

# Curric- ulum

AP in Marketing Management

2019-2020



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The curriculums of Zealand are divided in a national part and a local (institutional) part. In addition, some curriculums are supplemented with an elective course catalogue. All parts are to be found below.

The individual institution stipulates the local part of the curriculum. The national part of the curriculum is adopted by the programme's educational network, and the institutions listed below – each of them offers the study programme – have been involved in the preparation of this curriculum:

Copenhagen Business Academy  
Dania Academy  
Business Academy Aarhus  
International Business Academy - IBA  
University College Lillebaelt - UCL  
Business Academy Southwest  
Zealand – Academy of Technologies and Business  
University College North Jutland - UCN

In addition to the curriculums, all study programmes have an educational appendix attached, which is part of the primary ministerial order on technical and mercantile academy profession programmes and professional bachelor programmes (Danish title: Hovedbekendtgørelsen om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser), see [www.retsinfo.dk](http://www.retsinfo.dk).

**CURRICULUM**  
for  
**Marketing Management (AP)**

Commencement 20.08.2019

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This national part of the curriculum for the Marketing Management programme has been released in accordance with §18, section 1 in the Ministerial Order for technical and commercial Academy Profession Programmes and Professional Bachelor Programmes. This curriculum is supplemented with an institutional part of the curriculum, which is provided by the individual institution that offers the programme.

It has been prepared by the Educational Committee for the Marketing Management programme and approved by the Board of Directors (or the Rectors) after consultation with Business Academy Aarhus' educational network and the chairmanship of IT Technology external examiners.

# 1. The programme's goals for learning outcomes

## Knowledge

The graduate has knowledge about:

- and can understand centrally applied theory and method, and can also understand the profession's practice and use of theory and method within marketing and sales,
- complex and practice-orientated issues within the field of marketing in relation to the company's marketing, organisational and economic base.

## Skills

The graduate will have the skills to:

- apply the profession's key methods and tools and be able to apply the skills related to employment within the marketing field,
- assess the practice-orientated problems as well as outline and choose solutions within the marketing field,
- disseminate practice-orientated issues and possible solutions to partners and users within the marketing field.

## Competencies

The graduate will be able to:

- manage development-orientated situations within the field of marketing and sales, taking professional and socio-economic conditions into account,
- participate in academic and interdisciplinary collaboration in relation to marketing and internationalisation in a professional manner
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing and sales

## **2. The programme includes 6 national subject elements**

### **2.1. Business understanding and products**

#### **Content**

The subject element is concerned with methods of analysing the company's internal conditions, including the annual accounts and accounting analyses. Similarly, the subject element is concerned with identifying the company's development potential, as well as the organisational and company form, which the company can choose.

#### **Learning objectives for business understanding**

##### Knowledge

The student will gain knowledge about:

- different types of analyses to assess the company's internal strategic situation,
- and an understanding of practices and the use of different business models,
- and an understanding of the practice, centrally applied theory and methodology in relation to how a company generates revenue.

##### Skills

The student will get the skills to:

- use the key methods and tools to identify development potential based on the company's internal conditions,
- evaluate practice-orientated issues and develop and select solutions in relation to the company's business with the aim of creating added value for customers,
- assess and analyse the company's organisation, structure, culture and accounting for the optimisation of its business processes,
- communicate practice-orientated issues and solutions in relation to the internal analysis of the company.

##### Competencies

The student will learn to:

- manage development-orientated situations related to the development and optimisation of the company's business model,
- participate in academic and interdisciplinary collaboration in relation to the company's internal conditions and business model in a professional way
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's internal conditions.

#### **ECTS weight**

The subjects element business understanding is weighted 10 ECTS credits.

## **2.2. Market understanding**

### **Content**

The subject element is concerned with methods for analysing the company's external conditions and market potential. The focus is on customers and competitors, and this subject element deals with the professional and social aspects of the company, the company's legal relationship and analyses of the company's supply chain.

### **Learning Objectives for market understanding**

#### **Knowledge**

The student will gain knowledge about:

- different types of analyses to assess the company's external strategic situation,
- and an understanding of theory, methodology and practice in relation to different types of trend analyses and their relevance to the company.

#### **Skills**

The student will get the skills to:

- use the key methods and tools of the subject area in relation to an external analysis of the company's situation,
- evaluate practice-orientated issues as well as develop and select solutions in relation to the preparation of customer analyses and competitor analyses as well as evaluate the company's market potential,
- disseminate practice-orientated issues and possible solutions of the external situation to partners and users.

#### **Competencies**

The student will learn to:

- manage development-orientated situations related to the company's external strategic situation
- participate in academic and interdisciplinary collaboration with a professional approach in relation to the analysis of the company's external strategic situation,
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's strategic situation in a given market.

