

Curriculum

AP in Logistics Management

2019-2020



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1 Framework for the curriculum

1.1 Institutions offering the course programme

The following institutions developed the national part of this curriculum:

Zealand – Academy of Technologies and Business
Copenhagen Business Academy
Dania Academy
University College Lillebaelt - UCL

1.2 The programme is governed by the following acts and orders

- Executive Order no. 786 of 8 August 2019: Executive Order on the Act on Academies of Professional Higher Education
- Executive Order no. 790 of 9 August 2019: Executive Order on the Act on Academy Profession and Professional Bachelor Degree Programmes (the LEP Act)
- Executive Order no. 841 of 24 June 2018: Executive Order on Academy Profession and Professional Bachelor Degree Programmes (the LEP Order)
- Executive Order no. 1500 of 2 December 2016: Executive Order on Tests and Exams in Vocational Further Education Programmes (the Examination Order)
- Executive Order no. 211 of 27 February 2019: Executive Order on Admission to Academy Profession and Professional Bachelor Degree Programmes
- Executive Order no. 114 of 3 February 2015: Executive Order on Grading Scale and Other Forms of Assessment
- Executive Order no. 858 of 22 August 2019: Executive Order on Admission to Technical and Vocational Academy Profession and Professional Bachelor Degree Programmes

The above may be subject to changes. Applicable acts and executive orders are available at www.retsinfo.dk

1.3 Titles of programmes and candidates

Name of the programme is “Academy Profession Degree Programme in Logistics Management”.

Having completed the programme, students are entitled to use the title of “AP Graduate in Logistics Management”.

Danish students may use the title of “Logistikøkonom AK”.

1.4 ECTS credits

The programme is a full-time education programme estimated at 24 months of full-time study. A student year is equivalent to one year of full-time study. One year of full-time study is equivalent to 60 ECTS credits (European Credit Transfer System). The programme thus totals 120 ECTS credits.

1.5 Figure 1: Structure and ECTS credits allocated for this programme

Core areas and compulsory elements (themes)			
	1st year	2nd year	ECTS
Understanding Business and the Market (theme 1)	30		30
Procurement and Production (theme 2)	30		30
Distribution and Supply Chain Management (theme 3)		20	20
Elective element		10	10
Internship and project		15	15
Final Exam Project		15	15
Total	60	60	120

1.5.1 Programme objectives and end targets

The purpose of the programme is to enable the student to independently plan, organise, implement and manage complex logistics and transport solutions. The graduate will have competencies to solve complex tasks within procurement, production, distribution and supply chain in Danish and international companies.

Objectives for learning achieved for an AP graduate in Logistics Management

Objectives for learning achieved

The learning objectives comprise the knowledge, skills and competencies, which an AP graduate in Logistics Management, must acquire during the programme.

End targets

Knowledge

The graduate has knowledge about:

- procurement, production and distribution management and their role in the value chain as well as associated concepts, including logistics service
- modes of transport and different logistics systems as well as the company's internal information technology
- the company's internal processes and objectives, including financial control, management and organisation
- national and international socio-economic conditions as well as the different market forms and their relevance to the company
- transport law, including the concepts of venue, jurisdiction, creditor insurance and employer's liability

-
- different forms of finance, types of expenses and calculations.

Skills

The graduate is able to

- apply models of analysis in connection with the company's competition strategy and assess risks and opportunities at different market levels
- assess the company's purchase contracts in the light of national and international rules
- applying statistical tools for quality control and the preparation of prognoses
- prepare investment calculations, including relevant financial ratios
- assess the relationship between a contract of sale and a transport agreement, apply the rules of liability and Incoterms to practical situations and propose solutions
- apply transport planning methods and models when analysing the company's logistics situation.

Competencies

The graduate is able to:

- participate and collaborate with management and staff with a different educational, linguistic and cultural background
 - negotiate in English, both verbally and in writing, about the company's logistics processes
 - manage the company's supply and distribution chain in the context of professional and multi-disciplinary collaboration
 - acquire new knowledge, skills and competencies relating to the profession in a structured context
 - optimise logistics efficiency by means of production and inventory management.
-

1.6 Level according to the Qualifications Framework

This programme meets the requirements of level 5 of the Qualifications Framework.

1.7 Effective date and transitional provisions

All students enrolled will be transferred to this curriculum by 1 September 2019.

At the same time, the national part of the curriculum of 1 August 2017 is cancelled.

2 Admission to the degree programme

Students are admitted to this programme according to the provisions of the Executive Order on Admission to Academy Profession and Professional Bachelor's Degree Programmes (see reference concerning the applicable Order in section 1.2):

2.1 Admission

12. Pursuant to subsection (2), the educational institution determines how many applicants can be admitted to

the individual degree programme, unless the admission capacity has been laid down by the Danish Agency for Science and Higher Education.

(2) For degree programmes with open admissions, the institution must set an admission capacity, which safeguards satisfactory educational conditions.

13. Applicants who have completed a Danish Academy Profession programme as a full-time course or who has completed a Danish education taught as a full-time programme at a higher level, cannot be enrolled for an Academy Profession programme, which is a full-time programme.

(2) Applicants who have completed a Danish Bachelor's degree programme, Professional Bachelor's degree programme or another Danish education at an equivalent level and taught as a full-time programme or who has completed a Danish education at a higher level taught as a full-time programme, cannot be enrolled with and registered for a Professional Bachelor's degree programme taught as a full-time programme.

