETCS credits	**4th semester**
Knowledge	• The student will acquire knowledge about how to develop ideas from conceptual state to introduction of the product or service to the market. • The student will familiarise himself/herself with core concepts and typologies within the context of innovation, including sources of innovation. • The student will familiarise himself/herself with relevant tools used to manage an innovative process.
Skills	• The student will be able to assess how a service provider can encourage innovation. • The student will be able to describe and categorise innovations.
Competencies	• The student will be able to take an active part in and facilitate innovative processes in a service provider. • The student will be able to add innovative aspects to projects and cases. • The student will be able to work in a multi-disciplinary and holistic manner with development processes.

4.4.1.2 Strategy & Business Planning

3 ETCS credits	2nd semester
Knowledge	• The student will acquire knowledge about basic strategic concepts and tools that impact on the service provider's choice of strategy. • The student will acquire knowledge about the competitive position of a service provider.
Skills	• The student will be able to analyse the strategic position of a service provider. • The student will be able to produce external and internal analyses.
Competencies	• The student will be able to take an active part in developing the strategy plan of a service provider.

2 ETCS credits	4th semester
Knowledge	• The student will acquire knowledge about relevant models for developing a business plan.
Skills	• The student will be able to apply relevant models and methods to develop a business plan.
Competencies	• The student will be able to develop a business plan.

4.4.1.3 Service Marketing & Trends

1 ETCS credits	1st semester
Knowledge	• The student will acquire knowledge about fundamental marketing concepts in the context of the service industry. • The student will acquire knowledge about customer behaviour and market conditions in the service industry.
Skills	• The student will be able to identify relevant customer behavioural patterns and market conditions for a specific company.
Competencies	• The student will be able to take an active part in customer behaviour analyses.

3 ETCS credits	2nd semester
Knowledge	• The student will acquire knowledge about the parameter mix and customer relationship of a service provider.
Skills	• The student will be able to apply the company's parameter mix relative to the company's customer relationships.
Competencies	• The student will be able to assess the interaction between the company's parameter mix and its customer relationships.

1 ETCS credits	3rd semester
Knowledge	• The student will acquire knowledge about the current trends of marketing tools. • The student will acquire knowledge about specific aspects of a service provider's globalisation.
Skills	• The student will be able to identify relevant aspects of the service provider's choice of globalisation strategy.

Competencies	• The student will be able to take an active part in developing the service provider's strategic marketing initiatives, including developing a marketing plan.

4.4.2 Service Economics

The Service Economics course is divided into two modules that together complete the course:

- Business Economics – 12 ECTS
- Global Service Economics – 3 ETCS

The learning outcome of each module is specified below.

Learning Outcome

4.4.2.1 Business Economics

3 ETCS credits	**1st semester**
Knowledge	• The student will acquire knowledge about relevant components of a company's financial management. • The student will acquire knowledge about relevant bookkeeping principles. • The student will acquire knowledge about how to support management's strategic work through alternative ways of reporting.
Skills	• The student will be able to use computer based tools to manage financial questions. • The student will be able to prepare accounts for the purposes of analysis.

6 ETCS credits	**2nd semester**
Knowledge	• The student will acquire knowledge about pricing methods. • The student will acquire knowledge about how to use revenue management. • The student will acquire knowledge about financial analysis, including the methods used by the service industry. • The student will acquire knowledge about budget types, structures and methods.
Skills	• The student will be able to propose solutions by way of calculations and simulations. This includes direct costing calculation, cost allocation calculation, retrograde calculation, the total method, the difference method. • The student will be able to prepare relevant key figures for a service provider. • The student will be able to prepare relevant budgets for a company and a project.
Competencies	• The student will be able to critically evaluate individual optimisation tools in view of the company's situation. • The student will be able to produce a financial analysis with comments. • The student will be able to assess a company's financial development and use budget management for financial management purposes.

3 ETCS credits	**4th semester**

Knowledge	• The student will acquire knowledge about alternative means of funding and the concept of interests.
Skills	• The student will be able to describe and calculate alternative means of investment and funding. • The student will be able to prepare relevant forms of zero point analysis.
Competencies	• The student will be able to calculate the profitability of an investment and state the reasons for the choice of alternative funding. • The student will be able to select and apply the relevant financial method to practical questions in relation to analyses and projects.

4.4.2.2 Global Service Economics

3 ETCS credits	**1st semester**
Knowledge	• The student will acquire knowledge about the significance of the global economy to the development of society at national and regional levels. • The student will acquire knowledge about the global economic circuit, including macroeconomic aspects. • The student will acquire knowledge about the impact of various economic/political actions.
Skills	• The student will be able to describe and analyse the significance of the most important macroeconomic factors to market conditions. • The student will be able to assess the different market and competition structures.
Competencies	• The student will be able to include socioeconomic circumstances in analyses and assessments.

4.5 Communication

This core area is addressed through the compulsory educational element (course), Communication, at 10 ECTS credits.

The Communication course is divided into two modules that together complete the course:

- Business Communication & Networks – 7 ECTS
- Intercultural Competency – 3 ETCS

The learning outcome of each course is specified below.

Learning Outcome

4.5.1 Business Communication & Networks (in English)

3 ETCS credits	**2nd semester**
Knowledge	• The student will acquire knowledge about fundamental communication theories and models and how to use them for specific communication purposes. • The student will acquire knowledge about how to communicate messages the most appropriate manner, in writing and speech.
Skills	• The student will be able to negotiate and make presentations in English.

	• The student will be able to produce written business communication.
Competencies	• The student will be able to communicate in writing and speech in English for business purposes.

2 ETCS credits	**3rd semester**
Knowledge	• The student will acquire knowledge about the significance of business networks to the development of employees and the service organisation. • The student will acquire knowledge about the current trends of marketing tools.
Skills	• The student will be able to identify relevant networks for the development of the employees and thereby the organisation. • The student will be able to conduct a negotiation.
Competencies	• The student will be able to start up or form part of a relevant network for the purpose of developing own competencies. • The student will be able to conduct effective negotiations.

2 ETCS credits	**4th semester**
Knowledge	• The student will acquire knowledge about presentation techniques and conduct techniques.
Skills	• The student will be able to apply different presentation techniques and adapt the way of communicating to the context in an independent manner.
Competencies	• The student will be able to communicate problems and solutions of relevance to practice to partners and colleagues. • The student will be able to communicate internal and external messages effectfully.

