

# Curriculum

**Marketing Management**

August 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.

The local part of the curriculum is stipulated by the individual institutions. 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 profession 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 Marketing Management

Local part - Zealand Academy of Technologies and Business

Applicable as per August 2020  
Revised July 2020

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# 1. The legal framework of the curriculum

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. 1343 of 10 December 2019: Executive Order on the Act on Academy Profession and Professional Bachelor Degree Programmes (the LEP Act)
- Executive Order no. 15 of 9 January 2020: Executive Order on Academy Profession and Professional Bachelor Degree Programmes (the LEP Order)
- Executive Order no. 18 of 9 January 2020: Executive Order on Tests and Exams in Vocational Further Education Programmes (the Examination Order)
- Executive Order no. 152 of 27 February 2020: 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. 1162 of 10 July 2020: Executive Order on Admission to Technical and Vocational Academy Profession and Professional Bachelor Degree Programmes

There may be amendments to the acts and ministerial orders stated above. The current legislation is available in Danish on [www.retsinfo.dk](http://www.retsinfo.dk).

## 2. Admission to the study programme

Admission to the study programme is based on the rules in the ministerial order on admission to academy profession programmes and professional bachelor programmes.

## 3. The structure of the study programme

The study programme is a full-time academic programme of 2 years' full-time equivalent study. A full-time equivalent study corresponds to the work of a full-time student for 1 year. A full-time equivalent study corresponds to 60 points in the European Credit Transfer System (ECTS). Thus, the full programme totals 120 ECTS.

Semester	National academic elements*	Local academic elements	Tests
1			Initial assessment test
	Business understanding 10 ECTS Market understanding 10 ECTS Market analysis 10 ECTS		<b>1<sup>st</sup> internal test</b> (48-hour test "The company's business area and market") <i>Cross-disciplinary decision proposition and an oral exam based on the proposition and questions about the syllabus.</i>

<b>2</b>	The marketing plan – strategy and tactics 20 ECTS The marketing plan 10 ECTS		<b>1<sup>st</sup> external test</b> (24-hour test "The marketing plan") <i>Cross-disciplinary case-based exam of 6 hours</i>
<b>3</b>	Internationalisation 10 ECTS	<b>ELECTIVE COURSES Completed in the cities of Roskilde, Nykøbing and Slagelse Total: 20 ECTS</b>	<b>2<sup>nd</sup> internal test</b> (Internationalisation) <i>2 + 2 hours of individual cross-disciplinary written exam.</i>  <b>3<sup>rd</sup> and 4<sup>th</sup> internal test</b> (test in local academic element (elective course))
<b>(4)</b>	Internship 15 ECTS  Final exam project 15 ECTS		<b>5<sup>th</sup> internal test</b> (Internship exam) <i>Written report, please see the internship manual.</i>  <b>2<sup>nd</sup> external test</b> (Final exam project) <i>Written report followed by an oral exam.</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

This study programme does not offer any local academic elements - only elective courses. These courses are described in the appendix to this curriculum.

## 5. Internship and rules for completion

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

During the internship, the student works with professionally relevant issues and gains knowledge of relevant business functions. The connection between the theoretical teaching and the internship forms the basis for the student's internship goals.

The internship can be compared to a full-time job with the same requirements for working hours, efforts, engagement, and flexibility that the graduate is expected to meet in its first job.

The internship course is planned in a flexible and differentiated way and can form the basis for the student's final exam project.

### *Internship agreement*

The student, Zealand, and company agree on the specific contents for the student's internship, based on the overall learning objectives for the internship.

The internship agreement must contain the individual learning objectives for the internship as well as of the task(s) the student is expected to complete for the company. This will then serve as a basis for the planning of the student's work during the internship.

Moreover, the internship agreement must contain an agreement on working hours and reporting.

### *The company*

The company appoints a contact person in the company.

The company contributes with a specific and realistic issue/task(s) to be processed by the student.

The company will make information available to the student that may be relevant for the completion of the tasks.

The company continuously evaluates the student's activities during the internship period and will notify the student and the internship supervisor or the internship coordinator at Zealand if any problems occur.