2.2 Quotas

14. In the event that there are more qualified applicants than study places in the individual admission area, see section 12(1), the study places may be divided into quota 1 and quota 2 and, if necessary, quota 3. Surplus places from quota 1 are transferred to quota 2, and surplus places from quota 2 are transferred to quota 1. Quota 3 may only be established for degree programmes offered in English.

(2) Each year, the Danish Agency for Higher Education lays down the size of the quotas, including quota 3, upon recommendation from the educational institutions.

(3) The Agency may approve that institutions offering a degree programme apply a different admission system than the quota system.

(4) The institution publishes the distribution of study places determined pursuant to subsections (1) and (2) and a different admission system, if any, pursuant to subsection (3) on its website.

3 Programme elements and modules

3.1 Figure 2: Scheduling of the programme elements, internship and exams

Semester	Theme	Programme elements					ECTS
1 st semester	Understanding Business and Market	Logistics	Finance	Communication and Negotiation	Organisation	Statistics	ECTS
2 nd semester	Procurement and Production	Procurement	Business Law	Communication and Negotiation		Statistics	ECTS

	Production	Production I	Finance I		Organisation I Statistics	
First year exam (first external exam)						
Communication & Negotiation (internal exam)						
Semester	Theme	Educational elements				ECTS
Third semester	Distribution and Supply Chain Management	Distribution, Supply Chain Management		Transport Law	Project Management	20 ECTS
	Elective element			Elective element		10 ECTS
Exam in electives (internal exam)						
Common part exam (second external exam)						
Semester	Theme	Educational elements				ECTS
Fourth semester	Internship	Internship				15 ECTS
	Internship exam					
	Final Exam Project	Final Exam Project				15 ECTS
Final Exam Project (third external exam)						

3.2 National programme elements

The programme comprises the following national programme elements:

- Understanding Business and Market (30 ECTS)
- Procurement and Production (30 ECTS)
- Distribution and Supply Chain Management (20 ECTS)

In total 80 ECTS credits

Understanding Business and Market

ECTS: 30

Contents: The subject area includes an analysis of the company's value creating activities and logistic efficiency in relation to the financial situation of the company and in relation to the market. Focus is on understanding the company's internal processes, objectives, and understanding the market influence, all based on analyses of the organisational, cultural and communicative aspects.

Learning objectives

Knowledge

The graduate has knowledge

-
- about the different subject areas within logistics and transportation
 - about problem-oriented project work
 - about the company's financial control, budget process and accounting concepts
 - about organisational structures, the company's management and decision processes as well as human resources
 - about logistical work areas such as procurement, production and distribution control as well as the relationship with the value chain and related concepts
 - about different forms of transportation and the company's internal information technology
 - about national and international socio-economic development as well as the different market forms and their relevance to the business sector
 - and understanding for the different general and specific strategic opportunities associated with the company's place in the value chain
 - about the structure, function and importance of international organisations to businesses.

Skills

The graduate is able to

- identify a problem and subsequently formulate a problem statement
- apply strategic analysis models in connection with the company's competition strategy and on that basis make relevant decisions about logistics
- express themselves orally and in writing when communicating in English with the recipient in order to operate in the global business world
- apply cultural understanding in both professional and personal contexts
- apply relevant presentation techniques both nationally and internationally
- assess threats and opportunities at different market levels
- perform customer analyses and segmentation.

Competencies

The graduate has the ability to

- make presentations using IT tools
 - participate in multi-disciplinary collaboration within a company with a view to preparing strategic analyses and making decisions.
-

Procurement and Production

ECTS: 30

Contents: The subject area includes procurement strategies, negotiation and legal aspects related to the procurement process. The subject area also includes an analysis of the production process focussed on strategy, optimisation and quality control by means of statistics. The subject is supported by organisational and financial aspects.

Learning objectives

Learning objectives for Procurement and Production

Knowledge

The graduate

- can understand the concepts of venue and jurisdiction and knows about with credit insurance
 - has knowledge about the impact of the company's management style on its processes
 - has knowledge about the different forms of finance, types of expenses and calculations
-

-
- has knowledge about different ways to analyse the company's flow of materials.

Skills

The graduate is able to

- apply national and international rules governing the company's procurement contracts
- apply and assess Incoterms in relation to practical problems and suggest solutions
- prepare forecasts using different statistical tools
- assess different procurement strategies and relations
- make investment calculations
- perform quality control using statistical techniques.

Competencies

The graduate is able to

- negotiate in English, both verbally and in writing about the company's procurement processes
 - manage the company's procurement system in the context of professional and multi-disciplinary collaboration
 - optimise production and warehouse management
 - be innovative within own work area.
-

Distribution and Supply Chain Management

ECTS: 20

Contents: The subject area includes the company's distribution including transport law, return logistics and inventory management. The subject area also has its focus on how the information flow may support the Supply Chain Management. Focus is on project management in connection with changes in the company and to the supply chain.

Learning objectives

Knowledge

The graduate has knowledge about

- employer liability and the characteristics of transport law
- different modes of transport in connection with the planning of supply and distribution
- the concept of logistics service
- the information flow within the company and the supply chain
- relationship strategies from a logistics perspective and knowledge about network management and supply chain integration
- the customer-managed supply chain
- the possibilities and limitations of the IT/ERP system for integration between the company and the supply chain.

