

Curriculum

Logistics Management

2021-2022



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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 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:

Zealand Academy of Technologies and Business
Copenhagen Business Academy
Dania Academy
University College Lillebaelt

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.

CURRICULUM
for
Logistics Management
National Part
Revised 15.08.21

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Signature
Head of Programme

Signature
Rector

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This national part of the curriculum for Logistics Management has been released in accordance with §21, 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, provided by the individual institution that offers the programme.

The national part has been prepared by the educational network for Logistics Management and approved by all the institutions offering the programme.

1. The programme's goals for learning outcomes

Knowledge

The graduate has knowledge about:

- Purchasing, production and distribution functions and their relation to the value chain and related concepts, including logistics service
- Forms of transport, different logistics systems and the company's internal information technology,
- The company's internal goals and processes, including financial management, organisation theory and management
- Socio-economic conditions, both national and international, different market forms and the importance of these for the company
- Transport law, including venue, choice of law, creditor insurance and liability
- Different financial forms, types of costs and calculations

Skills

The graduate can:

- Use analysis models in connection with the company's competitive strategy and evaluate risks and opportunities at different market levels
- Evaluate the company's purchase agreements based on both national and international rules
- Utilize statistical tools for quality control and forecasting
- Work out investment calculations, including relevant key figures
- Evaluate the relationship between a purchasing agreement and a transport agreement, and utilize rules covering transport liability and Incoterms in practical situations, and suggest solution options
- Use transport planning methods and models in analyses of the company's logistics functions.

Competencies

The graduate can:

- Participate in managerial and cooperative relations with people with different educational, linguistic and cultural backgrounds.
- Carry out negotiations related to the company's logistics processes, both written and orally, in English
- Manage the company's supply and distribution systems in the context of professional, cross-functional cooperation
- Gain, in a systematic and structured way, new knowledge, skills and competences in relation to the industry
- Optimize logistics efficiency through production and warehouse management

2. The programme includes three national subject areas

The three national subject areas and their learning objectives appear below. *Refer to the Addendum to Curriculum for Logistics Management National Part for an elaborate display of how the national subject areas are broken down into subject elements.*

2.1. The Company and the Market

Contents

This subject element involves analyses of the company's value-adding activities and logistics efficiency in relation to the financial situation, both within the company and in relation to the market. Focus is among other things placed on understanding the company's internal processes and goals as well as the influence that the marketplace can exert on the company, based on analyses of organisational, cultural and communicative aspects.

Learning objectives for the Company and the Market

Knowledge

The student has knowledge about:

- The various subject areas within logistics and transport
- Problem-based project work
- The company's financial management, budgeting and accounting
- Organisation structure, the company's management and decision processes, and employees
- Logistic-relevant areas, such as purchasing, production and distribution, and the relation of these to the value chain
- Transport modes and the company's internal information technology
- National and international socio-economic developments, various market forms, and the importance of such factors for companies
- Corporate and functional strategic options, based on an understanding of the company's position in the value chain
- The structure, functions and importance of international organisations for the company

Skills

The student can:

- Identify a problem/issue, and work out a relevant problem formulation
- Utilize strategic analysis models in relation to the company's competitive strategy, enabling logistically relevant decision-making

- Express himself/herself in written and oral English at the required level for participation in global business transactions
- Utilize cross-cultural understanding in personal and company-relevant relations
- Use relevant presentation techniques both nationally and internationally
- Evaluate threats and opportunities at different market levels
- Carry out customer analyses and market segmentation

Competencies

The student can:

- Use IT tools to make a good presentation
- Utilize strategic analysis models in relation to the company's decision-making and strategy, working in cross-functional organisational teams

ECTS weight

The Company and Market subject element is worth 30 ECTS credits.

2.2. Purchasing and Production

Contents

This subject element covers purchasing strategy, negotiations and legal aspects in relation to the company's purchasing processes, as well as statistical analyses of production processes with focus on strategy, optimisation and quality control. Organisational and financial aspects give further support to this subject element.