### *The student*

The student must actively look for relevant companies within the current subject area. The student is obliged to meet the internship agreement, as the internship is a mandatory part of the study programme.

### *Zealand*

Zealand provides a counsellor for the student. This counsellor is available to the company and the student to a limited extent.

Zealand 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 or other important reasons make it difficult to visit all involved companies.

For further information on internships, please contact the internship coordinator of the study programme.

## **6. Teaching and working methods**

The teaching involves lectures, class teaching, dialogue teaching, exercises, presentations, cases, seminars, guest lecturers, projects, and company visits.

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

The teaching also incorporates experience from practices and knowledge from key trends within the profession as well as methods to develop the profession and to conduct quality and development work.

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

Some materials of the study programme may be in English.

Besides the requirements stipulated in the ministerial order on admission, no further foreign language skills are required.

### **6.2. Differentiated teaching**

The teaching is organised in consideration of the students' learning styles and different professional

directions.

## **7. Internationalisation**

### **7.1. Studying abroad**

Upon the programme's preliminary approval of credit transfer, the student can complete selected academic elements abroad. This study programme offers the opportunity to complete these elements on the 2<sup>nd</sup> and 3<sup>rd</sup> semester.

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

With the preliminary approval of credit transfer, the academic element is considered as completed if the course was passed in accordance with the rules for the study programme.

### **7.2. Agreements with international educational institutions on parallel courses**

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

## **8. Tests and exams of the study programme**

The purpose of tests in the academic elements is to document whether the student meets the professional and academic goals set by the study programme and its elements. All tests must be passed with the minimum grade 02. The student is entitled to 3 attempts per test. Passed tests cannot be retaken. It is the student's own responsibility to acquaint with and comply with Zealand's rules for tests and exams. With the commencement of an academic element, a semester, etc., the student automatically registers for the associated tests and exams. It is not possible to unregister from the tests. If the student does not fulfill the conditions for participation in a given test, the student has used one exam attempt. For requirements for the final exam project, please see section 8.2.

### **8.1. Description of the tests**

The study programme contains various forms of tests reflecting the contents of the teaching as well as working methods. The test form for 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> attempt can vary.

#### **8.1.1. Initial assessment test**

The purpose of the initial assessment test is to clarify whether the student actually started on the study programme. The initial assessment test must be taken within 2 month from the commencement of studies, and the student must receive the results 2 weeks after the test, at the latest. Students who fail this test may take a re-examination, which is held within 3 month from the commencement of studies. The student has 2 attempts to pass the initial assessment test. The initial assessment test is assessed internally as either "Passed" or "Not passed" and does not award any ECTS-credits. In case of a not passed initial assessment test, termination of enrolment will take place (see also section 9.2.). In case of post-admission after conduct of the initial assessment test, the student will be granted an exemption from taking the test.

As regards opportunities to complain, the standard opportunities to complain about an exam shall not apply to the initial assessment test. For this test, it is only possible to complain about legal conditions, such as the deadline for the test or the number of exam attempts. Zealand may grant students an exemption from the deadlines laid down for passing the initial assessment test, if necessary due to illness, childbirth, or unusual circumstances.

The planning and contents of the test:

Digital multiple choice test including questions concerning a number of overall study relevant topics. All aids are allowed. The test is open from 8 in the morning on the test day (via Wiseflow) and the student will have until 17 to complete and submit the test.

Temporal placement of the test (and re-examination).

The initial assessment test will typically be held in the 3rd week after commencement of study (1st test attempt) and 4th week after commencement of study (re-examination).

Grading and announcement of result:

The initial assessment test is graded as passed/not passed (failed). If the test is not passed in the first try, the student is automatically registered the re-examination.

### **8.1.2. The first year test**

The first year test covers the test(s) the student must have taken at the end of the first year of studies, according to this curriculum. The student must have passed the first year test before the end of the student's 1<sup>st</sup> year of studies, after the commencement of studies, in order to continue its studies.

See section 1 for reference to the current ministerial order on examinations in professionally oriented higher education programmes.