### **ECTS weight**

The subjects element market understanding is weighted 10 ECTS credits.

## **2.3. Market analysis**

### **Content**

The subject element is concerned with methods of producing market analyses. There is a focus on data collection methods and the processing of data as well as legal issues related to this. Evaluation of data and statistical concepts and their application, as well as methods and tools for project management and control.

### **Learning Objectives for market analysis**

#### **Knowledge**

The student will gain knowledge about:

- methods of collecting and using data and managing this,
- and an understanding of the practice, centrally applied theory and methodology in relation to different market analysis methods.

#### **Skills**

The student will get the skills to:

- use the subject's key methods and tools in relation to evaluating the validity and the reliability of the market analysis,
- assess the practice-orientated problems as well as outline and choose solutions based on the gathered primary and secondary data,
- disseminate practice-orientated issues and possible solutions within the field of market analysis to partners and users.

#### **Competencies**

The student will learn to:

- manage development-orientated situations by using relevant market analyses,
- participate in academic and interdisciplinary collaboration with a professional approach in connection with the preparation and presentation of recommendations based on a market analysis,
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing analysis

### **ECTS weight**

The subject element marketing analysis is weighted 10 ECTS credits.

## **2.4. The marketing plan – strategy and tactics**

### **Content**

The subject element includes the development of marketing strategies, including audience selection, positioning and preparation of communication and sales strategy, taking the budget and the company's earning goals into account. The subject element also includes the development of a strategic and tactical marketing plan for the B2C and the B2B market. It also includes pricing methods based on supply and demand conditions, as well as the company's cost ratio. In addition, the subject element includes scenarios and legal aspects within marketing and sales.

### **Learning objectives for the marketing plan – strategy and tactics**

#### **Knowledge**

The student will gain knowledge about:

- the marketing plan's structure including relevant marketing strategies and the tactical structure of the marketing plan
- and can understand the practical and centrally applied theory and method, and can also understand the marketing plan's content and structure.

#### **Skills**

The student will get the skills to:

- apply the profession's key methods and tools and be able to apply the skills related to outlining a marketing plan and evaluating this,
- assess the practice-orientated issues as well as outline and choose strategic and tactical solutions for the marketing plan,
- communicate practice-orientated issues and possible solutions to business partners and users in relation to a specific marketing plan.

#### **Competencies**

The student will learn to:

- manage development-orientated situations related to marketing planning for companies operating in B2B and B2C markets,
- participate in academic and interdisciplinary collaboration with a professional approach in relation to the marketing plan,
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing planning on a strategic and tactical level.

### **ECTS weight**

The subject element-marketing plan – strategy and tactics is weighted 20 ECTS credits.

## **2.5. The marketing plan - implementation**

### **Content**

The subject element includes the implementation of the marketing plan in practice and the action plan for this, including securing the company's earnings and following-up on objectives, as well as budget control. The subject element focuses on the preparation of marketing materials, including the marketing mix's use in practice. The subject element also contains the company's sales planning and the different phases of the sale, as well as risk assessment of the plan and evaluation of its effectiveness.

### **Objectives for the marketing plan - implementation**

#### **Knowledge**

The student will gain knowledge about:

- the follow-up and evaluation of the marketing plan, including the practical application of the marketing mix,
- and understand the practice, centrally applied theory and methodology in relation to the preparation of the actual marketing material and related budgets.

#### **Skills**

The student will get the skills to:

- use key methodologies and tools to develop a practice-orientated and detailed operational marketing plan,
- evaluate the practice-orientated issues as well as outline and choose solutions in relation to the operational marketing plan.
- communicate practice-orientated issues and possible solutions to business partners and users in relation to the operational marketing plan.

#### **Competencies**

The student will learn to:

- undertake development-orientated situations related to the implementation of the operational marketing plan,
- participate in academic and interdisciplinary cooperation with a professional approach in relation to the company's work with internal and external partners in the preparation of an operational marketing plan,
- in a structured context, acquire new knowledge, skills and competencies in relation to ensuring the fulfilment of the company's operational marketing plan.

### **ECTS weight**

The subject element-marketing plan – strategy and tactics is weighted 10 ECTS credits.

## **2.6. Internationalisation**

### **Content**

This subject element includes the company's internationalisation and internationalisation strategies, including market selection, establishment types as well as the modification of the marketing mix effort. The subject element also includes culture and the significance of this for the marketing mix effort. The subject element also includes trade policy and macroeconomic factors that affect the company's internationalisation. In addition, the subject element includes financing and investment theory.