Skills

The graduate has the skills to

- determine which transport documents to use in a given situation
 - assess the relationship between a contract of sale and a contract of carriage and knows how to regulate transport liability
 - apply transport planning methods
 - manage and/or participate in projects and apply project management tools
 - define and use KPIs as part of the company's planning procedures
 - analyse the relationship between the company's overall strategy and the SCM strategy
 - optimise a national or international supply chain
-

- assess the link between the internal processes and the ability to achieve competitive advantages in the supply chain.

Competencies

The graduate is able to

- manage the company's distribution system in the context of professional and multi-disciplinary collaboration
- Analyse and assess a company's logistics situation in relation to the supply chain and to make suggestions for improvements and the implementation of such improvements.

3.3 Local programme elements

This programme comprises the following local programme elements:

- Elective programme elements (10 ECTS)

In total 10 ECTS credits

3.3.1 Elective programme elements

The elective programme elements will be part of the programme in the third semester.

Two types of elective components are available. One type is offered in English only and another is offered in Danish and English. Answers, assignments and exam may be in either Danish or English.

The components may be placed concurrently with the themes in the degree programme or as independent components in between the themes.

The following descriptions apply specifically to the degree programme in Logistics Management at Zealand.

3.3.2 Figure 4: ECTS credits of elective elements

Track	Elective educational elements	ECTS
Business Development The course is offered in Danish and English	Marketing	5
	Creativity & Innovation	5
Digital Track The course is offered in English	Digital Track	10

3.3.3 The learning objectives for elective elements

Business Development

Subject: Marketing

ECTS: 5

Objective: The objective is to teach the student the necessary knowledge, skills and competencies to perform coordinating, advisory and strategic functions relating to the development, implementation and maintenance of a company's business development.

This specialisation course is based on the theory of this subject area and as such builds on a natural relationship with the compulsory courses of the programme. Business Developed consists of two sections: Marketing and Creativity & Innovation.

Both sections will be rounded off with a common, multidisciplinary oral project exam.

The objective of this course is to allow the student an opportunity to expand their knowledge of marketing.

Learning objectives:

Knowledge

- Knowledge about the relationship between product development and marketing.

Skills

- Understanding the company's place in the value chain.
- Understanding the relationship between logistic and marketing opportunities.
- Using strategic models to support the company's marketing.
- Using basic marketing concepts and tools in specific company situations.
- Using segmentation in connection with marketing.

Competencies

- Ability to collaborate effectively with different parties in the value chain in connection with product creation and product movement throughout the value chain.

Business Development

Subject: Creativity & Innovation

ECTS: 5

Objective: The objective is to teach the student the necessary knowledge, skills and competencies to perform coordinating, advisory and strategic functions relating to the development, implementation and maintenance of a company's business development.

The specialisation focuses on relevant theories and therefore builds on the natural interplay between the different compulsory courses in the programme. Business Development consists of two parts: Marketing and Creativity & Innovation.

The two courses comprise a single multi-disciplinary oral project exam.

The purpose of Creativity & Innovation is to give the student an opportunity to gain insight into how an ERP system supports both financial and logistical processes in a company. In addition, the student becomes familiar with a functional management tool in connection with the completion of projects within the company. The course may be taught in English.

Learning objectives:

Knowledge

- Knowledge about the differences and similarities between creativity, innovation and entrepreneurship/intrapreneurship with a special focus on ways to promote creativity in a company.
- Knowledge about creative tools.
- Knowledge about how creative and innovative processes can be planned, implemented and evaluated.
- Knowledge about the development process from idea to marketed product or service.
- Knowledge about key concepts and typologies within innovation, including sources of innovation.
- Knowledge about relevant tools used to manage the innovation process.

Skills

- Ability to handle different tools used in connection with idea development and creativity in a practical context.
- Ability to assess the suitability of different tools for practical idea development.
- Ability to assess how companies can promote innovation.
- Ability to describe and categorise different forms of innovation.

Competencies

- Ability to incorporate different aspects of creativity into projects and cases.
 - Ability to participate in and manage creative processes in service companies.
 - Ability to participate in and facilitate innovative processes in service companies.
 - Ability to incorporate different aspects of innovation in projects and cases.
 - Ability to work with development processes in a multi-disciplinary and holistic manner.
-

Digital Track

ECTS: 10

Objective: The student will acquire the knowledge, skills and competencies required to carry out 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 the private service industries.

This covers everything from a simple information-based website, a content management system and a digital banner to an experience-based museum application or a digital service solution spanning different platforms.

The elective is based on theory relating to the subject area and therefore involves interaction between the different compulsory courses in the degree programme.

Learning objectives:

Knowledge

- Development-based knowledge about and understanding of key methods used to document designs.
- Development-based knowledge about and understanding of key methods for basic digital design and aesthetics.
- Development-based knowledge about and understanding of key methods to link use and design.

Skills

- Using graphic design.
- Structuring the content of digital applications.
- Different methods to document digital and interactive media productions.
- Communicating about the choice of media effects to stakeholders.

Competencies

- Ability to handle and integrate digital media expressions on different digital platforms.
- New knowledge, skills and competencies relevant to the profession.