Learning objectives for Purchasing and Production

Knowledge

The student understands:

- The concepts of venue and choice of law, as well as creditor insurance
- The influence of managerial styles on company processes
- Different forms of financing, types of costs and cost accounting
- Different methods of analysing the company's flow of materials

Skills

The student can:

- Use national and international rules in connection with the company's purchasing agreements
- Use and assess Incoterms in connection with practice-based problems, and suggest solution options

- Work out prognoses using various statistical techniques
- Evaluate different purchasing strategies and relations
- Work out investment calculations
- Carry out quality control using a variety of statistical tools

Competencies

The student:

- Is qualified to carry out negotiations related to the company's purchasing processes, in both written and oral English
- Can work with the company's supply chain in a professional and cross-functional context
- Is qualified to work on an optimization of production and inventory systems
- Is able to think innovatively within his/her field of work

ECTS weight

The Purchasing and Production subject element is worth 30 ECTS credits.

2. 3. Distribution and Supply Chain Management

Contents

This subject element covers the company's distribution, including transport law, the logistics of returned goods and warehouse management. The element also focuses on how the flow of information can support supply chain management as well as on project management in connection with changes in the company and its supply chain.

Learning objectives for Distribution and Supply Chain Management

Knowledge

The student has knowledge about:

- Transport law, its characteristics and principle liabilities
- Transport modes for the planning of supply and distribution
- The concept of logistics service
- The flow of information in the company and along the supply chain
- Relationship strategies in a logistics perspective as well as knowledge about network management and supply chain integration
- The customer-dictated supply chain
- Opportunities and limitations of IT/ERP systems in the integration between the company and its supply chain

Skills

The student can:

- Select the transport documents necessary in a specific situation
- Evaluate the relations between a purchase and transport agreement, and apply the regulations of transport liability
- Utilize methods of transport planning
- Lead and/or participate in projects, and can use project management too
- Draw up and use KPI's as part of the company's planning
- Analyse the relationship between the company's overall strategy and supply chain management strategy
- Optimise a national or international supply chain
- Evaluate the relation between the company's internal processes and its ability to achieve competitive connections in the supply chain

Competencies

The student:

- Is qualified to deal with the company's distribution system, exhibiting professional and cross-organizational skills
- Is able to analyse and assess the company's logistics situation in relation to the supply chain and to put forth suggestions for improvement as well as for how such improvements can be implemented

ECTS weight

The Distribution and Supply Chain Management subject element is worth 20 ECTS credits.

2.4. The number of exams in the national subject elements

The 4 exams in the national subject elements constitute a total of 80 ECTS.

There is a further exam in the main 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.

3. Internship

Learning objectives for the programme's internship

Knowledge

The student shall:

- Through an internship in the company attain knowledge about a specific company's business area and internal processes
- Learn about how to behave and cooperate in the workplace

Skills

The student can:

- Identify, analyze and provide logistics solutions for small-scale, practice-based problems in a company

Competencies

The student can:

- Take part in professional and cross-organizational projects
- Function as an employee in the company
- Combine logistical theory and practice.

ECTS weight

The internship is worth 15 ECTS credits.

Number of exams

The internship is completed with one exam.

4. Requirements for the main exam project

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

The main exam project must demonstrate the student's understanding 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 problem statement that must be central to the programme and profession is formulated by the student, possibly in collaboration with a private or public company. The educational institution approves the problem statement.

Exam in the main exam project

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

ECTS weight

The main exam project is weighted with 15 ECTS credits.

Examination form

The exam consists of a project and an oral part. The examination has external censorship, and a combined mark is given based on the 7-point scale for the project and the oral part.

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

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 applying for prior credit approval, the students give permission that the institution can obtain the necessary information after the student's completion.

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

All enrolled students will be transferred to this curriculum on 01.09.2021.

At the same time, the previous joint national curriculum dated 01.08.2018 will no longer be valid.

Addendum to CURRICULUM
for
Logistics Management
National part

Valid from August 2021

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Organization of the education

The pedagogical and didactic organization of the education will be taken care of by the tendering institution within the following framework.