### **Learning objectives for internationalisation**

#### **Knowledge**

The student will gain knowledge about:

- the profession's practice and centrally applied theory and methods within internationalisation,
- and an understanding of the practice, centrally applied theory and methodology in relation to the company's internationalisation.

#### **Skills**

The student will get the skills to:

- use key theories and concepts that are important to the company's internationalisation,
- evaluate the practice-orientated issues as well as outline and choose marketing orientated solutions in relation to the company's internationalisation,
- communicate practice-orientated issues and possible solutions to business partners and users in relation to the company's internationalisation.

#### **Competencies**

The student will learn to:

- manage development-orientated situations in connection with decisions relating to the company's internationalisation,
- participate in academic and interdisciplinary collaboration in a professional manner in relation to the preparation of the company's internationalisation
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's internationalisation.

### **ECTS weight**

The subject element internationalisation is weighted 10 ECTS credits.

## **2.7. The number of exams in the national subject elements**

There are 3 exams in the national subject elements, which in total represent 70 ECTS. Of this, 60 ECTS are part of the exam/s, which make up the first-year exam.

There is one additional exam, which is the final exam project. For the number of exams in the internship, please refer to section 3.

For a comprehensive overview of all the programme's exams, please refer to the institutional part of the curriculum, as the national subject elements described in this curriculum can be examined together with the subject elements specified in the institutional part of the curriculum.

## **3. Internship**

### **Learning objectives for programme's internship**

The internship must ensure practice-orientated business competencies and the development of professional and personal competencies. The student must be able to solve practical issues in a methodological way by including relevant theories and models and thus contribute to the realisation of value-creating activities within the company.

#### Knowledge

The student will gain knowledge about:

- the internship company's practice as well as the centrally applied theory and methodology of the internship function in the industry concerned,
- and understand the practical and applied theory and method for the internship's profession as well as be able to understand the internship's practice and use of theory and method.

#### Skills

The student will get the skills to:

- use key theories and concepts linked to employment in the internship's profession,
- evaluate the practice-orientated issues related to the company and outline solution options in relation to the function of the internship,
- communicate the practice-orientated issues and give reasons for possible solutions to customers, business partners and users in relation to the internship function.

#### Competencies

The student will learn to:

- handle development-orientated situations within the internship context,
- participate in academic and interdisciplinary collaboration in the internship company in a professional manner in relation to the internship,
- in a structured context, acquire new knowledge, skills and competencies in relation to their profession and their internship

**ECTS weight**

The internship is worth 15 ECTS credits.

**Number of exams**

The internship is completed with one exam.

**4. Requirements for the final exam project.**

The learning objectives for the final exam project are identical to the programme's learning objectives listed above under point 1.

The final exam project, which together with the internship exam and the other exams on the programme, must document that the learning objectives for the programme have been achieved.

The final exam project must demonstrate the student understands of practices and centrally applied theory and methods in relation to a real-life problem, which is based upon a specific task within the programme's area. The student, possibly in collaboration with a private or public company, formulates the problem statement that must be central to the programme and profession. The educational institution approves the problem statement.

For specific form requirements for the final exam project please refer to the institutional part of the curriculum.

**Exams for the final exam project**

The final exam project completes the programme in the last semester once all the preceding exams have been passed.

**ECTS weight**

The final exam project is weighted 15 ECTS credits.

**Examination form**

The exam is an oral exam based on the final exam project with an external co-examiner; a combined mark is given based on the 7-point scale for the written project and the oral presentation.

**5. Rules on credit**

Passed programme elements are equivalent to similar programme elements taken at other educational institutions offering this programme.

The students are obliged to inform us of any completed educational elements from another Danish or foreign higher education programme or any jobs, which are likely to provide credit.

The institution approves, in each instance, credit based on completed programme elements and any jobs which meet the objectives of the subjects, the educational part and the internship part.

The decision is taken according to an academic assessment.

For prior credit approval of studies in Denmark or abroad, students are required to document each approved and completed programme element on the completion of these studies.

In connection with the application for prior credit approval, the students must give permission to the institution to obtain any required information after the completion of their studies.

On approval according to the above, the programme element is deemed to be passed if it was passed according to the rules of the programme in question.

## **6. Commencement and transitional schemes**

### **Commencement**

This part of the national curriculum is valid from 20.08.2019 and is valid for students who are enrolled after 20.08.2019

### **Transitional scheme**

Students who have been admitted before 20.08.2019 must follow the curriculum from June 2017, after which they must follow this curriculum from 31.01.2021. However, exams, which have been started before 31.01.2021, must be completed according to the curriculum that they started with.