For this study programme, tests will be held after each semester. Thus, the student must have passed two tests by the end of the first year, i.e. the "1<sup>st</sup> internal test" and the "1<sup>st</sup> external test" (for the 1<sup>st</sup> and 2<sup>nd</sup> semester respectively).

### **8.1.3. 1<sup>st</sup> internal test (1<sup>st</sup> semester test)**

Prerequisites for participation in the exam:

Approval of the set semester requirements (subject tests).

Planning and content of the test:

Test form: The 1<sup>st</sup> internal test is held by the end of the 1<sup>st</sup> semester. The test consists of:

- A cross-disciplinary decision proposition and an oral exam based on this proposition, including questions about the syllabus.

The cross-disciplinary decision proposition is prepared in a group consisting of 3-4 people over 48 hours. The decision proposition is prepared on the basis of questions, a selected company and the market.

The decision proposition is a prerequisite for an individual oral exam. At the oral exam, the student is examined in the decision proposition and the syllabus as well.

The decision proposition and the oral exam broadly test the learning objectives for the compulsory academic elements on the 1<sup>st</sup> semester.

Written decision proposition

A short description forms the basis of the 48-hour group work and includes the following:

- The name of the company and market to be analysed.
- Some introductory links for information on the company and/or the relevant market.
- A specific problem statement which must be answered comprehensively and well-documented.

The decision proposition must be submitted in Wiseflow as a basis for the oral exam.

Oral exam

On the day of the exam: The oral exam takes place in the presence of an examiner and an internal co-examiner. The exam lasts for 25 minutes, incl. evaluation.

Third attempt (2<sup>nd</sup> re-examination) will be an oral exam that lasts for 30 minutes incl. evaluation, unless something else is stated.

Formalities:

The written decision proposition must have a length of max. 3 standard pages, excluding the front page, bibliography and appendices. The number of appendices must be limited. A standard page includes 2,400 characters, incl. spaces.

Margins and line spacing:

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

Line spacing: We recommend 1.5 cm

Header information, name of the exam

1<sup>st</sup> internal test, case exam, name of the student

Name of the class

Exam date

Page number and total number of pages (appendices are included in the total number of pages).

Assessment criteria:

The 7-point grading scale. The decision proposition must be prepared on a methodical basis. Several key areas of the 1<sup>st</sup> semester are expected to be included.

Temporal placement:

By the end of the 1<sup>st</sup> semester

Scope of ECTS:

30 ECTS

#### **8.1.4. 1<sup>st</sup> external test (2<sup>nd</sup> semester test)**

Prerequisites for participation in the exam:

All subject tests must be submitted and approved.

Planning and content of the test:

1. The test consists of:

A case-based cross-disciplinary exam based on a specific company.

The cross-disciplinary case exam is a 6-hour invigilated exam which is carried out after 24 hours of

preparation. The case exam widely tests the learning objectives of the academic elements on the 1<sup>st</sup> semester Tactical and Operational Marketing on B2C and B2B markets.

The 24 hours of preparation is based on a brief description of the task which includes the following:

- The name of the company to be analysed.
- The overall problem to be identified.
- Some introductory links for information on the company and/or the relevant market.

Third attempt (2<sup>nd</sup> re-examination) will be an oral exam that lasts for 30 minutes incl. evaluation, unless something else is stated.

Scope and form of the exam:

24 hours prior to the exam, the student will be allocated a company, an overall problem area and relevant case materials.

On the next day, a 6-hour written exam is held at the academy where one or more specific questions must be answered, based on the overall problem area. Additional information related to the questions may be distributed on the day of exam.

The case material about the selected company will be uploaded on Wiseflow at 8.30 a.m., 24 hours prior to the written exam.

Aids:

All aids, including the internet, are allowed. However, it is not allowed to communicate during the exam, neither physically nor electronically. It is not allowed to use mobile phones. Furthermore, it is not allowed either to contact the company or its business partners. If the student fails to observe this, it will be considered as cheating, and the student will be expelled from the exam.

Formalities:

Margins and line spacing:

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

Line spacing: We recommend 1.5 cm

Header information, name of the exam

1<sup>st</sup> external test, case exam, name of the student

Name of the class

Exam date

Page number and total number of pages (appendices are included in the total number of pages).