The table shows the coherence between educational subject areas and the associated subject elements:

	Weight	ECTS		ECTS		ECTS
National subject areas			Associated subject elements¹		Local subject elements	
The Company and the Market	1	30	Logistics	12	Electives	10
			Economics	7		
			Communication and Negotiation	3		
			Statistics	3		
			Organization	5		
Purchasing and Production	1	30	Purchasing	7		
			Production	7		
			Economics	4		
			Purchasing Law	4		
			Statistics	2		
			Organization	3		
			Communication and Negotiation	3		

¹ The institution will distribute the subject elements over 1st and 2nd semester.

Distribution and Supply Chain Management	1	20	Distribution	7		
			Transport Law	4		
			Projektstyring	4		
			Supply Chain Management	5		
		90		80		10
Internship		15				
Final dissertation		15				
Standardized ECTS		120				

Objectives of the subject elements

Logistics:

Knowledge

The student understands:

- The company's position in the generic supply chain strategy
- The composition of the company's lead time
- The effects of the internal organisation of the value chain and can evaluate the influence of organisational form on logistics efficiency
- The relation between logistics and the company's strategic situation (finances, organisation and market)
- The need for a differentiated value chain based on customer needs now and in the future
- The importance and positioning of transport and warehousing (raw materials, semi-finished goods and finished goods) in the value chain
- Different production management philosophies and pull/push, MTS, ATO, MTO and ETO
- The functions of purchasing
- The use of ERP in the company

- Possible reasons for the Forrester/bullwhip effect and its importance for the company
- EOQ, re-order points, activity network diagrams and other operational tools

Skills

The student can:

- Evaluate logistics efficiency in different relationships in the value chain
- Use tools to analyse the company's logistics situation and understand the position of the individual activities and their role in the overall picture
- Segment customers, finished goods, suppliers and raw materials in relation to the company's strategy

Competences:

The student must be able to:

- Handle development-oriented situations
- Participate in professional and interdisciplinary collaboration with a professional approach.
- Acquire new knowledge, skills and competences in relation to the profession in a structured context

Communication & Negotiation

Knowledge

The student understands:

- The culture of different countries, as well as a number of culture theories
- Business practice and cultural issues of relevance in international business
- Various negotiation strategies
- Basic communication theories and models

Skills

The student can:

- Carry out a cultural analysis of a country

- Present proposals for the solution of cultural issues
- Plan and implement a negotiation both in writing and orally, in English, in connection with the company's logistics processes.
- Carry out specific written and oral communication tasks with individuals who have a different cultural and linguistic background
- Analyse different cultural issues in connection with negotiations
- Utilize presentation techniques in both a national and international context

Competences

The graduate can:

- Alone or in collaboration with others be able to reflect on various cultures and use cultural understanding in the company's decision-making processes.
- Understand and communicate the significance and consequences of cultural differences in a commercial and communicative context

Organization

Knowledge

The student understands:

- Basic organisational principles and design
- The organisation's vision, mission, objectives and strategies, as well as the organisational culture, and the importance of these factors for the framework within which the company operates
- Human interaction and the flow of communication in the organisation, and the importance of these aspects
- How various organisational factors can influence the overall performance potential of the company

Skills

The student can:

- Understand and analyse the interaction between the internal factors in the company and the external factors in the environment

- Utilize relevant strategic theories and models (Ansoff, 5-Forces, Porter's generic strategies, etc.) to analyse the company's strategic situation.
- Understand and analyse the significance of different organisational forms, design principles, management styles, cultures and communication patterns
- Understand and analyse the individual's role and challenges in the organisation, including motivational factors, job design and performing in teams
- Understand and analyse the internal work processes, taking into account different organisational forms and employee types
- Implement written and oral interaction – selection, searching and personal contact – with relevant companies and contact persons
- Carry out internship and job search in a qualified and representative manner

Competences:

The graduate can:

- Participate in qualified discussions about the challenges and opportunities for the company on the strategic, tactical and operational level
- Use acquired analytical tools and theoretical framework to present qualified suggestions for improvements
- Manage cross-functional challenges and opportunities to improve organisational performance
- Participate in leading and cooperating with persons with different backgrounds

Economics

Knowledge

The student understands:

- Financial statements – relevant principles and legislation
- Financial analyses
- Budgeting types, structures and methods
- Methods for optimising and pricing

- Investment calculations
- Financing alternatives
- Developments in national and international socio-economics, the significance of market states, and different market forms, including the implication of these for the company
- Rates of exchange, inflation and interest rates
- International trade, including institutions of importance