4.5.2 Intercultural Competency (in English)

1 ETCS credits	**2nd semester**
Knowledge	• The student will acquire knowledge about the concept of culture and about cultural elements. • The student will acquire understanding of the significance of culture to communication. • The student will acquire knowledge about playing host from an intercultural perspective.
Skills	• The student will be able to use knowledge about culture in the context of a global service provider. • The student will be able to assess the significance of an individual's cultural background when meeting other cultures.

2 ETCS credits	**3rd semester**
Knowledge	• The student will acquire knowledge about theories and tools used to analyse cultures in the context of a global service provider.
Skills	• The student will be able to propose solutions based on practical considerations in the context of cultural meetings.

	• The student will be able to take an active part in a business development process with due consideration to cultural aspects.
Competencies	• The student will be able to identify cultural similarities and differences so as to be able to manage and act successfully in various cultural situations, internally and externally in a service provider. • The student will be able to take the significance of culture into consideration when developing service concepts.

5. Summary of exams

Each student must sit three external exams and five internal exams.

1. 1st semester exam – internal exam
2. **1st year multi-disciplinary exam – external exam**
3. Business Economics – internal exam
4. Elective educational element 1 – internal exam
5. Internship – internal exam
6. Elective educational element 2 – internal exam
7. **Development & Communication – external exam**
8. **Final exam project – external exam**

5.1 Overview of exams

The below table gives an overview of all the exams, components of the programme and when they are scheduled.

Figure 2. Exams, components of the programme and when they are scheduled

Semester scheduled	Title of exam	Core areas	Modules – compulsory educational elements	ECTS	Assessment	Grade	Grade weight[5]
1st semester	Initial exam, if applicable[6]				Internal assessment	Pass/Fail	
1st semester	1st semester exam	Method & The Service Provider	Methods in Social Science Industry-specific qualifications	10	Internal assessment	7-point scale	1
2nd semester	Business Economics	Planning	Business Economics	9	Internal assessment	7-point scale	1
	1st year multi-disciplinary exam	The Service Provider Organisation Planning	Service Design Management & Project Management Creativity & Innovation Strategy & Business Planning Service Marketing & Trends Global Service Economics Business Communication & Networks Intercultural Competency	31	External assessment	7-point scale	1
2nd semester	Elective educational element 1 (specialisation 1)	Elective educational element	Specialisation	10	Internal assessment	7-point scale	1
3rd semester	Internship	Internship	Internship	15	Internal assessment	7-point scale	1
	Elective educational element 2 (specialisation 2)	Elective educational element	Specialisation	5	Internal assessment	7-point scale	1
4th semester	Development & Communication	The Service Provider Organisation Planning Communication	Service Law Organisation & HR Strategy & Innovation Strategy & Business Planning Service Marketing & Trends Business Economics Business Communication & Networks Intercultural Competency	25	External assessment	7-point scale	1
	Final exam project	Final exam project		15	External assessment	7-point scale	2

[5] Grade weight as it appears on the diploma, also gives the overall average.

[6] Note: The institution specific part of the curriculum details the initial exam, if applicable

6 Joint decisions concerning internship and final exam project

6.1 Internship – objectives and formal requirements

The internship totals 15 ECTS credits, the duration is three months[7] and is scheduled for the beginning of the 3rd semester (August, September and October)[8]. The internship can take place in Denmark or abroad.

The objective of the internship is to give the student practical insight into the service industry and support his/her abilities to take on a job function. Various departments could be relevant hosts, for example HR, sales, marketing, finance or customer service. In addition, the student may help with relevant practical tasks at the company during the period in question, in line with other staff members.

As a general rule the student must produce and submit a description of the targets of the internship (learning objectives) for approval, before the internship and at the most eight days after the internship has started.

The institution has the overall responsibility for ensuring that the internship lives up to the programme requirements thereby approving the host company. The company produces, together with the student, a plan for the internship to be approved by the institution.

The company is, together with the student, responsible for the realisation of the plan and for ensuring that the internship learning objectives and the student's work assignment are in immediate agreement.

The company selects, together with the student, what aspects the internship will focus on. The student produces a report discussing the internship. The focus of the report is agreed with the company.

The intention of the internship is not to actually learn to carry out a specific function in the company; the internship is intended to provide a general introduction to the various functions and managerial tasks of running a business.

Having completed the internship, the student is expected to have acquired the following knowledge, skills and competencies, irrespective of the targets defined for the internship:

[7] Equivalent to 13 full weeks.

[8] The institution offering the programme defines guidelines specific for that institution (cf. Executive Order no. 1047, part 5, section 6(2). Refer to the institution specific curriculum and local instructions for further details.

Knowledge

- The student will have acquired knowledge about the means of existence and organisational structure of the host company.

Skills

- The student will be able to assess practical problems and acquire knowledge to be used to solve work assignments and functions.

Competencies

- The student will be able to form an active part of the operation of the host company and development oriented work processes and functions.
- The student will be able to develop a project based on a practical question in a structured manner.
- The student will be able to reflect on the fulfilment of the professional and personal targets during the internship.

6.2 Final exam project

The objective of the final exam project is for the student to independently complete a multi-disciplinary and practice-oriented project, which demonstrates that the student has acquired the following knowledge, skills and competencies:

Knowledge

- The student will have acquired knowledge about relevant theories and methods within the compulsory modules of the programme as well as within the chosen specialisation.

Skills

- The student will have acquired the skills required to apply and combine a comprehensive range of skills and abilities which are related to the different fields of the service industry.
- The student will have acquired the skills to assess practice-oriented issues and adjust working procedures and processes.
- The student will have acquired the skills to identify and assess practice-oriented issues and communicate possible solutions to partners/stakeholders.
- The student will have acquired the skills to apply central business economic methods and analyses.

Competencies

- The student will be able to identify his or her personal development potential.
- The student will be able to take an active part in development-oriented and/or multi-disciplinary work processes and identify management and planning functions.

The final exam project completes the programme and the exam is scheduled for the end of the 4th semester.

The purpose of the project is to give the student an opportunity to document, in a methodological manner, his/her ability to work with a complex issue in relation to a specific project for the host company[9].

One of the objectives is to learn how to and demonstrate the ability to combine knowledge from the compulsory courses with specialisation subjects thereby demonstrating that the student can relate to the company's activities.

The final exam project is written based on collected information with the intention of demonstrating that the student can process, analyse and evaluate information he/she has collected and is able to combine the collected information with the theories and methods of the courses.

Financial aspects and elements must form a natural part of the reasoning behind the chosen solution(s)[10].