Assessment criteria:

7-point grading scale.

A strong emphasis is placed on the student being able, on a methodical basis, to select and apply relevant theory from several fields related to the solving of a specific problem. On the day of the exam, the student will be asked one or more questions which, on a methodical basis, must be answered on the basis of the information collected and any additional information distributed on the day of the exam.

The assignment must be introduced with an outline stating all relevant subject areas. The student is expected to include several subject areas, if relevant to the assignment. The student must account for areas of particular interest, and any opt-outs must be justified as well.

Temporal placement:

The 1<sup>st</sup> external test is held by the end of the 2<sup>nd</sup> semester.

Scope of ECTS:  
30 ECTS

#### **8.1.5. 2<sup>nd</sup> internal test (3<sup>rd</sup> semester test)**

Prerequisites for participation in the exam:  
All subject tests must be submitted and approved.

Planning and content of the test:

The 2<sup>nd</sup> internal test is divided into 2 hours of mono-disciplinary individual written exams in the compulsory academic element "Internationalisation" on the 3<sup>rd</sup> semester and is based on a case study about a specific company where the student must work with internationalisation. The case study will be handed out 24 hours prior to the written test. The student will be examined in the economic subject first, and subsequently in international marketing. There will be a 1-hour break between the two tests.

The case study is based on a scenario for a company/business containing information on:

- The company and product areas
- Various sources

Third attempt (2<sup>nd</sup> re-examination) will be an oral exam that lasts for 30 minutes incl. evaluation, unless something else is stated.

Formalities:

Margins and line spacing:

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

Line spacing: We recommend 1.5 cm

Header information:

Name of the exam: 2<sup>nd</sup> internal test

Name of the student, Name of the class

Exam date

Page number and total number of pages (appendices are included in the total number of pages).

Aids:

All aids, including the internet, are allowed. However, it is not allowed to communicate with others during the exam, neither physically nor electronically. It is not allowed to use mobile phones. Furthermore, it is not allowed to contact the company or its business partners.

Assessment criteria:

The learning objectives for the 2<sup>nd</sup> internal test are made up of the learning objectives in the compulsory academic element: Internationalisation. The learning objectives are described in the national curriculum. Each partial exam must be passed with the minimum grade 02. The total grade for the 2<sup>nd</sup> internal test is the average of the grades awarded in the two partial exams where each partial test is weighted 50 %. The partial grades and the total grade will appear on the diploma.

Each test must be passed with the minimum grade 02. If the student does not achieve the grade 02 or more in one or both tests, the student must sit a re-examination in the test(s) where the minimum grade 02 was not achieved.

Temporal placement:

By the end of the 3<sup>rd</sup> semester.



Scope of ECTS:  
10 ECTS

#### **8.1.6. Tests in the local academic elements (Elective courses) (3<sup>rd</sup> and 4<sup>th</sup> internal test)**

Content, formalities etc. are described in the elective course catalogue.

#### **8.1.7. Internship (5<sup>th</sup> internal test)**

Prerequisites for participation in the exam:  
None.

Planning and content of the test:

The 5<sup>th</sup> internal test is held after the completion of the internship. The exam consists of the following:

- A written internship report.

The student writes and submits a report which describes the internship, the tasks and the student's learning outcome. The purpose of the internship report is as follows:

- The student evaluates his/her internship, i.e. accounts for and reflects upon what he/she has worked with and learned during the internship, i.e. the achievement of specific learning objectives for academic and personal development.
- The student is able to document that he/she has completed an active internship relevant to his/her study programme.

When 2 or more students complete their internships in the same company, they are still expected to submit an individual report with their personal reflections.

Formalities:

Scope: The written internship report must have a length of max. 8 standard pages, corresponding to 2,400 characters per page, incl. spaces - excluding the front page, appendices and bibliography.

Margins and line spacing:

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

Line spacing: We recommend 1.5 cm

Submission of the internship report:

Within 7 days after the completion of the internship.

Moreover, we refer to the internship manual available on Zealand's intranet.

Assessment criteria:

Please see the internship manual.

Temporal placement:

Within 7 days after the completion of the internship.