**CURRICULUM**  
for  
**AP in Marketing Management**

Local part – Zealand Institute of Business and Technology

Effective from 01/09/2019  
August 2019 version

## Local curriculum for Marketing Management

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### 1. The curriculum's reference to legal basis

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 the Academy Profession Degree Programme in Marketing Management (AP in Marketing Management)

The above may be subject to changes. Applicable acts and executive orders can be found at [www.retsinfo.dk](http://www.retsinfo.dk)

### 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.

### 3. Course of the degree programme

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.

Grades will be awarded according to the 7-point grading scale. An external examiner will participate in external exams.

Semester	National programme elements*	Local programme elements	Exam
1			Initial assessment test
	Business Understanding 10 ECTS Market Understanding 10 ECTS Market analysis 10 ECTS		<b>1 internal</b> (48 hour exam "The Company's Business Area and Market") <i>A multidisciplinary decision proposal and oral examination in the proposal and the syllabus.</i>
2	The Marketing Plan – Strategy and Tactics 20 ECTS		

	The Marketing Plan 10 ECTS		<b>1 external</b> (24 hour exam "The Marketing Plan") <i>A multidisciplinary exam based on a case 6 hours</i>
<b>3</b>	Internationalisation 10 ECTS	<b>ELECTIVES Offered in Roskilde and Nykøbing 20 ECTS</b>	<b>Second internal exam</b> (Internationalisation) <i>2 + 2 hours individual multidisciplinary written exam</i>  <b>Third and fourth internal exam</b> (Exam in local programme element (electives))
<b>4</b>	Internship 15 ECTS  Main Exam Project 15 ECTS		<b>Fifth internal exam</b> (Internship exam) <i>Written report, see the internship manual</i>  <b>Second external exam</b> (Final Exam Project) <i>Written report followed by an oral examination</i>

\*The description of national programme elements is found in the national part of the curriculum. Local programme elements, including electives, are found in the local part of the curriculum and for some programmes in an electives catalogue.

#### 4. Local programme elements

The Marketing Management curriculum does not include any local programme elements. A list of electives is found on Fronter: [Campus Roskilde](#) > [Valgfag/Electives](#)

For information on internship, please see the section "Internship and rules on completion".

#### 5. Internship and rules on completion

Contents, general learning objectives and ECTS credits of the internship are described in the national part of the curriculum.

The internship allows the student to work with relevant professional issues 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.

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 his/her first job. The internship can form the basis of the student's final project and can be planned to allow both flexibility and differentiation.

#### *Internship contract*

The student, ZIBAT and the company agree upon the specific contents of the student's internship, based on the general learning objectives for the internship.

The internship contract must include the individual learning objectives for the internship as well as a description of the task or tasks which the student will solve for the company. This forms the subsequent guidelines for how the student's work is structured in the internship.

The internship contract may include an agreement on working hours and reporting.

#### *Understanding Business*

The company appoints a contact person at the company.

The company contributes with specific and realistic problems/working tasks which they want the student to work on.

The company makes information available to the student needed to solve the tasks.

The company must regularly evaluate the student's activities during the internship and in case of problems report these to the student and the supervisor or internship counsellor at Zealand.

#### *The student*

The student is expected to take initiatives to find companies which are relevant for the specific subject area.

The student is obliged to comply with the internship contract, as the internship is a compulsory part of the degree programme.

#### *The business academy*

The business academy will to a limited extent make a supervisor available to the company and the student.

The business academy will make one visit to the company during the internship. This visit may be arranged virtually, if the internship is abroad. This also applies if the number of internships makes it difficult to visit all involved companies.

#### *Internship report*

The internship concludes with the student preparing a report on the internship (see internship manual *to be found on the Intranet of the business academy*) which forms the final exam for the internship.

For further information on the internship, please contact the internship counsellor of the study programme or see the internship manual.

## **6. Ways of instructing and working**

The teaching includes lectures, classroom lessons, dialogues, exercises, presentations, cases, seminars, guest lecturers, projects and internships.

The teaching incorporates the latest knowledge and results from national and international research, experimental and development work within the disciplines relevant for the profession.

The teaching draws on practical experience and knowledge about key trends in the profession and methods to further develop the subject and carry out development work and a high standard of work in general.

## **6.1. Reading texts in foreign languages**

Parts of the teaching material used in the programme may be in English.

Knowledge of additional foreign languages is not required beyond the requirements laid down in the Executive Order on Admission.

## **6.2. Differentiated instruction**

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

## **7. Internationalisation**

### **7.1. Studies abroad**

The student may complete selected 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.

Documentation must follow in the form of prints of the grades obtained by the student at the foreign educational institution or a similar type of documentation.