It is a general condition that the final exam project involves a high degree of both field research and desk research.

The topic of the final exam project is formulated by the student in consultation with the institution and the host company since the project aims to solve a practical problem.

The institution assigns a tutor to the student and approves the project topic and initial problem statement[11].

The final exam project must be based on core aspects of the programme and the student's specialisation. The report is expected to reflect the competency profile of an AP Graduate in Service, Hospitality and Tourism Management to a high degree, cf. chapter 2.2.

Since the final exam project is (usually) developed based on the company hosting the student for the internship, the final exam project is an individually produced report, as a main rule. However, permission may be granted for groups of up to three students to work on a more industry-related problem in consultation with their host companies or an assignment that has been defined by another company within the scope of the elective element.

Specific rules about submission of the report and requirements to work produced individually or in groups, can be found in the institution's guidelines[12].

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[9] The Academy must be notified in writing and is to grant its approval if the student does not write for his/her host company.

[10] Financial aspects can be addressed through various budgets (cash flow, operating, start-up budgets etc.), financial analyses, funding, investment, calculations or wholly or in part quantitative cost-benefit analyses.

[11] It should be noted that the student may only make minor adjustments to the problem statement. It is always advisable to consult the tutor.

[12] These guidelines also specify the maximum time allowed to tutor individual students, if applicable.

The final exam project is rounded off with an oral, individual exam lasting 60 min. including evaluation and grading. One combined grade is awarded immediately following the examination according to the 7-point grading scale.

The student's spelling and writing abilities and the students ability to use the technically correct terminology will weigh 10% in the combined assessment.

If the final exam project is not passed, then the student is to submit a new project report. The topic can be the same only the new problem statement must be significantly different from the previously submitted problem statement.

6.2.1 Final exam project – scope

The final exam project may NOT exceed the maximum number of characters set out below.

The number of characters include figures and tables etc. and excludes front page, table of contents, list of references and appendices.

The number of characters, with spaces, is found using the appropriate function in Word.

Appendices may be enclosed to support project reports; however, these will not as such form part of the assessment which means that the examiner and the external examiner are not obliged to study these.

The front page MUST state the number of character. If the number of characters is not stated, the report will be rejected and the student cannot sit the exam until the next exam period[13].

All acceptable reports must total between 75% and 100% of the maximum number of characters. Reports totalling less than 75% of the defined number of characters or exceeding the maximum number will be rejected and the student will have to re-sit the exam.

The scope of the final exam project is:

Final exam project	Maximum number of characters of report, incl. spaces
1 student	max. 100,000 characters
2 students	max. 150,000 characters
3 students	max. 200,000 characters

[13] Students should expect to submit an electronic version in addition to the printed copy. Detailed rules about this can be found in the institution specific part of the curriculum.

7. Credit transfer arrangements

7.1 Horizontal credit transfer

According to the programme schedule the student must have passed the 1st year of studies in order to be transferred to another educational institution.

Transfer must always be effected before 1 July, ie. before the embarks on the internship. If a student wants to change to another educational institution, the student must apply for transfer in writing to the institution to which transfer is applied for[14].

Institutions may grant exemptions from the above in the event of unusual circumstances. A written application must be submitted to the educational institution of choice for enrolment.

7.2 Vertical credit transfer

7.2.1 Domestic

Students are immediately accepted for enrolment with the following advanced study programmes:

- Bachelor in International Hospitality Management (18 months)
- Bachelor in Sport Management (18 months)
- Bachelor in Innovation and Entrepreneurship (18 months)
- Bachelor in Digital Concept Development (18 months)

Students may also apply for admission to the Bachelor in International Sales and Marketing programme if the student has passed the AP degree in Service, Hospitality and Tourism Management. However, the student must be expected to be required to meet additional admission requirements.

7.2.2 Abroad

AP graduates in Service, Hospitality and Tourism Management who wish to enrol for a top-up programme abroad, can benefit from a range of credit transfer arrangements. These arrangements have been entered at national level and by individual programme providers. Ask the provider concerned for details about specific credit transfer arrangements.

7.2 Transfer of credits for educational elements

A student may apply for transfer of credits for exams that are part of this programme based on completed and passed educational elements from other programmes. Such educational

[14] When enrolled with the new institution, the student must deregister from the abandoned educational institution, this also includes ensure that the 1st year grades are forwarded to the new institution.

elements must match the courses, educational elements or internship of the AP degree programme in Service, Hospitality and Tourism Management[15].

Applications for merit transfer will be assessed on a case by case basis by the institution concerned, based on an academic assessment of whether the learning objectives of the educational elements are in agreement with the learning objectives of the AP degree programme in Service, Hospitality and Tourism Management.

8. Legal basis

This chapter specifies the legal basis of the curriculum.

8.1 Admission requirements

Admission to the programme requires one of the following exams, pursuant to the Executive Order on Admission to Academy Profession and Professional Bachelor Degree Programmes no. 1048 of 30 June 2016, in force, and subsequent amendments.

1. **Admission based upon secondary exams (stx, hhx, htx, hf)**
   Specific admission requirements:
   - Mathematics level C or Business Economics level C

2. **Admission based on vocational qualifications**
   - One of the following educations:
     - Baker (step 2)
     - Retail training, with specialisations
     - Retail butcher, with specialisations
     - The event coordinator programme (step 2)
     - Event coordinator
     - Gastronomist (cook), with specialisations
     - General office training
     - Commercial education, with specialisations
     - Confectioner (step 2)
     - Office education, with specialisations
     - Receptionist
     - Waiter (step 2)

An institution may decide to admit applicants to its programme based on other requirements than the defined admission requirements, provided the applicant possesses equivalent qualifications and the institution finds that the applicant will be able to complete the programme.

[15] See also section 18(2) of the Executive Order on Academy Profession and Professional Bachelor Degree Programmes

The institution will admit the most suitable applicants among those who meet the admission requirements if there are not enough spaces for all suitable applicants.

As an aid in its assessment of an applicant's suitability, the institution may call for an interview, a guideline admission test or both.

8.2 The legal basis of the programme

The AP degree programme in Service, Hospitality and Tourism Management is based on the following laws and regulations that apply to completion of the programme.