Scope of ECTS:  
15 ECTS

## **8.2. Final exam project (2<sup>nd</sup> external test)**

The overall requirements for the final exam project are described in the national part of the curriculum. Further requirements are specified below.

### **8.2.1. Requirements for the final exam project**

The final project may be written individually or by 2-3 students working together. The exam project must not exceed:

For 1 student: 100,000 characters

For 2 students: 150,000 characters

For 3 students: 200,000 characters.

### **8.2.2. The importance of formulating capacity and spelling skills for the assessment**

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

Students who can document relevant specific disabilities may apply for an exemption from the requirement that spelling skills and formulating capacity are included in the assessment. Applications must be sent via [www.zealand.com/forms/](http://www.zealand.com/forms/) at the latest 4 weeks before the exam.

Test form:

The test is an oral exam based on the final exam project with the presence of an external examiner. A total individual grade is awarded according to the 7-point grading scale for the written project and the oral presentation.

## **8.3. Examination language**

Unless otherwise stated in the description of each test, the examination language shall be Danish. The tests may be held in Swedish or Norwegian instead of Danish. For study programmes or single courses offered in English or in another foreign language, the tests may be held in those languages.

Students who do not have Danish as their mother tongue may apply for an exemption from the requirement that spelling skills and formulating capacity are included in the assessment the final exam project as well as tests where the aforementioned skills – according to this curriculum – are included in the assessment.

Applications must be sent via [www.zealand.com/forms/](http://www.zealand.com/forms/) at the latest 4 weeks before the exam.

## **8.4. Special test conditions**

In case of physical or mental disabilities, the student may apply for special test conditions. Applications must be sent via [www.zealand.com/forms/](http://www.zealand.com/forms/) at the latest 4 weeks before the exam.

An exemption from this deadline may be granted if sudden health problems have occurred. The application must contain a medical certificate, a statement from an institute of speech and hearing therapy, an institute for dyslexic and blind or other documentation of health conditions or relevant specific disabilities.

Applications must be sent via [www.zealand.com/forms/](http://www.zealand.com/forms/) at the latest 4 weeks before the exam.

## **8.5. Re-examination**

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

### **8.5.1. Re-examination due to illness or another documented reason**

If a student has been prevented from taking an exam due to documented illness or another documented reason, the student will have the opportunity to take the re-examination as soon as possible. If the test is held during the final exam period of the study programme, the student will have the opportunity to take the test during the same exam period or in immediate continuation thereof. The student is automatically registered for the re-examination.

Information about time and location for re-examinations will be available on Wiseflow

Illness must be documented with a medical certificate (any costs related to the collection of documentation must be carried by the student). The medical certificate must have reached Zealand no later than 8 days after the exam/test was held. If a student falls acutely ill during the exam/test, the student must document that he/she was ill on the day in question.

If illness is not documented in accordance with the rules described above, this will count as an examination attempt.

### **8.5.2. Re-examination due to failed examinations**

In case of failed examinations (including absence without a documented reason), a new test/exam shall be held as soon as possible and no later than the next time the examination in question is held, e.g. as a re-examination due to illness. The student is automatically registered for the re-examination as long as examination attempts remain.

The student must personally stay informed as to when re-examination is held.

Information about time and location for re-examinations will be available on Wiseflow.

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

## **8.6. Cheating at exams**

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

### **8.6.1. Use of own work and that of others (plagiarism)**

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

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

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

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

### **8.6.2. The process of clarification of examination cheating, including plagiarism**

*Postponement of the test*

With regard to the reporting of examination cheating such as plagiarism of a written assignment forming the basis of assessment at a later oral test, the head of studies will postpone the examination if it is not possible to clarify the circumstances until the fixed date of examination.

#### *Reporting form and content*

The reporting must be made without undue delay. The reporting must include a written presentation of the case, including information that can identify the reported persons as well as a short statement and the available documentation of the incident. It must be stated whether this is a repeated case for one or more of the reported persons.

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

#### *Involvement of the examinee – hearing of parties*

The head of studies decides whether the hearing of the student should be oral, in writing or as a combination of both. At an oral hearing of parties, the examinee will be summoned to an interview to provide further information about the circumstances with a view to present the documentation of the assumed examination cheating and to hear the examinee's conception of the case. The examinee is entitled to be accompanied by a companion.