3.4 Internship

Internship

Scheduling: Fourth semester

ECTS: 15

Contents: The internship is organised so that it – when combined with the other parts of the degree programme – helps the student develop practical competencies relating to logistics, procurement, production and supply chain of a company. The objective of the internship is to enable the student to apply the methods, theories and tools taught by the programme and thereby solve specific practical assignments within the scope of the learning objectives of the programme.

Learning objectives

Knowledge

The graduate is able to

- understand the theories and methods used in practice and centrally and the practices of the internship
- acquire knowledge about the company's business area and internal processes through the internship in a host company
- acquire knowledge about how to work and collaborate in a workplace.

Skills

The graduate has the skills to:

- use the main technological and analytical methods and tools used in the host company, and to use the skills related to the profession.
- communicate practice-related problems and possible solutions to business partners and users
- identify, analyse and propose logistics solutions to minor practical problems within the company.

Competencies

The graduate has the ability to

- manage development-based logistic problems in relation to the host company
- acquire new knowledge, skills and competencies relating to the profession in a structured context
- participate in professional and multi-disciplinary collaborative relationships within the company
- apply logistical theories in practice

Assessment: The internship is rounded off with an exam. For exams under this programme, see section 5, and for rules governing the internship, see section 3.5.

3.5 Rules governing the internship

The internship allows the student to work with relevant professional problems and to gain knowledge regarding relevant work functions. The student's objectives for the internship are based on the relationship between the theory taught and the internship.

Based on the learning objectives for the internship (see section 3.4), the student, the supervisor from the campus and the company's contact person jointly define the specific objectives for the student's internship. The objectives are written down and form part of the student's internship contract.

This forms the subsequent guidelines for how the student's work is structured during the internship. The internship is intended to be equivalent to a full-time job with the same requirements in terms of working hours, performance, involvement and flexibility that a graduate must be expected to meet in their first job.

The internship can form the basis of the student's final project and can be planned to allow both flexibility and differentiation. To find further information about the internship, see the local internship handbook or contact the programme's internship coordinator.

3.6 Ways of instructing and working

The degree programme includes teaching in the practical aspects of the profession and the subject area as well as key applied theories and methods and, to the extent relevant, environmental issues, the relationship between different cultural expressions and entrepreneurship.

The methods of teaching aim to develop the student's independence and ability to collaborate and innovate.

A thorough introduction to the purpose, methods and values at the Academy is provided at the beginning of the studies. Special emphasis is placed on group work, personal development and prompt inclusion of business contacts in the teaching.

A thorough introduction to the possibilities of specialisation in the elective part of the programme is provided during the second semester to enable the student to make an informed decision.

The teaching in the different courses is divided into themes so that projects and exams during the theoretical part come across as a logical way of testing the material taught. This will appear from the Academy's current semester and week schedules.

Concurrently with the teaching during the third semester, the student looks for an internship at one or more Danish or foreign companies.

The Academy provides guidance regarding the preparation of an application and application methods, including the use of networks. The teaching is based on relevant business practices and combines theory and practice. Relevant business practice is broadly interpreted as aspects of logistics and transport companies.

By using course-related topics and themes, the teaching incorporates problems from different types of companies with a focus on the challenges inherent in restructuring, development and internationalisation.

The teaching is varied and includes classroom lessons, lectures, project work, multi-disciplinary cases, theme work, guest lectures and company visits. In addition to academic skills, the different ways of learning help the students develop their abilities to work on their own and together with others.

The focus of the teaching is on methods of working and learning that develop independence and the ability to collaborate and innovate.

3.7 Differentiated instruction

The teaching is organised to allow for individual learning styles and the different lines of specialisations.

3.8 Reading texts in foreign languages

Parts of the teaching material used in the programme may be in English and some classes may be taught in English. Knowledge of additional foreign languages is not required beyond the requirements laid down in the Executive Order on Admission.

4 Internationalisation

4.1 Studies abroad

The student may complete individual programme elements abroad subject to advance approval by the education institution.

A student who has obtained advance approval of a study period abroad is obliged to document the subjects completed during the approved study period at the end of the period. In connection with the advance approval, the student must grant the institution the right to collect the necessary information upon completion of the studies abroad.

If advance credits are awarded, the course is considered to have been completed, provided it was passed in accordance with the provisions applicable to the programme in question.

4.2 Agreements with foreign educational institutions about parallel studies

Information about partner institutions, international internships, credit transfer and procedures will be published regularly by the Zealand.

5 Tests and exams

All programme elements conclude with an exam where grades are given according to the 7-point scale. See section 5.2 on compulsory prerequisites for a description of the conditions that students must comply with to sit an exam and complete the programme. Students are allowed three attempts to pass an exam and will have to apply for an exemption for a fourth attempt.

5.1 Exams

Scheduling and scope of the exams can be seen from Figure 2 in section 3.1. The mark of 02 is required to pass an exam.

General information about exams and tests

Scheduling and scope of the exams can be seen from Figure 2 in section 3.1.

Each student must pass five common exams as follows:

External exams: first year exam, the exam in the common part and the Final External Project.

Internal exams: Communication & Negotiation as well as internship, plus an internal exam in the elective component.

The mark of 02 is required to pass an exam. The first year exam, the internship and the Final Exam Project are described in the Act on Vocational Education and Training. The different business academies agree that the other exams should also be a common part of the degree programme.