### **7.2. Agreements with foreign educational institutions about parallel studies**

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

## **8. Exams in this programme**

The purpose of exams in the programme elements is to document to which degree the student fulfil the professional goals set by the programme and its elements. The mark of 02 is required to pass an exam. The student is entitled to sit each exam three times. A student cannot re-sit an exam once it has been passed. The student is responsible for familiarizing themselves with and comply with the business academy's rules for tests and exams. Registration for a programme element, semester etc. also counts as registration for the exams.

This programme does not allow for withdrawal from exams.

In connection with re-exams, the programme manager may define another exam form. This will typically follow for the second re-exam, when the exam form will (may) be an oral examination.

For formal requirements to the Main Exam Project, see section 8.2.

## **8.1. Exam descriptions**

The degree programme comprises a number of different forms of exams that reflect the content and work methods used in the programme. The exam form for first and second attempt may vary on some study programmes.

### **8.1.1 Initial assessment test**

The initial assessment test aims to clarify whether the student has actually commenced the programme. Students must sit for the initial assessment test no later than two months after the programme has started and they must receive the results at the latest two weeks after the test. Students who fail this test may be tested again. This test takes place within three months of the start of the programme. A student has two attempts to pass the initial assessment test. The test is given a pass/fail grade (internal examination) and credit points are not allocated.

Complaints about exams cannot be made for the initial assessment test. It is only possible to make complaints about legal matters, for instance regarding the date of the test or the number of attempts. The business academy may grant students an exemption from the deadlines for passing the initial assessment test, if necessary, as a result of illness, giving birth or unusual circumstances.

### **Examination structure and contents**

The first examination in the initial assessment test is based on the student's attendance. An attendance of at least 80% is required for the first 14 days.

For students at Blended Learning courses: Completion of an online questionnaire. If the student's first attempt is not successful, an alternative test is organised. The student must have completed an online questionnaire which is handed out on the first day at the institution. The questionnaire must be completed no later than two weeks after it has been handed out.

### **Scheduling of the test and possible re-assessment**

After 14 days (ordinary test)

Re-assessment takes place after about three weeks, in the form of a written exam.

### **Assessment and communication of result**

The result is a Pass or a Fail. If the student does not pass the initial assessment test in their first or second attempt, the student is deregistered from the programme.

### **8.1.2 First year exam**

The first year exam consists of exam(s) which the student according to this curriculum must sit before the end of the first year of studying. The first year exam must be passed before the student completes the first year of studies in order for the student to continue in the degree programme.

A reference to the current Executive Order on Tests and Exams in Vocational Further Education Programmes can be found in section 1.

Students on the AP Marketing Management programme must fulfil a specific academic activity requirement, the first year exam. To fulfil the first year requirement, the student must pass one or more exams before the end of the first year of studying. On the AP Marketing Management programme the academic activity requirement the first year exam consists of requirements that first internal and first external exam of the first year must be passed before the end of the first year of studying. This also appear from the local

documentation of the programme. If the students fail their exam in these programme elements before the end of the first year of studying, they will be deregistered from the programme, cf. section 8(2) of the Examination Order and section 36(1.4) of the Examination Order on Admission.

### **8.1.3 First internal (48-hours exam)**

Prerequisites for sitting this exam:

All theme assignments must be submitted and approved.

#### **Examination structure and contents**

##### **Form of exam**

The first internal exam takes place at the end of the first semester. The exam comprises:

- A multidisciplinary decision proposal and oral examination in the proposal and the syllabus.

The multidisciplinary decision proposal is prepared in groups of three to four students over a period of 48 hours. The decision proposal is prepared on the basis of the questions raised and a selected company and market.

The decision proposal is a requirement for participation in the oral exam. At the oral exam, the student will be asked questions in the decision proposal and the syllabus.

The decision proposal and the oral exam amount to a broad test of the learning objectives for the compulsory programme elements of the first semester.

##### **Written decision proposal**

The basis for the 48 hours of group work is a brief description of the assignment, including:

- The name of the company and the market to be analysed
- Some introductory links to information about the company and/or the market concerned
- A specific problem statement, to which the students must provide a well-documented and comprehensive answer. The decision proposal is submitted through Wiseflow and questions at the oral exam will use it as the point of departure.

##### **Oral examination**

At the day of the exam: Oral exam conducted by a known teacher and an internal examiner. The duration of the exam is 25 minutes, including evaluation and grading.

##### **Formal requirements**

The length of the decision proposal must be no less than 3 pages, exclusive of appendices, if any, cover page and bibliography. Only a limited number of appendices are accepted. A standard page contains 2,400 characters including spaces.

##### *Margin and line spacing*

Margin: We recommend 2.5 cm at top, bottom and sides

Line spacing: We recommend 1.5.

##### *Information included in the header*

Name of exam: First internal exam, sale based on decision proposal

Names of students

Class name

Page number and total number of pages (appendices should be included in the total number of pages)

**Assessment criteria**

The prepared decision proposal must have a methodical basis. The student is expected to cover several core areas from the first semester.