- Executive Order on AP Degree Programmes in Service, Hospitality and Tourism Management no. 700 of 3 July 2009, in force and amendments
- Act no. 633 of 12 May 2015 on Academy Profession and Professional Bachelor Degree Programmes, in force and amendments
- Consolidated Act no. 935 of 25 August 2014 on Academies of Professional Higher Education, in force and amendments
- Executive Order no. 1046 of 30 June 2016 on Examinations on Professionally Oriented Higher Education Programmes, in force (the Exam Order)
- Executive Order no. 1047 of 30 June 2016 on Academy Profession and Professional Bachelor Degree Programmes, in force and amendments
- Executive Order no. 1048 of 30 June 2016 on Admission to Academy Profession and Professional Bachelor Degree Programmes, in force and amendments
- Executive Order no. 114 of 3 February 2015 on Grading Scale and other Forms of Assessment, in force and amendments
- Act no. 274 of 25 March 2015 on the Accreditation of Institutional Institution of Higher Education, in force
- Executive Order no. 601 of 24 June 2013 on the Accreditation of Higher Educational Institutions and Approval of New Higher Educational Programmes, in force and amendments

The list above comprises some of the most important orders that a student should familiarize himself/herself with. This list is not exhaustive. There may be other acts and executive orders of relevance (www.retsinfo.dk).

8.3 Programme providers

The AP degree programme in Service, Hospitality and Tourism Management is offered by the following institutions:

- University College of Northern Denmark, www.ucn.dk
- Hobrovej 85, 9000 Aalborg

- University College Lillebaelt, www.eal.dk:
  - Seebladsgade 1, 5000 Odense C
  - Boulevarden 25, 7100 Vejle

- Dania Academy, University of Applied Sciences, www.eadania.dk
  - Minervavej 63, 8900 Randers
  - Arvikavej 2, 7800 Skive

- Copenhagen Business Academy, www.cphbusiness.dk
  - Lyngby, Nørgaardsvej 30, 2800 Kgs. Lyngby
  - Nørrebro, Blågårdsgade 23b, 2200 Copenhagen N.
  - Bornholm, Snorrebakken 66, 3700 Rønne

- Zealand Institute of Business and Technology (ZIBAT), www.easj.dk
  - Campus Køge, Lyngvej 19, 4600 Køge
  - Campus Slagelse, Bredahlsgade 1, 4220 Slagelse

- Erhvervsakademi MidtVest, www.eamv.dk
  - Valdemar Poulsens Vej 4, 7500 Holstebro

- Business Academy Southwest, www.easv.dk
  - Spangsbjerg Kirkevej 103, 6700 Esbjerg

- Business Academy Aarhus, www.eaaa.dk
  - Sønderhøj 32, 8260 Viby J

9. Transitional provisions

The curriculum in force at the time of enrolment for studies commencing in the summer of 2017 applies until the student completes the programme.

The curriculum in force by January 2017 or the curriculum in force at the time of resuming the study applies to students who do not follow the rated time of study or who do not graduate within the rated time of study, ie. January 2017.

The curriculum in force after January 2017 applies to students who are scheduled for re-exam after January 2018; however, such student may apply in writing for an exemption to sit re-exams according to the previous curriculum no later than four months before the exam.

10. Exemptions

Students may at all times apply for an exemption from those provisions of the curriculum that are exclusively laid down by the institution(s), when warranted by unusual circumstance[16]. Applications must be submitted in writing and well in advance and are subject to assessment by the institution concerned.

16 According to standard practice unusual circumstances are characterised by being sudden circumstances outside the student's control, such sudden family illness or death.

11. Effective date

The common part of this curriculum, which applies to all providers of this programme, takes effect as of Winther 2017 and will apply to students who commence their studies of this programme by 1 February 2016 and students who are enrolled with or whose credits are transferred to this curriculum later than 1 February 2017.

The executive committee of the AP degree programme in Service, Hospitality and Tourism Management, January 2017

Institution specific part

12. Electives - description of learning objectives

Four electives are offered, referred to as specialisations.

The specialisations are offered in English. The language of choice for assignments, reports and exams can be either Danish or English. The geographic placement of a specialisation may change if it in management's opinion is most appropriate to move the classes.

12.1 Specialisation – Digital Track / Service Management

ECTS: 15

Objective 1. Service Management / Digital Track

The student is to acquire the knowledge, skills and competencies required to conduct coordinating and advisory functions in connection with the development and implementation of events within various service areas. Focus is on truism and hospitality. The student will be able to set up clearly defined; strategic targets for events and by way of an event management, process achieve these strategic targets. The student will be able to take an active part in the development, organisation, implementation and evaluation of an event – from small-scale 1-day events to major ones.

The student will come to understand the consultant/advisor concept in relation to both external and internal services to clients/customers.

Objective 2.

The student is to acquire the knowledge, skills and competencies required to conduct coordinating, advisory and strategic functions using appropriate methodologies for the purpose of developing, implementing and maintaining the digital appearance on different digital platforms of relevance to the public and private service industry. Focus is on truism and hospitality.

This could involve anything from a simple information based website, a content management system, a digital banner, an experience based museum app or a digital service solution across platforms for the digital tourist.

The specialisation focuses on relevant theories and therefore builds on the natural interplay between the different compulsory courses in the programme.

Learning Outcome

Skills	• The student will be able to assess, analyse and communicate about product and concept development within strategic event management based on the correlation between this development and the company's strategic plans. • The student will be able to evaluate different consultant/advisor roles and perform these roles in collaboration with clients and other consultants, both internally and externally. • The student will be able to acquire new skills and knowledge about event management through structured preparatory work in connection with the staging of an event. • The student will be able to assess, analyse and communicate the importance of having good suppliers and an optimum supply chain for staging events. • The student will acquire the skills required to use graphic designs. • The student will acquire the skills required to structure the content of digital applications. • The student will acquire the skills required to apply methods used to document digital and interactive media productions. • The student will acquire the skills required to communicate the choice of media forms to stakeholders. •
Competencies	• The student will be able to take an active part in multi-disciplinary collaboration about the development of products and concepts. • The student will be able to distinguish between the different tools available to a consultant in connection with consultancy work. • The student will be able to develop the supply chain in connection with the organisation of events. • The student will be able to manage and integrate digital media forms as expressed in different digital platforms. • The student will acquire new knowledge, skills and competencies relevant to the profession.

13.0 Exams and tests

General information about exams and tests

External and internal exams or tests (generally referred to as exams) are graded according to the 7-point grading scale. To achieve a Pass requires the grade of 02.

Learning activities are subject to approval as a condition to sit the following exam.

Students are automatically registered for all exams, assessments and learning activities for the following examination period.

Students who fail an internal or external exam may sit a make-up exam or a re-exam up to a maximum of three times.