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

### **8.6.3. Disciplinary measures in case of examination cheating and distracting behaviour**

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

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

In more serious cases, the head of studies may expel the examinee for short or long periods. In such cases, a written warning will be given, stating that any repetitions may lead to permanent expulsion. An expulsion means that any grade for the examination in question will be void and thus counts for an examination attempt.

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

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

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

The head of studies may grant an exemption.

### **8.6.4. Complaints about sanctions regarding cheating, plagiarism, and distractive behaviour during the examination**

The decision that an attempt at the exam has been used is final. Expulsion due to a cheating offence at an exam is final as well. 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 [www.zealand.dk/exam-appeals/](http://www.zealand.dk/exam-appeals/). The head of studies makes a statement, which the applicant must be allowed, time to comment on, normally one week. Zealand 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

Zealand at the latest two weeks from the day that the complainant was notified of the decision, cf. chapter 11 of the Examination Order.

## **9. Other rules for the study programme**

### **9.1. Credit transfer**

Credit transfer agreements for the national subject elements are stated in the national part of the curriculum.

#### **9.1.1. Credit transfer agreements for subject elements covered by the local part of the curriculum**

Passed academic elements are equivalent to the corresponding academic elements at other educational institutions offering this programme as well as other programmes.

The student may apply for approval of credit transfer if the student has completed academic elements awarding credit.

### **9.2 Termination of enrolment**

The Executive Order on Grading Scale and Other Forms of Assessment (see section 1) describes when a student's enrolment within 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 30 ECTS-credits per year of studying. The study activity requirement of min. 30 ECTS pr. study year is annulled for the first year of study if the first-year test has a scope of 30 ECTS or more. 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 is forwarded to Zealand via the exemptions system at [www.zealand.com/forms/](http://www.zealand.com/forms/).

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 their 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. In case of a not passed initial assessment test, termination of enrolment takes place directly after notification.

If the student fails to react within the stipulated deadline, their enrolment is terminated.

If the student pleads that enrolment should not be terminated, the termination awaits the head of studies 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 [www.zealand.dk/exam-appeals/](http://www.zealand.dk/exam-appeals/). The complaint has no delaying effect.

If the decision is maintained, Zealand will make a statement, which the student may comment on, normally within a deadline of one week. Zealand 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 in general**

Also, see section 8.6.4. related to complaints about sanctions regarding cheating, plagiarism, and distractive behaviour during the examination and section 9.2. regarding termination of enrolment. 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/exam-appeals/](http://www.zealand.dk/exam-appeals/).

#### **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 original examiners (the internal examiner(s) and the external examiner, if applicable) of the exam concerned, must be presented with the complaint immediately. Zealand must be able to form its decision in relation to academic issues based on the statement from the examiners. Normally, Zealand 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.

Zealand 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 head of studies 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 applicant 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 applicant's comments and Zealand's decisions. The review panel notifies Zealand 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 Zealand'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/exam-appeals/](http://www.zealand.dk/exam-appeals/). 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 head of studies.

The appeals panel makes decisions based on the material that Zealand 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 applicant 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 applicant's comments and Zealand'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 via the complaints system at [www.zealand.dk/exam-appeals/](http://www.zealand.dk/exam-appeals/). The deadline for submitting complaints is two weeks from the day the decision has been communicated to the complainant. Zealand will then make a decision.

Complaints about legal aspects of decisions made by the Zealand 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 [www.zealand.dk/exam-appeals/](http://www.zealand.dk/exam-appeals/). Zealand issues a statement and the applicant must be given normally one week for commenting. Zealand 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 be submitted to Zealand 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**

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

Zealand may dispense with the rules stipulated in the curriculum by the institution(s), if warranted on account of unusual circumstances.

## **10. Economy**

Costs for all activities imposed on the student must be carried by the student, unless otherwise stated.

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

This curriculum is effective for students commencing the study programme as per. august 2020. All students will be transferred to this curriculum and at the same time, previous existing curriculums will be suspended.