Skills

The student can:

- Set up a financial statement for analysis and calculate operational key figures
- Work out a simple budget and carry out budget simulations and follow-up
- Use optimisation methods – total and limited method, as well as costing
- Evaluate the individual optimisation tools
- Work out investment calculations and sensitivity analyses
- Describe simple financing alternatives and calculate the effective rate of interest
- Evaluate different market forms and competitive structures, including the consideration of socio-economic conditions when analysing and assessing the company's situation

Competences

The graduate can:

- Manage basic issues within financial management, investments and financial analyses.
- Participate independently in specialised and cross-functional collaboration and assume responsibility within a professional framework

Purchasing

Knowledge

The student understands:

- The position of the purchasing function in the organisation and the importance of cooperation with other departments in the organisation

- The role played by and the importance of purchasing in the value chain
- Market and customs conditions which are relevant in the purchasing process
- Typical negotiation processes
- The differences between outsourcing/off-shoring and insourcing/in-shoring

Skills

The student can:

- Analyse and evaluate the importance of supplier collaboration in a broad perspective, including the different degrees of integration
- Use forecast with forecast uncertainty in procurement tasks
- Work out a proposal for an overall supply strategy, including the choice of sourcing model
- Utilize central methods and tools for use in the purchasing process from ascertainment of need to invitation of offers, comparison of offers (including the use of Incoterms, Total Cost, etc.), selection of offer, negotiations with suppliers and submission of order
- Identify, assess and propose solutions for purchasing needs, including calculations of purchase volumes, ABC analyses, re-order point and safety stocks
- Understand the influence of purchasing on the environment, including CSR, code of conduct, and environmental impact
- Classify selection criteria as order winner and order qualifier and understand the differences between the two groups with time

Competences

The graduate can:

- Reflect on the use of various tools and models for the carrying out of purchasing in a logistics context
- Acquire new knowledge, skills and competences in relation to the purchasing function in an organisation
- Use central methods and tools to analyse the value chain and to be able to analyse the relation between the company's operational and tactical elements in the value chain

Purchasing Law

Knowledge

The student understands:

- The composition of systems of justice and sources of law
- The sale of goods in relation to the system of justice, including sale of goods as an expression of standard laws of obligation
- Conditions for achieving compensation
- The possibilities buyers and sellers have to regulate their relations according to contract law
- The basic principle of freedom of contract, the voluntariness of the sale of goods act as well as the use of/option of dispensing with CISG in international sales
- The different remedies for breach of contract for non-compliance by either buyer or seller, as well as the significance of a submitted guarantee
- The obligations of both buyer and seller in using Incoterms 2010, including the legal position in relation to the carrier

Skills

The student can:

- Use the rules related to contract formation, the Danish Sale of Goods Act and CISG concerning late performance and lack of conformity
- Explain the significance of breach of contract by the buyer or the seller to relevant cooperation parties

Competences

The graduate can:

- Work out a contractual formulation which expresses the desired legal position, including choice of venue and applicable law

Statistics

Knowledge

The student understands:

- Simple data collection and retrieval methods

- Central distributions with focus on normal distribution, bimodal distribution and t-distribution
- The preconditions and limitations of simple statistical analyses methods

Skills

The student can:

- Use statistical tools in quality control and forecasting
- Use Excel for basic data processing, including the use of pivot tables and the statistical analysis, presentation and communication of data
- Select relevant statistical models in relation to specific issues and interpret the result taking into account the preconditions of the method used
- Calculate and interpret different measurements for central tendencies and variations
- Draw up a test for independence with focus on number tables
- Draw up confidence intervals for one or two populations
- Draw up and carry out analyses in regression models with one or more explanatory variables, including a dummy variable
- Select different models to analyse time series, based on the data being analysed
- Collect, validate and critically process both external and internal data

Competences

The graduate can:

- Utilize statistical theory and methods in a work-related and logistics context

Production

Knowledge

The student understands:

- The role played by and the importance of production in the value chain
- Production planning systems (MRP, OPT, JIT, QRM, etc.)
- The demands made on the production system by different kinds of goods (e.g. project goods, customisation, mass customisation and standard goods)
- Different types of production layouts (functional, line, group/cell and fixed station)

- The difference between theoretical and practical capacity
- Production philosophies such as TQM and Lean
- S&OP and production planning

Skills

The student can:

- Work out proposals for an overall production strategy
- Create an overview showing the length and interdependence of production processes, including turnaround time and cycle times
- Estimate the need for and level of quality control
- Calculate the size of production series
- Identify, analyse and work out solutions for optimisation of business processes using tools such as flowchart, swim lane diagram, value stream, cause & effect diagram, etc.