13.2 Other information about examinations

13.2.1 Attendance

All students are automatically registered for the external and internal examinations and learning activities.

To be considered an active student, the student must participate in all external and internal examinations and learning activities.

If the student does not achieve a pass/approved, the student is automatically registered for re-examination. It is an essential requirement that the students attend lessons, and therefore ZIBAT will register attendance. If a student has more than 20 per cent absence from the lessons, the student will be called for an interview to discuss the activity level. Continued absence exceeding 20 per cent and failure to adhere to agreements, will be reported to the SU-styrelsen (State Educational Grant and Loan Scheme). The student has a duty to report illness and/or register as healthy through the registration system so that other students, teachers and others the students works with can be kept informed.

13.2.2 Compulsory educational elements

Generally, for the AP Degree Programme in Service, Hospitality and Tourism Management, ZIBAT teaches the compulsory educational elements at Campus Køge (Danish and English) and Campus Slagelse (Danish and English)

13.2.3 Other education related activities

Activities planned by ZIBAT for the AP Degree Programme in Service, Hospitality and Tourism Management to take place outside the local campus facilities, such as company visits, excursions, lectures, study tours and other activities, can be offered to students at both campuses.

13.2.4 Special institution specific requirements

All written assignments and reports must be submitted electronically using the programme portal Wiseflow which will automatically scan the submitted documents in order to be controlled for plagiarism. Consequently, students do not generally submit written assignments and reports.

13.2.5 Compulsory educational elements

The compulsory educational (CE) elements are qualitative requirements for the student to complete specific relevant study activities. Examples of compulsory activities can be thematic projects, acting as opponent, presentations, submission of assignments or reports. Grades will not necessarily be awarded according to the 7-point grading scale. Compulsory activities are not considered exams, they are part of the learning process and document that the student is actively studying.

1st semester
CE 1. Individual written assignment about the Service Industry
CE 2. Individual written report about Organisational Development
CE 3. Individual written report about Service Economics
CE 4. Individual written report about Business Development
CE 5. Group assignment and pitch during the Innovation Week

2nd semester
CE 6. During weeks 7 and 8 in the 2nd semester the students are to produce a 30-hour assignment. A case assignment which thanks to its scope and type will prepare the student for the multi-disciplinary summer exam.
CE 7. During weeks 7 and 8 the students will work on a Business Economics case assignment. An assignment which thanks to its scope and type will prepare the student for the summer exam.

CE 8. Individual written assignment in Law

3rd semester

CE 9. Individual written assignment in Communication
CE 10. Group assignment and pitch during the Innovation Week

13.2.6 Group projects

For group assignments, groups are defined as comprising between three and five students. The final exam project is an exception.

13.3 Individualisation of group projects

In connection with group projects where there is demand for individualised answers, each student's part of the work must be clearly labelled.

Answers where individualisation is a requirement can be composed as follows:

1. The common part includes introduction, problem statement, conclusion and perspectives.
2. Individual parts are one or more parts of the answer that a single student is responsible for and which must be labelled with the student's name. The individual parts must be divided equally among the students of a group.

For exams where the written answer by several students is not assessed in its own right, the answer may be assessed jointly with a subsequent oral examination.

13.4 Examination aids

Students are allowed to use all aids in written exams.

This could be books and hands-out, own notes, supplementary materials, USB sticks etc. containing documents.

In addition, the student has access to both intranet and internet.

The student may not communicate with other people – this is strictly prohibited.

Illegal communication by a student with others will result in instant expulsion from the exam.

During written exams mobile phones and other forms of communication devices must be switched off and handed over to the invigilator before the exam starts.

Students are to bring their own permitted aids, writing materials and calculator, if applicable. During the exam, students are not permitted to share aids or borrow from fellow students. The Academy will not provide any loan of aids.

The invigilators are entitled to inspect the aids brought by the students

For written exams, students are to take calculators, dictionaries, pencils, aids etc. out of their bags before the exam starts, to the extent possible. Bags are to be placed as instructed by the invigilators.

Students are not permitted to communicate with each other in any way once the exam has commenced. However, the students may communicate with the invigilators by raising their hands.

A student who tries to contact another student during the exam or tries to use non-permitted aids will be expelled instantly from the exam.

13.5 Use of sources and data for answers

When producing written answers, students will often need to use the works of others as part of the documentation material, such as quotes, graphic presentations, tables, literature, text from on-line sources, statements or re-worked summaries of the work of others, for example from a textbook.

The source **must** be stated clearly when using the above.

Quotes (direct reproduction) may only be used to a limited extent, and only small parts of text produced by others may be used, for example a few lines or slightly more if necessary to provide understanding of the context or support own arguments. Sampling[17] of answers is not permitted.

Remember the following when using quotes:

- Use quotation marks
- State the title of the book
- State the author's name
- Indicate exact page references.

Immediate reproduction without clearly stated references[18] will be regarded as "cheating" - plagiarism. This will result in the answer being rejected and the student being expelled[19].

Cheating in exams through plagiarism comprises instances where a written answer is presented as if completely or partially produced personally by the student(s), also if the answer

a) comprises identical or almost identical repetitions of the wording or work of others, without clearly identifying this by means of quotation marks, italics, indentation or other clear indications stating the source
b) comprises major pieces of text with wording so close to that of another piece of writing or similar wording etc. that when comparing the texts it is possible to determine that the text pieces could not have been written using any other sources.
c) comprises the use of words or ideas of others without referencing these originators in an appropriate manner.
d) re-uses text and/or core ideas from the student's own previously assessed answers without observing the provisions laid down in items a and c.

Previously assessed answers and reports and parts of these can be used on an equal footing with other references; this means that paragraphs and analyses may not be "re-used". Exempted from this are exams and learning activities where the answer or report must be improved to achieve a pass/approved.

When submitting answers in writing, these **must** always be signed whereby the student acknowledges to have produced the answer with undue assistance.

Students should always expect to submit large parts of their written answers both on paper and electronically (via e-mail, intranet or USB stick).

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[17] This means that you do not make excessive use of quotes as background for your work. Quotes may only be used to support your own arguments.
[18] In order to ensure correct use of reference material, the work of others etc. an institution may at option decide to use an electronic checking program, for example URKUND. These programmes are able to detect reproductive work and scan answers for plagiarised on-line sources and the system's own database.
[19] For any other details reference is made to the official rules concerning copyright of copydan (www.copydan.dk).

13.6 Feedback on exams

The assessment of an oral exam or learning activity is reported to the student immediately following the oral examination.