**Scheduled for**

The first internal exam takes place at the end of the first semester.

**ECTS credits**

30 ECTS

**Cancellation to sit the exam**

This programme does not allow for withdrawal from exams.

**8.1.4 First external (24-hours exam)**

**Prerequisites for sitting this exam**

Passed first internal exam and all theme assignments must be submitted and approved.

**Examination structure and contents**

The first external exam takes place at the end of the second semester. The exam comprises:

- A multidisciplinary case exam based on a specific company.

The multidisciplinary case exam is a 6-hour exam with 24 hours of preparation. The case exam is designed to broadly assess the learning objectives for the programme elements taught at the semester – Tactical and Operational Marketing for B2C and B2B.

The basis for the 24 hours of preparation is a brief description of the assignment, including:

The name of the company to be analysed

- The problem, in general terms, to be analysed
- Some introductory links to information about the company and/or the relevant market.

**Form of exam and scope**

Twenty-four hours before the exam, the students are given a company, a general focus area and relevant case material.

The following day the institution will hold a 6-hour written exam where the students are required to answer one or more detailed questions in relation to the general area of focus. Additional information relating to the questions may be handed out on the day of the exam.

The case material about the chosen company is uploaded to WISEflow at 8.30 in the morning, 24 hours before the written exam begins.

**Aids permitted**

All aids are permitted, including the internet. It is, however, not permitted to communicate during the exam, neither physically nor electronically. Using a mobile phone or similar devices is not permitted. In addition, students are not permitted to contact the company or its business partners. Failure to comply with these rules will be tantamount to cheating, and the student will be expelled from the exam.

## **Formal requirements**

### *Margin and line spacing*

Margin: We recommend 2.5 cm at top, bottom and sides

Line spacing: We recommend 1.5

### *Information included in the header*

Name of exam: First external, case exam

Name of student

Class name

Exam date

Page number and total number of pages (appendices should be included in the total number of pages)

## **Assessment criteria**

Considerable emphasis is placed on the student's ability to select and apply the relevant theory from different subject areas when solving a specific problem, using appropriate methodologies. On the day of the exam, the student will be asked one or more questions, which the student must answer on the basis of gathered information and any information that may have been handed out on the day of the exam, using appropriate methodologies.

The answer must start with an outline of the assignment mentioning all relevant subject areas. The student is expected to address several subject areas if relevant for the answer. The student must explain which areas will be discussed in further depth and explain why certain areas have been left out.

## **Scheduled for**

The first external exam takes place at the end of the second semester.

## **ECTS credits**

30 ECTS

## **Cancellation to sit the exam**

This programme does not allow for withdrawal from exams.

## **8.1.5 Second internal (3-hours exam)**

### **Prerequisites for sitting this exam**

All theme assignments must be submitted and approved.

The two previous exams have been passed

### **Examination structure and contents**

The second internal exam is split up into two 2-hour individual written exams addressing one course at a time and concerns the compulsory programme element Internationalisation at the third semester. Thus, the exam consists of two 2-hour multidisciplinary, individual written exams in the compulsory programme element Internationalisation taught during the third semester.

The written exam in Internationalisation is split up into two part-exams addressing Finance and International Marketing, respectively, and is based on a case about a specific company which addresses the topic of internationalisation. The case is handed out 24 hours before the written exam. The first exam concerns Finance and the second International Marketing. There will be a 1-hour break between the two exams.

The case describes a scenario for a company/an industry with information about:

- The company and the products involved
- Various sources

### **Formal requirements**

#### *Margin and line spacing*

Margin: We recommend 2.5 cm at top, bottom and sides

Line spacing: We recommend 1.5.

#### *Information included in the header*

Name of exam: Second internal

Name of student

Class name

Exam date

Page number and total number of pages (appendices should be included in the total number of pages)

All aids are permitted, including the internet. It is, however, not permitted to communicate with anybody during the exam, neither physically nor electronically. Using a mobile phone or similar devices is not permitted.

Students are not to contact the company or its business partners.

### **Assessment criteria**

The learning objectives of the second internal exam are identical to the learning objectives of the compulsory programme element: Internationalisation. The learning objectives can be found in the curriculum.

The student must pass both part-exams individually with the grade of 02 as a minimum. The overall grade of the second internal exam will be an average of the grades achieved in the two part-exams, with each part-exam weighing 50%. The individual grades of the part-exams and the overall grade will be listed on the diploma.

To pass an exam the student must achieve the grade of 02. If the student fails to achieve the grade of 02 or higher in one or both part-exams, the student will have to resit the part(s) of the part-exam(s) where the student failed to achieve the minimum grade of 02.