The student is entitled to three examination attempts per exam. According to the study progress reform all students are automatically registered for the exam. If a student is prevented from participating because of illness, the institution may request documentation in the form of a medical certificate.

Students who fail an exam may sit a new exam. The institution determines when the make-up exam takes place. The right to participate in a re-exam is granted in accordance with the institution's rules.

A student cannot re-sit an exam once it has been passed.

Exams in the first year of the degree programme must be passed before the student completes the second year of studies in order for the student to continue in the degree programme. The institution may grant exemptions from this rule for individual students because of childbirth or unusual circumstances.

Compulsory programme elements

The compulsory educational 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 scale. Compulsory learning activities are not considered exams, they are part of the learning process and document that the student is actively studying.

Group projects

For group assignments, groups are defined as comprising between three and five students. The Final Exam Project is an exemption.

Individualisation of group projects

In connection with group projects where individualised answers are required, each student's part of the work must be clearly labelled. Answers where individualisation is a requirement can be composed as follows:

The common part includes introduction, problem statement, conclusion and perspectives.

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.

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.

When such material is used, the source must be clearly stated.

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 of answers¹ is not permitted.

Remember the following when using quotes:

Use quotation marks

State the title of the book

State the author's name

State exact page references.

Immediate copying without clearly stating references² will be regarded as 'cheating' – plagiarism. This will result in the answer being rejected and the student being expelled³.

Feedback on tests and exams

¹This 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.

² 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.

³ For any other details reference is made to the official rules concerning copyright of copydan (www.copydan.dk).

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

For exams, tests 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.

5.1.1 Forms of exams

The degree programme comprises a number of different forms of exams that reflect the content and work methods used in the programme.

5.2 Compulsory prerequisites

Compulsory prerequisites are conditions that the student must comply with to sit the exam and complete the degree programme. See section 6.3 on the criteria for assessment of study activity.

5.3 Examination structure

Below is an overview of the exams under the degree programme listing formal requirements and assessments.

Examination structure (first year exam)

External exam – written

Duration of exam: 6 hours

The exam aims to document the student's ability to apply the knowledge acquired during the first and second semesters for problems within themes 1-3. The exam is based on a practical problem/situation and must give the student an opportunity to document their ability to analyse, reason and assess in a multi-disciplinary manner to prepare solutions.

Content of exam: The exam is based on a business case, which is given to each individual candidate to read 48 hours before the exam. The case synopsis may be discussed among the students before the exam. During the 48 hours, the student prepares a written proposal with an analysis of the case based on the Academy's defined questions. At the end of the 48 hours, the student must submit their written proposal by uploading it to WISEflow. This signals the start of the 6-hour written exam, during which the student must answer the exam questions relating to the case synopsis.

Assessment: The 7-point scale (one combined grade). Weighting: Proposal 20% (submitted after 48 hours); 6-hour written exam: 80%

Prerequisites for sitting the exam:

The first semester exam must be passed.

Formal requirements to the written project:

The proposal must consist of min. 15,000 and max. 20,000 characters including spaces, excluding cover page, table of contents, footnotes, bibliography and appendices.

Assessment criteria

Assessment criteria = the learning objectives for themes 1-4. See section 3.2-3.3.

Scheduled for:

End of the second semester

ECTS: 54

Examination structure (Communication and negotiation)**Internal oral exam**

Duration of exam: 20 minutes

Formal requirements to the written project:

The exam documents the student's ability to apply the theory learned in the course Communication and negotiation, based on a case.

Assessment: The 7-point scale

Assessment criteria

Assessment criteria = the learning objectives for Communication and negotiation

Scheduled for:

During the second semester

ECTS: 6

Examination structure (common part exam)**External exam – written project and oral defence**

Duration of exam: Oral defence: 30 minutes

The purpose of the exam is to allow the students to document their ability to apply the theory they have learned, their written and oral presentation skills as well as their ability to work holistically and in a multi-disciplinary manner.

Content of exam: Each student is given an individual case synopsis on the first day of the project. The case synopsis may be discussed among the students, but neither the institution nor the teachers will answer any questions regarding the material.

The case is based on the compulsory part of the programme, and the problems covered by the case material aims at broadly covering the themes taught in the compulsory part of the degree programme.

Individual answers are to be submitted seven days after the case synopsis is handed out. The project is then defended orally in the presence of two examiners, one internal and one external.

Assessment: The 7-point scale (one combined grade) in which the written part carries a weight of 60% and the oral part 40%.

Formal requirements to the written project:

Min. 35,000 and max. 40,000 characters including spaces, excluding cover page, table of contents, footnotes, bibliography and appendices. IT use must be incorporated in the answer and forms part of the assessment.

Assessment criteria

Assessment criteria = the learning objectives for themes 5-6.

Scheduled for:

End of the third semester.

ECTS: 20

Examination structure (elective element exam)

The electives may be tested in one of the following optional ways:

Formal requirements to the written project:

A. Oral case exam Form: Internal exam – oral

Duration of exam: Oral exam, 20 minutes incl. evaluation and grading

Content of exam: The student prepares a proposal based on a case. During the oral exam, questions are asked about the proposal and the case with the option to extend the questions to cover the entire syllabus.

Assessment: 7-point scale

B. Oral

Form: Internal exam – oral

Duration of exam: Oral exam, 20 minutes. Preparation time: 20 minutes. Content of exam: An oral exam in which the student draws a question. Assessment: 7-point scale

C. Oral exam without preparation

Form: Internal exam – oral

Duration of exam: Oral exam, 20 minutes.