For exams and learning activities where the student is not informed of the assessment immediately after the event, the students are informed of the publication date of the grades along with the publication of the date of the actual exam.

Efforts will be made to inform students of their assessments at the latest 10 working days after the event.

For written exams and learning activities, students will only be notified through notices of the grades sent to the students, electronic announcements or announcement posted at the education institution (stating examination number). Assessments will not be communicated over the phone.

13.7 Special circumstance – functional impairment

Special exam arrangements may be made for students affected by physical or mental functional impairment and students with similar difficulties if necessary in order to ensure that the terms for such students are equal to those of the other students for a particular exam.

It is a condition that the arrangement will not alter the examination standard.

If a student believes to be entitled to claim special circumstances, the student must submit a written application with documentation to the institution not less than three months prior to the exam.

13.8 Irregularities, misbehaviour/violations

All applicable rules and regulations must be adhered to for all exams.

If during an exam a student receives or gives another student unauthorised help to answer an assignment or uses unauthorised aids, the student concerned will be expelled from the exam immediately.

If during or in connection with an exam it is suspected that a student has received or given unauthorised help, presented the work of another person as his/her own or used his/her own previously assessed work without referring to it, the student concerned will be expelled from the exam.

Furthermore, the student will be expelled from the programme for a short or long period of time. In such cases the student receives a warning to the effect that repeat offences may lead to permanent expulsion.

If during or in connection with an exam a student exhibits disruptive behaviour, for example by not abiding by an invigilator's instructions, the student concerned will be expelled from the exam.

If a student leaves the examination room before the exam is completed or without being escorted by an invigilator (when going to the restroom), the student is deemed to have cancelled his/her attendance in the exam.

13.9 Language used

As a main rule, exams are conducted in the language announced[20], unless part of the exam concerned is to document the student's proficiency of another language.

For international classes, exams are conducted in English. Students may use Danish in their exams.

Students who wish to sit an exam in another language, must submit a written application no later than three months before the date of the exam/the date the exam synopsis is handed out, and valid reasons must exist.

13.10 Complaints

The student is recommended to ask the student counsellor for guidance on complaints procedures and how to prepare a complaint. The rules governing complaints concerning exams can be found in chapter 10 of the Examination Order.

The Examination Order differentiates between complaints concerning

1. the scope of the examination etc., the examination procedure and/or the assessment
2. complaints about legal matters.

The two types of complaints are treated differently.

13.10.1 Complaints about assessments, examination procedure or basis of examination

A student can submit a written complaint, stating his/her reasons, within two weeks (14 calendar days) after the assessment has been communicated in the usual way, concerning:

1. The scope of the examination, including questions asked, work submitted etc., and

[20] Exams can be conducted in Swedish or Norwegian instead of Danish.

the exam relative to the objectives and demands of the programme
2. The examination procedure
3. The assessment.

The complaint may concern all exams, including written, oral and combinations thereof, and practical exams. The complaint is sent for the attention of the programme management.

The original examiners, ie. the internal examiner and the external examiner of the exam concerned, will be presented with the complaint immediately and asked to make a statement. The educational institution must be able to form its decision in relation to academic issues based on the statement from the examiners.

Normally, the educational institution allows two weeks to make the statements.

Immediately when the examiners' statement is available, the complainant is given an opportunity to comment on the statements, normally within one week.

The educational institution makes decisions regarding complaints based on the academic opinion presented by the examiners and the complainant's comments on the opinion.

The decision, which must be in writing, stating reasons, can be as follows:

1. An offer for a new assessment (re-assessment) – although only written exams
2. An offer for a new exam (re-examination)
3. Rejection of the student's complaint.

If the decision is to offer re-assessment or re-examination, the programme management appoints a review panel. Re-assessment applies only to written exams where material is available for assessment, partly because the review panel cannot make a (re-)assessment of an oral exam that has already been held and because the notes made by the original examiners are personal and cannot be divulged.

If the decision is to offer re-assessment or re-examination, the complainant must be told that re-assessment or re-examination may lead to a lower mark. Within a period of two weeks after the decision has been communicated, the student must accept the offer. Acceptance cannot be cancelled. If the student does not accept within this period of time, there will be no re-assessment or re-examination.

Re-assessments or re-examinations must take place as soon as possible.

For re-assessments the documentation of the matter must be made available to the review panel, viz the assignment and/or the question(s), the answer(s), the complaint, the statements made by the original examiners with the complainant's comments and the educational institution's decisions.

The review panel notifies the educational institution of the outcome of the re-assessment and encloses a written statement stating its reasons and the actual assessment.

If the decision is to offer re-assessment or re-examination, this decision applies to all students if the exam suffers from the same defects as those referred to in the complaint.

13.11 Appeals

As regards academic issues, the complainant can lodge appeal with an appeals panel concerning the educational institution's decision. The activities of the appeals panel are governed by the Public Administrations Act, this also includes the rules of incapacity and confidentiality.

The appeal is sent for the attention of the programme management.

Appeals must be submitted at the latest two weeks after the student was informed of the decision. The requirements as above for complaints (in writing, stating reasons etc.) also apply to appeals.

13.12 Appeals concerning legal aspects

Appeals concerning legal aspects of decisions made by the review panel in connection with reassessments or re-examinations or concerning decisions of the appeal panel can be lodged with the provider of the programme within two weeks from the day the decision was communicated to the complainant.

Appeals concerning legal aspects of decisions made by the educational institution pursuant to the rules laid down by the Examination Order can be submitted to the institution. The educational institution issues a statement and the complainant must be given normally one week for commenting. The institution forwards the appeal, the statement and any comments that the complainant may have made to the Danish Agency for Higher Education and Educational Support. Appeals must be submitted to the institution not later than two weeks (14 calendar days) from the day when the decision was communicated to the complainant.

13.13 Finance

All expenses for activities expected to be carried out by the student are to be borne by the student. However, students may be granted a transport subsidy using the link below. We also encourage students to apply for a discount to both Campus Køge and Campus Slagelse on an individual basis:

www.ungdomskort.dk

Appendix 1 – The objectives for learning outcomes pursuant to the Order

Pursuant to Executive Order on AP Degree Programmes in Service, Hospitality and Tourism Management no. 700 of 3 July 2009, in force and amendments, the objectives for learning outcomes are as listed in the following.

Objectives for learning outcomes for the AP Degree Programme in Service, Hospitality and Tourism Management

The learning objectives comprise the knowledge, skills and competencies which an AP Graduate in Service, Hospitality and Tourism Management must acquire during the programme.