### **Scheduled for**

End of the third semester.

### **ECTS credits**

10 ECTS

### **Cancellation to sit the exam**

This programme does not allow for withdrawal from exams.

### **8.1.6 Exams in local programme element (electives)**

Contents, formal requirements etc. are found in the electives catalogue. See Fronter: [Campus Roskilde](#) > [Valgfag/Electives](#).

### 8.1.7 Internship

#### Prerequisites for sitting this exam

The student has passed exams in the first and second semesters.

#### Examination structure and contents

The fifth internal exam takes place after completion of the internship. This exam comprises:

- A written internship report

The student produces and submits a written report describing the internship, the tasks and the student's learning outcome. The objective of the internship report is as follows:

- That the student evaluates the internship, which means that the student reflects on the tasks addressed and what the student learnt during the internship, which means fulfilment of specific learning objectives for professional and personal development.
- That the student provides evidence to the educational institution that they performed active, hands-on tasks during the internship and that it was relevant to their studies.

Two or more student doing their internships at the same company must also submit individual reports with personal reflections.

#### Formal requirements

##### *Scope*

The scope of the written internship report may be max. 8 standard pages (one standard page is 2400 characters/symbols including spaces) excluding cover page, appendices and bibliography.

##### *Margin and line spacing*

Margin: We recommend 2.5 cm at top, bottom and sides

Line spacing: We recommend 1.5

#### Submission of internship report

At the latest 7 days after the internship has ended.

#### Assessment criteria

See internship manual

#### Scheduled for

At the latest 7 days after the internship has ended.

#### ECTS credits

15 ECTS

## 8.2. Final Exam Project

The general formal requirements for the final exam project are described in the national part of the curriculum. Further requirements are detailed below and in the manual for the Final Exam Project

### 8.2.1 What is required for the Final Exam Project

The Final Exam Project may be written individually or by two or three students working together. The Final Exam Project can total maximum:

For one student: 100,000 characters

For two students: 150,000 characters  
For three students: 200,000 characters

### **8.2.2 The importance of spelling and writing skills for the assessment**

Spelling and writing skills are included in the assessment of the Main Exam Project. The assessment reflects an overall assessment of the academic content as well as writing and spelling ability. However, the academic content has priority in this 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. Applications must reach the programme manager at the latest four weeks before the examination date.

#### **Form of exam**

The exam comprises an oral part which use the Final Exam Project as point of departure, with an external examiner. A single grade is given according to the 7-point scale for the written project and the oral performance.

### **8.3. Prerequisites for sitting an exam**

In order to achieve the learning objectives/outcomes of the programme, certain course elements require compulsory participation in the form of for example

- submitting/presenting reports/projects
- physical attendance

Before a student can sit an exam, all semester activities subject to compulsory attendance (compulsory programme elements) must have been approved.

A number of themes are examined during the programme:

- First semester; three themes
- Second semester; two themes
- Third semester; one theme

These themes correspond to the national programme elements.

For all semesters, attendance in projects/activities under each of the themes is compulsory. In the event of failure to attend the compulsory elements, the student must submit an individual assignment (for details, please see the relevant manuals).

In certain cases, several themes may be covered by one examination. See the specific manuals for details on the themes.

If a student fails to comply with the compulsory attendance requirement, and such attendance is a requirement for sitting the exam, the lack of compliance will be regarded as absence from the exam, and the student will have used one examination attempt. To sit a new exam the student must comply with the original duty to attend.

The descriptions of the individual exams specify whether compulsory activities are a requirement further to the themes for sitting the exam. For further information about compulsory attendance and submission and the number of attempts and exams, please see the manuals for the compulsory programme elements.

#### **8.4. Language used in the exams**

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 main project or the Main 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 manager at the latest four weeks before the examination date.

#### **8.5. Special exam arrangements**

Students may apply for special exam arrangements if warranted by physical or mental impairment. Applications must reach the programme manager 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 sent to the programme manager at the latest four weeks before the exam.

#### **8.6. Re-examination**

Special rules apply to re-examinations and re-examination for the initial assessment test, see section 8.1.1.

##### **8.6.1 Re-examination due to illness**

A student who was prevented from sitting an exam due to documented illness or other documented reasons is allowed re-examination as soon as possible. Is 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 student is automatically registered for the re-exam when this is due to illness. Information about time and place of re-examinations can be found on the department communication platform.

Illness must be documented by a medical certificate (any costs for getting this documentation is covered by the student). The educational institution must receive the medical certificate at the latest eight 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.

##### **8.6.2 Re-examination (also see re-examination due to illness)**

In the event of failure to pass an exam (including non-attendance without a documented reason), a new exam must be held as soon as possible and as far as possible when this exam is held again, possibly as a re-examination. The student is automatically registered for the re-exam, as long as they have further attempts.