Content of exam: Oral exam in which the student draws a question and then proceeds to answer it.

Assessment: 7-point scale

D. Project:

Form: Internal exam – written.

Duration of exam: To be decided by the teacher.

Content of exam: The student submits a report on the subject no later than one week after completion of the elective course. The report must consist of min. 2,000 and max. 2,500 characters including spaces, excluding cover page, table of contents, footnotes, bibliography and appendices.

Assessment: 7-point scale

Assessment criteria

Assessment criteria = the learning objectives of the elective element.

Scheduled for:

During the third semester.

ECTS: 10

Examination structure (internship exam)

Internal exam – written project and oral defence

Duration of exam: 30 minutes

The exam is based on the internship. It takes the form of an oral defence based on a written project produced by the student.

At the beginning of the third semester, the student is given guidelines about the different aspects of the internship (dates, etc.). The guidelines also contain a clear description of the requirements and expectations to the student, the Academy and the host company.

Assessment: The 7-point scale (one combined grade in which the written part carries a weight of 60% and the oral part 40%).

Formal requirements to the written project:

The project may total a maximum of 35,000 characters.

Assessment criteria

Assessment criteria = the learning objectives for the internship. See section 3.4.

Scheduled for:

Halfway through the fourth semester.

ECTS: 15

Examination structure (Final Exam Project)

External exam – written project and oral defence

Duration of exam: Oral defence: 45 minutes

Aim: To give the students an opportunity, both orally and in writing, to document their ability to analyse problems systematically and analytically and to combine theory and practice in a broad logistics perspective.

The project is to be based on central problems from the programme and may comprise elements from the elective programme elements. The student formulates the topic of the Final Exam Project together with the Academy and normally also in collaboration with a company. The Academy must approve the formulation.

The student produces a project and subsequently sits an oral exam based on the written project.

The Final Exam Project is prepared either individually or in groups of two to three students.

Students who fail the exam project must prepare a new project. Group members, who do not pass, are subject to the same rules.

Formal requirements to the written project:

See section 5.5.

Assessment criteria

The 7-point scale (one combined grade). The written part carries a weight of 70%, of which a small part relates to spelling, writing skills and layout. The oral part carries a weight of 30%. For learning objectives, see section 5.5.

Scheduled for:

At the end of the fourth semester

ECTS: 15

5.3.1 Externally assessed exams

For a list, see section 3.1.

5.3.2 Exam schedule for the degree programme

For a list, see section 3.1.

5.4 First year exam

The first year exam must be passed before the student completes the second year of studies in order for the student to continue in the degree programme.

5.4.1 Requirements to written assignments and projects

For a description, see the descriptions of specific exams in section 5.

5.5 Requirements to the Final Exam Project

The learning objectives of the Final Exam Project are identical to the learning objectives of the degree programme (see item 1.6 above).

The objective of the Final Exam Project is to document the student's understanding of practice and fundamental theories and methods in relation to a practice-related problem based on a specific assignment within the subject matter covered by the programme. The problem to be addressed must be a fundamental problem within the degree programme and the profession and the student must formulate it, if relevant, jointly with a private or a public company. The problem is subject to the institution's approval.

Exam in the Final Exam Project

The Final Exam Project completes the last semester of the degree programme after the student has passed all previous exams.

The Final Exam Project is prepared either individually or in groups of two to three students.

Students who fail the exam project must prepare a new project. Group members, who do not pass, are subject to the same rules.

Project volume:

Individually: Min. 70,000 and max. 90,000 characters including spaces, excluding cover page, table of contents, footnotes, bibliography and appendices.

Two students: Min. 120,000 and max. 150,000 characters including spaces, excluding cover page, table of contents, footnotes, bibliography and appendices.

Three students: Min. 180,000 and max. 210,000 characters including spaces, excluding cover page, table of contents, footnotes, bibliography and appendices.

ECTS credits

The Final Exam Project totals 15 ECTS credits.

Form of exam

The exam comprises an oral and a written part with an external examiner. A single grade is given according to the 7-point scale for the written project and the oral performance.

5.5.1 The importance of spelling and writing skills for the assessment

Spelling and writing skills are included in the assessment of the Final Exam Project. The assessment reflects an overall assessment of the academic content as well as the student's writing skills and spelling ability. However, the academic content takes priority in the overall assessment.

Students who can document a relevant disability can apply for an exemption from the requirement that spelling and writing skills are included in the assessment. An application must be sent to the programme manager at the latest four weeks before the date scheduled for the exam.

5.6 Use of aids

All aids are permitted, unless otherwise expressly stated for the exam concerned.

5.7 Special exam arrangements

Student may apply for special exam arrangements if warranted by physical or mental impairment. Applications must reach the programme at the latest four weeks before the examination date. Exemptions from the date of application may be granted in the event of sudden health issues. A medical certificate, a statement from for example a body dealing with speech, hearing or sight impairment, dyslexia, or other forms of documentation must be enclosed with the application certifying serious health issues or specific relevant functional impairment.

The application for permission to bring other aids for an exam must be submitted to the programme at the latest four weeks before the exam.