Knowledge

The graduate has knowledge of:
1) the terminology and concepts specific to the service industry and the industry's use of theories and methods in practice, at national and international level;
2) the service provider's possibilities to develop services in consultation with the customer;
3) relevant lines of industry within the field of commercial and holiday tourism, hotel operation, travelling and other service industries, their structure, development, organisation and interaction;
4) fundamental strategic concepts and tools that impact on the service provider's choice of strategy; and
5) possibilities for globalisation through cooperation and understanding of how a globalisation process may impact on the service provider.

Skills

The graduate will be able to:

1) assess the service provider's costs based on knowledge about financial analyses and budgeting;
2) assess the relationship between the company's service concept, supply system and the overall competition and assess relevant development options for the company;
3) apply knowledge about cultures when negotiating and set up and communicate solutions with a practical bias to business partners and customers in Danish and English;
4) apply portfolio models to describe the service provider's products; and
5) assess actual management scenarios in order to select the most appropriate solutions.

Competencies

The graduate will be able to:
1) manage different development and sales contexts at national and international level within the service industry;
2) acquire skills and new knowledge of relevance to the service industry in view of a specific problem;
3) manage structural and cultural problems within own area of responsibility based on a general evaluation of the service provider at hand; and
4) take an active part in professional and multi-disciplinary collaborative efforts, for example about the service provider's management functions and personnel questions.

Appendix 2 – Examination catalogue

AP Graduate in Service, Hospitality and Tourism Management
Zealand Institute of Business and Technology
2016 – 2018 summer admissions

Introduction

This catalogue is an amendment to the curriculum of the Academy Profession Degree Programme in Service, Hospitality and Tourism Management at the Zealand Institute of Business and Technology (ZIBAT). The catalogue offers a list of tests and exams.

The catalogue contains a description of the exams stating method of examination, conditions and assessment criteria.

Summary of exams

1	Method	Internal exam
2	1st Year Exam	External exam
3	Business Economics	Internal exam
4	Internship project	Internal exam
5	Elective educational element 1	Internal exam
6	Elective educational element 2	Internal exam
7	Exam in Development and Communication	External exam
8	Final exam project	External exam

General information about exams and assessment

External and internal exams are graded according to the 7-point grading scale. To achieve a Pass requires the grade of 02.

Learning activities are subject to approval as a condition to sit the following exam.

Students are automatically registered for all exams, assessments and learning activities for the following examination period.

Students who fail an internal or external exam may sit a make-up exam or a re-exam up to a maximum of three times.

General information about written assignments

A maximum number of characters has been defined for all written assignments, which is 2400 characters including spaces per standard page. The number of characters includes figures and tables etc. and excludes front page, table of contents, list of references and appendices. The minimum number of characters is 75% of the maximum number. Answers that do not comply with these requirements will be rejected.

All written answers are to be submitted using Wiseflow, unless otherwise stated in the assignment. All written exam answers will be checked using a plagiarism control system.

The name and the number of characters MUST be stated clearly on the front page. For assignments answered by a group of students the author of each of the sections of the answer must be clearly labelled unless otherwise stated in the assignment. We recommend to use the typefaces Calibri size 11 or Times New Roman size 12.

The assessment will also involve the student's spelling and writing abilities and the students ability to use the technically correct terminology. Appendices may be enclosed to support project reports; however, these will not as such form part of the answer which means that the examiner and the external examiner are not obliged to study these.

Summary of order, form and time of exams

Exam	Semester	Internal/ external	Oral/ written	Case handed out/ problem statement	Submission	Examination week
1 Method	1	Internal	Written/ oral		To be submitted by 2. June 2017	Week 24
1 Method 1st re-exam	1	Internal	Written/ oral		To be submitted by 14. August 2017	Week 34
1 Method 1st re-exam	1	Internal	Written/ oral		To be submitted by 15. September 2017	Week 38
2 1st year multi-disciplinary	2	External	Oral	22/11/2017	Case to be submitted on 24 November 2017	Week 50
2 1st year multi-disciplinary 1st re-exam	2	External	Oral	18/12/2017	Case to be submitted on 20. December	Week 26
2 1st year multi-disciplinary 2nd re-exam	2	External	Oral	Maj 2018		
3 Business Economics	2	Internal	Written/ oral	29/11/2017	Case to be submitted on 1. December	Week 20
3 Business Economics	2	Internal	Written/ oral	13/12/2017	Case to be submitted on 15. December	Week 23
3 Business Economics 2nd re-exam	2	Internal	Written/oral	Maj 2018		
4 Elective educational element 1	2	Internal	Oral			Week 48
4 Elective educational element 1 1st re-exam	2	Internal	Oral			Week 2
4 Elective educational element 1A 2nd re-exam	2	Internal	Oral			Week 5

5 Internship	3	Internal	Written/ Oral		To be submitted by 3. April 2018	Week 16
5 Internship 1st re-exam	3	Internal	Written/ Oral		To be submitted by 1. Maj 2018	Week 19
5 Internship 2nd re-exam	3	Internal	Written/ Oral		November 2018	
6 Elective educational element 2	3	Internal	Written/ Oral	Subject and problem statement determined no later than 25 Maj 2018	To be submitted by 8 June 2018	Week 25
6 Elective educational element 2 1st re-exam Re-exam	3	Internal	Written/ oral	Subject and problem statement approved no later than 15 august 2018	To be submitted by 29 August 2018	Week 36
6 Elective educational element 2 2nd re-exam Re-exam	3	Internal	Written/ oral	December 2018/January 2019		
7 Development and Communication	4	External	Written/ oral		To be submitted by 12 October 2018	Week 43
7 Development and Communication 1st Re-exam	4	External	Written/ oral		To be submitted by 9 November 2018	Week 48
7 Development and Communication 2nd Re-exam	4	External	Written/ oral	Marts/April 2018		
8 Final exam project	4	External	Written/ oral	Official start Monday 29 October 2018 Subject and problem statement approved no later than 16 November 2018	Submission of project report 17 December	Week 2
8 Final Exam Project 1st Re-exam	4	External	Written/ oral	Official start Monday 28 January 2019 Subject and problem statement approved no later than 18. February 2019	Submission of project report 20 Marts 2019	Week 14
8 Final Exam Project 2nd Re-exam	4	External	Written/ oral	April/June 2019		

Description of the exams

Exam 1: Method	**10 ECTS**	**Internal**

Form: The students work in groups (3-5 students) with a problem of their own choice, of a technical or a more general nature. The educational institution approves the topic and the problem and assigns a tutor.