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.

## **8.7. Cheating at exams**

When handing in a written answer, students must sign to confirm that the answer was completed without undue assistance.

### **8.7.1 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).
- 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 referencing these originators in an appropriate manner
- re-uses text and/or key ideas from the student's own previously assessed answers without stating source.

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).

### **8.7.2 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 to 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 his/her 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 of the student's point of view.

### **8.7.3 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 of time. 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.

Under aggravating circumstances, the programme manager may decide to expel the student from the educational institution for a short or long period of time. 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.

### **8.7.4 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 Science and Higher Education. The complaint is forwarded to Zealand via the complaints system at <https://www.zealand.dk/eksamensklager/>, 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 applicant may have made to the Danish Agency for Science and Higher Education. Complaints must reach the educational institution at the latest two weeks from the day that the complainant was notified of the decision, cf. chapter 10 of the Examination Order.

## **9. Miscellaneous rules applicable to the programme**

### **9.1. Credits**

Credit transfer arrangements for the national programme elements are found in the national part of the curriculum.

### **9.1.1 Credit transfer arrangements for programme elements covered by the local part of the curriculum**

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

The student may apply for advance credits, if they believe to have credit transferable programme elements.

### **9.2 Termination of enrolment**

The Executive Order on Admission (see section 1) describes when a student's enrolment with a programme can be terminated, including a not passed initial assessment test/first year exam and exhausted examination attempts. Zealand's supplementary rules are detailed below.

Enrolment with the studies may be terminated for students who have passed less than 45 ECTS credits per year of studying. A student has three attempts to pass the exams.

Enrolment with the studies may be terminated for students who have not passed any exams for a consecutive period of at least 12 months. Periods when the student has not participated in any exams due to leave, giving birth, adoption, documented illness or conscription will not be included. Upon request the student must produce documentation substantiating these circumstances. The programme may make exemptions from these provisions in the event of unusual circumstances. Applications for exemptions complaint should be submitted to the programme manager.

The student receives a written warning from Zealand before the enrolment is terminated. In that connection the student is made aware of the rules above. It will further appear from the letter that the student has fourteen days to submit his/her comments (hearing of the party) and documentation for periods of leave, giving birth, adoption, documented illness or conscription. The letter also states a deadline for applying for exemption.

If the student fails to react within the stipulated deadline, his/her enrolment is terminated.

If the student pleads that enrolment should not be terminated, the termination awaits the programme manager's final decision.

The student may complain to Zealand about the decision within two weeks of receiving the decision. The complaint is sent to Zealand via the complaints system at <https://www.zealand.dk/eksamensklager/>. The complaint has no delaying effect.

If the decision is maintained, the business academy will make a statement which the student may comment on, normally within a deadline of one week. The educational institution forwards the complaint, the statement and any comments that the applicant may have made to the Danish Agency for Science and Higher Education. The Agency informs the student of the final decision after having dealt with the complaint. Decisions of the Agency cannot be lodged with any other administrative body.

### **9.3. 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 are found in 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. All complaints are sent to Zealand via the complaints system at [www.zealand.dk/eksamensklager](http://www.zealand.dk/eksamensklager)

### **9.3.1 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 applicant 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 applicant'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 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: 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.

If the due date of the deadline for complaints (two weeks/14 calendar days) 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.

### 9.3.2 Appeal

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

The appeal is sent to Zealand via the complaints system at [www.zealand.dk/eksamensklager](http://www.zealand.dk/eksamensklager). 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 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: 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.

### 9.3.3 Complaints about legal matters

Complaints about legal aspects of decisions made by the review panel in connection with reassessments or re-examinations or about decisions of the appeal panel can be brought before Zealand by using the complaint system <https://www.zealand.dk/eksamensklager/>. The deadline for submitting complaints is two weeks from the day the decision has been communicated to the complainant. The business academy will then make a decision.

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 Zealand via the complaints system at <https://www.zealand.dk/eksamensklager/>. 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

Science and Higher Education. Complaints must be submitted to the institution not later than two weeks from the day when the decision was communicated to the complainant.

Also see section 9.2 regarding complaints relating to termination of enrolment.

#### **9.4. Exemption rules**

The educational institution may grant an exemption from the provisions of the national part 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.

#### **10. Finance**

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

#### **11. Effective date and transitional provisions**

The curriculum is effective for students who initiate their studies by 1 August 2019.

Students enrolled before 20 August 2019 will follow the curriculum from June 2017 and be transferred to this curriculum by 31 January 2021. Exams initiated prior to 31 January 2021 can be completed under the curriculum according to which they were commenced.