5.8 Re-examination

Re-examination due to illness

A student who was prevented from sitting an exam due to documented illness or other unforeseeable reason (force majeure) is allowed re-examination as soon as possible. If the exam scheduled for the final exam period of the programme, the student will be given an opportunity to sit the exam within the same exam period or immediately after. The make-up exam can be identical to the next ordinary exam.

Information about time and place of make-up exams can be found on the department communication platform.

A medical certificate must document illness⁴. The educational institution must receive the medical certificate at the latest three workdays after the exam has taken place. A student who is taken acutely ill during an exam must document that they were ill on the day concerned.

If illness is not documented as laid down above, the student has used one attempt at sitting the exam.

Re-examination (see Re-examination due to illness as well)

In the event of failure to pass an exam or non-attendance for an exam, the student is automatically registered for re-examination so long as any attempts remain for the student. Re-exam can be identical to the next ordinary exam.

It is up to the student to find out when the re-exam will take place.

Information about time and place of re-exams can be found on the department communication platform. The programme manager may grant exemptions from the continued registration procedure if warranted by unusual circumstances, including documented disability.

5.9 Language used in the exams

Examination language

Exams are conducted in Danish unless otherwise mentioned in the description of the exams. Exams can be conducted in Swedish or Norwegian instead of Danish. Exams in programmes or individual courses offered in English or another language can be conducted in this language.

Students with mother tongues other than Danish may apply for an exemption from the requirement that spelling and writing skills form part of the assessment of the final project or the Final Exam Project as well as any other exams for which this curriculum states that the mentioned skills should form part of the assessment. Applications must reach the programme at the latest four weeks before the examination date.

5.10 Initial assessment test

This programme does not have an initial assessment test.

5.11 Cheating at exams

When submitting a written answer, the student must sign to confirm that the answer was completed without undue assistance.

5.11.1 Using one's own work and that of others (plagiarism)

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:

- comprises identical or almost identical repetitions of the wording or work of others, without clearly stating the source (see the institution's requirements to written work).

⁴ Any costs incurred to procure the required documentation must be paid by the student.

- 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
- comprises the use of words or ideas of others without properly referring to such other originators
- re-uses text and/or fundamental ideas from the student's own previously assessed assignments without referencing the source.

Presumed cheating at an exam, including plagiarism during and after the exam

The programme manager will be notified if during or after an exam there is the presumption that a student:

- has received or given unauthorised help,
- has presented the work of another person as the student's own (plagiarism), or
- has used the student's own previously assessed work or parts thereof without referring to it (plagiarism).

5.11.2 Investigation of cheating offences in exams, including plagiarism

Postponement of the exam

If the cheating concerns plagiarism in a written report and/or answer, which is used in the assessment of a subsequent oral exam, the programme manager, postpones the exam, if the issue cannot be resolved before the date set for the exam.

Form and content of the report

Reporting must be made without undue delay. The report must be accompanied by a written description of the breach, comprising information that can identify the individuals reported on in addition to a brief summary and the documentation substantiating the matter. In the event of repeated offences, involving one or more people, this must be stated.

When reporting on plagiarism, the plagiarised parts must be marked with clear reference to the sources of the plagiarised content. Similarly, the plagiarised text must be marked in the source text.

Involving the student – hearing of the party(-ies)

The programme manager decides whether the hearing of the student should be oral, in writing or a combination thereof.

For the oral hearing, the student is summoned for an interview with the purpose of clarifying the matter in order to present the documentation substantiating the presumed cheating in the exam to the student and to hear their point of view. The student has the right to be accompanied by a person of own choice.

For the written hearing, the documentation substantiating the presumed cheating in the exam is forwarded in order to ask the student to make a written statement presenting the student's point of view.

5.11.3 Sanctions for cheating offences and disruptive behaviour during exams

If the clarification of the matter confirms the presumed cheating offence to the programme manager and the action has or would have affected the assessment, the programme manager expels the student from the exam.

If the cheating offence or disruptive behaviour is less serious, the educational institution will initially issue a warning.

Under aggravating circumstances, the programme manager can expel the student for long or short periods. In such cases, the student receives a written warning to the effect that repeated offences may lead to permanent expulsion.

Expulsion according to the above terms will lead to cancellation of any grades that may have been granted for the exam concerned, and the exam will count as one attempt.

The student cannot sit a re-examination and cannot sit the exam until the exam is scheduled on ordinary terms as part of the degree programme.

Under aggravating circumstances, the programme manager may decide to expel the student from the educational institution for a short or long period. In such cases, the student receives a written warning to the effect that repeated offences may lead to permanent expulsion.

During a period of expulsion, the student may not attend classes or exams.
The programme manager may grant an exemption.

5.11.4 Complaints about sanctions on account of cheating, plagiarism or interruption of an exam

The decisions that an attempt at the exam has been used and expulsion due to a cheating offence at an exam are final and complaints cannot be brought before a higher administrative authority.

Complaints about legal aspects (such as incapacity, hearing, complaints instructions, correct or incorrect interpretation of the Examination Order etc.) can be lodged with the Danish Agency for Higher Education and Educational Support. The complaint is forwarded to the educational institution, for the attention of the programme manager. The manager makes a statement, which the complainant must be allowed, time to comment on, normally one week. The educational institution forwards the complaint, the statement and any comments that the complainant may have made to the Danish Agency for Higher Education and Educational Support. Complaints must reach the educational institution at the latest two weeks from the day that the complainant was notified of the decision, cf. chapter 11, section 52 of the Examination Order. 11.