The answer can total a maximum of 50,000 characters.

The assessment involves all three elements, ie., written presentation, opponent opinion and oral examination.

Assessment: The performance is assessed according to the 7-point scale.

Condition: All learning activities of the 1st semester must be approved for the student to sit this exam.

The assessment of the social science methodology project comprises:

- Group answer to a topic of the group's own choice
- Opponent opinion of the work of another group
- Oral examination offering a defence of the answer.

Exam 2: 1st year multi-disciplinary exam	**31 ECTS**	**External**

Form:

When examined the student must demonstrate his/her ability to apply the theory taught by way of the written answer and to work in a multi-disciplinary and independent way.

Based on a case handed out to the students, they are to work in groups to produce a written answer to be submitted within 48 hours.

They must submit an answer to sit the exam.

The student subsequently sits an individual oral on-site exam, which lasts 30 minutes including evaluation and awarding of grades. There will be no time for preparation on site for this on-site exam.

The exam involves:

- An individually produced presentation of the written answer offering additional details and perspectivation
- Oral examination, including defence of own presentation. All learning objectives from the 1st year of relevance to the case may be included.

For this exam, the examiner and the external examiner are only obliged to prepare the case in a manner that allows them to include relevant learning objectives during the examination.

Both the examiner and the external examiner must have access to the answers, for example using Fronter, so as to allow checking of the submitted answer.

The following elements will be assessed in this exam:

- The technical and methodological contents of the oral presentation
- The student's presentation and the perspectives presented.

The written answer may total a maximum of 25,000 characters.

Assessment: A combined grade will be given individually according to the 7-point grading scale. The grade is awarded immediately following examination.

Condition: All learning activities of the 1st and 2nd semesters must be approved for the student to sit this exam.

Exam 3: Finance	**9 ECTS**	**Internal**

Form: A case is handed out to the students. The students are given 48 hours for their preparation.

The examination lasts 20 minutes for each student based on the specific case.

Assessment: A combined grade will be given individually according to the 7-point grading scale. The grade is awarded immediately following examination.

Condition: All learning activities of the 1st and 2nd semesters must be approved for the student to sit this exam.

Exam 4: Internship exam	**15 ECTS**	**Internal**
Form: Individual oral examination based on the internship report. The student prepares his/her own internship report during the internship and during the period immediately following it. The project must be based on a problem of the student's own choice in the host company and also evaluate whether the student has met the specified learning objectives and personal development goals. The internship exam takes place immediately after the internship period and comprises a written report with an oral defence. The internship report forms the basis of an individual, oral examination lasting 30 minutes, including presentation and perspectivation of the project. The report may total a maximum of 35,000 characters.		
Assessment: The performance is assessed according to the 7-point scale.		

Exam 5: Elective educational element 1	**10 ECTS**	**Internal**
Form: Oral exam based on the approved learning activity of the elective educational element. The learning activities may be one large assignment or a number of different written assignments. The students work with the learning activities in groups of three to five students. The exam comprises max. 35,000 characters for each student of the group. This also applies if the exam comprises several learning activities. The examination is individual. The point of departure of the examination will be the submitted learning activities.		
Assessment: The performance is assessed according to the 7-point scale.		
Condition: All learning activities of the 1st and 2nd semesters must be approved for the student to sit this exam.		

Exam 6: Elective educational element 2	**5 ECTS**	**Internal**
Form: Oral examination based on a written answer. The answer and the examination are both individual. The student formulates on his/her own the problem to be addressed. The problem is subject to the teacher's approval. There will be no access to supervision once the problem has been approved.		

The answer is to be defended in an oral, individual examination.

The report can total a maximum of 35,000 characters.

The following elements will be given a combined assessment in this exam:

- The professional and methodological contents of the written answer
- The student's presentation and perspectivation
- The student's oral defence of the answer.

Assessment: The performance is assessed according to the 7-point scale.

Condition: All learning activities of the 1st, 2nd and 3rd semesters must be approved for the student to sit this exam.

Exam 7: Exam in Development and Communication 25 ECTS Internal

Form: The students are to submit a business plan based on a specific business case. The case is chosen by the students and approved by the school.
The business plan will be made in groups of 3-5 students.
The 30 minutes (including evaluation and feed back) individual oral examination will be based on the project.
The exam is based on a 2 minutes elevator pitch and a 5 minutes presentation and reflection of the business plan. This will be followed by an examination in the business plan. The examination will be in English.
The written and oral part are given equal weights in the assessment. The assessment will be according to the 7- point scale.
The number of characters in the business plan must be between 45.000 and 60.000.

Assessment: The performance is assessed according to the 7-point scale.

Condition: All learning activities of the 1st, 2nd and 3rd semesters must be approved for the student to sit this exam.

Exam 8: Final exam project 15 ECTS External

Form: The final exam project is written based on collected information with the intention of demonstrating that the student can process, analyse and evaluate information he/she has collected and is able to combine the collected information with the theories and methods of the programme courses.

Financial aspects and elements must form a natural part of the reasoning behind the chosen solution(s).

It is a general condition that the final exam project involves a high degree of both field research and desk research.

The topic of the final exam project is formulated by the student in consultation with the institution and the host company since the project aims to solve a practical problem.

The educational institution assigns a supervisor to the student and approves the project topic and the problem statement.

The final exam project must be based on core aspects of the course programme and the student's elective element. The report is expected to reflect the competency profile of an AP Graduate in Service, Hospitality and Tourism Management to a high degree.

Since the final exam project is (usually) developed based on the company hosting the student for the internship, the final exam project is an individually produced report, as a main rule. However, permission may be granted for groups of up to three students to work on a more industry-related problem in consultation with their host companies or an assignment that has been defined by another company within the scope of the elective element.

The project report can total as follows:

Final exam project	**Maximum number of characters of the report, incl. spaces**
1 student	max. 100,000 characters
2 students	max. 150,000 characters
3 students	max. 200,000 characters

Assessment: The final exam project is rounded off with an oral, individual exam lasting 60 minutes, including evaluation and grading. One combined grade is awarded immediately following the examination according to the 7-point grading scale.

The student's spelling and writing abilities and the student's ability to use the technically correct terminology will weigh 10% in the combined assessment.

If the final exam project is not passed, then the student is to submit a new project report. The topic can be the same only the new problem statement must be significantly different from the previously submitted problem statement.
Condition: The final exam project is normally an individual product; groups of up to three students are acceptable.