6 Miscellaneous rules applicable to the programme

6.1 Rules governing the duty to attend

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

6.2 Credit transfer

6.2.1 Credit transfer arrangements for courses covered by the national part of the curriculum

Successfully completed programme elements are equivalent to the same programme elements taught at other educational institutions offering the same degree programme.

The student is obliged to provide information about any programme elements completed at other Danish or foreign institutions of further education and about any past employment that may qualify for credits. The educational institution approves credits on a case-by-case basis based on successfully completed programme elements and any employment equivalent to courses, programme elements and internship elements. The decision will be based on an academic assessment.

Advance credits

Students may apply for advance credits. A student who has obtained advance approval of a study period in Denmark or abroad is obliged to document the courses completed during the approved study period at the end of the period. In connection with the advance approval, the student must grant the institution the right to collect the necessary information upon completion of the studies abroad.

If advance credits are awarded, the course is considered to have been completed, provided it was passed in accordance with the provisions applicable to the programme in question.

6.2.2 Credit transfer arrangements for courses covered by the local part of the curriculum

Elective programme elements that a student has passed are equivalent to similar programme elements studied at other educational institutions offering this degree programme as well as other programmes.

Advance credits

Students may apply for advance credits, provided the student has acquired programme elements that award credit, either offered by the programme or not offered by the programme.

6.3 Criteria for assessment of study activity

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

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

If the student does not achieve a Pass/Approved, the student is automatically registered for re-examination.

6.4 Exemption rules

The educational institution may grant an exemption from the provisions of the national part of the curriculum when warranted by unusual circumstances. The institutions work together to ensure uniform exemption practices.

When special conditions warrant it, the educational institution may grant an exemption from rules in the curriculum defined by the educational institution concerned or other educational institutions.

6.5 Complaints

The student is recommended to ask the student counsellor for guidance on the complaints procedure 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 about:

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

The two types of complaints are treated differently. Complaints about exams must be submitted online:

Danish: www.zealand.dk/eksamensklager
 In English: www.zealand.dk/exam-appeals

Complaints about the scope of the examination etc., examination procedure and assessment

A student can submit a written complaint, stating their reasons, within two weeks after the assessment was communicated in the usual way, concerning:

- the scope of the examination, including questions asked, work submitted etc., and the exam relative to the objectives and demands of the programme
- the examination procedure
- the assessment.

The complaint may concern all exams, including written, oral and combinations thereof, and practical or clinical exams.

The complaint should be submitted to the programme manager.

The original examiners (the internal examiner(s) and the external examiner, if applicable) of the exam concerned, must be presented with the complaint immediately. 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' statements are 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, may involve:

- an offer for a new assessment (re-assessment) – although only written exams
- an offer for a new exam (re-examination)
- the decision is not in favour of the student.

If the decision is to offer re-assessment or re-examination, the programme manager 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, 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: 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 with the reasons and the actual assessment. Re-assessments or re-examinations may produce lower grades.

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.

The complaint must be sent to the programme manager two weeks (14 calendar days) at the latest after the assessment of the exam concerned has been communicated. If the due date is on a public holiday, the due date will be the first workday following the public holiday.

Exemptions from the deadline can be made in the event of unusual circumstances.

6.5.1 Appeal

As regards academic issues, appeals may be lodged against the educational institution's decision with an appeals panel. The Public Administration Act governs the activities of the appeals panel, this also includes incapacity and confidentiality.

The appeal should be submitted to the programme manager.

Appeals must be lodged 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.

The appeals panel consists of two authorised external examiners, who are appointed by the chairman of the external examiners, a lecturer authorised to conduct examinations and a student studying the subject area (the degree programme), both of which are appointed by the programme manager.

The appeals panel makes decisions based on the material that the educational institution used for its decision and the student's appeal, with reasons stated for the appeal.

The appeals panel considers the appeal and the decision may result in:

- an offer for re-assessment by new reviewers, although only written exams
- an offer for a new exam (re-examination) by new examiners
- the decision is not in favour of the student.

If the decision is to offer re-assessment or re-examination, the appellant 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, 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: The question(s), the answer(s), the complaint, the statements made by the original examiners with the appellant's comments and the educational institution's decisions.

The appeals panel must reach a decision at the latest two months – for summer exams three months – after the appeal has been submitted.

Decisions of the appeals panel are final. This means that the matter cannot be brought before a higher administrative authority as regards the academic aspects of the complaint.

6.5.2 Complaints about legal matters

Complaints about legal aspects of decisions made by the review panel in connection with reassessments or re-examinations or concerning decisions of the appeals panel can be lodged with Zealand – Academy of Technologies and Business. The deadline for submitting appeals is two weeks from the day the decision has been communicated to the complainant.

Complaints about legal aspects of decisions made by the educational institution pursuant to the rules laid down by the Examination Order (such as incapacity, hearing, correct or incorrect interpretation of the Examination Order etc.) can be submitted to the educational institution. The educational institution issues a statement and the complainant must be given normally one week for commenting. The educational institution forwards the complaint, the statement and any comments that the complainant may have made to the Danish Agency for Higher Education and Educational Support. Complaints 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.

6.6 Finance

All expenses for activities expected to be carried out by the student are to be borne by the student, unless otherwise provided.