Competences

The graduate can:

- Reflect about the company's production tasks and thereafter employ production theory and models to work out proposals for production management in a logistics context
- Use central methods and tools to analyse the value chain and to be able to analyse the relation between the company's operational and tactical elements in the value chain

Distribution

Knowledge

The student understands:

- The condition and quality of goods, the infrastructure and the environment in relation to transport options
- The different actors on the transport market as well as their fields of work and the tools they use
- Different types of goods and packaging and how these are handled
- The commercial contents of a sales agreement and Incoterms 2010 as well as the rules of liability in transport legislation

- The different types of certification and quality control which can be used by the carrier
- The importance of inventory in strategic planning and the supply chain in its entirety

Skills

The student can:

- Evaluate the characteristics of the individual physical transport modes and the type of materials used, and present solutions for transport requirements
- Evaluate offers for transport and related services, including an evaluation of the potential of different transport modes and the competition between them
- Evaluate the commercial difference in liability associated with different types of transport methods and selected the relevant transport mode
- Use central methods and tools to carry out simple freight calculations and assess the transport offer in relation to service and costs
- Evaluate the use, location and layout of terminals and warehousing
- Evaluate the significance of stocks for the company's logistics efficiency and level of service
- Draw up warehouse procedures which can optimise flow and prevent damage

Competences

The graduate can:

- Carry out an optimal selection of transport form based on knowledge about different types of goods, including knowledge about related types of unit loads, part loads and collected loads
- Participate independently in specialist and cross-functional projects and take on responsibility within the areas of transport and inventory management

Transport Law

Knowledge

The student understands:

- The consequences within the law of sales of the right of disposal of goods in relation to document possession
- The rules that apply for both through and multimodal transport

- When there is a need to insure the goods and select the type of insurance
- Has knowledge about transport documents and their evidentiary effect, legitimation, negotiability and the possessor's right of disposal
- The sender or receiver as purchaser of transport, including the significance of the rules in Incoterms
- The rules in NSAB for liability for description and storage, and understands the difference between the two forms of liability

Skills

The student can:

- Evaluate the consequences if a transport is not carried out as agreed, including the significance of mandatory rules in the relationship between the parties
- Evaluate the areas in which there is freedom of contract between the parties in relation to transport law
- Evaluate which transport document should be used in the individual carriage task
- Use the mandatory rules for transport liability which apply within the various modes of transport in relation to delayed, loss or damaged goods
- Use the rules for the carrier's liability for receipt and delivery
- Evaluate whether it is the sender or receiver of goods who is the transport purchaser, including the significance of the sales contract and Incoterms in this respect
- Evaluate which rules should be used when entering into a transport agreement, including the significance of NSAB and when it can be used
- Use the rules governing transport liability, including the carrier's possibilities of disclaiming or limiting liability in various modes of transport, and can evaluate the need for insurance
- Can use the concepts of description and storage liability in accordance with NSAB 2015.

Competences

The graduate can:

- Evaluate the character and scope of liability according to transport law and present practical solution proposals in this respect

- Deal with the legal aspects of the evidentiary effect, legitimation and negotiability of transport documents for sender, receiver and carrier, as well as the significance of these aspects in relation to payment
- Employ the rules applying to handing over liability and can evaluate the difference between transport liability and handing-over liability, as well as the legal consequences for the carrier

Project Management

Knowledge

The student understands:

- Managerial and individual relations in putting together a project group with a view to enabling maximum performance
- The most common tools within project management
- The interaction between a temporary project group and the permanent organisation
- Change management and innovation

Skills

The student can:

- Evaluate the roles and challenges for the project manager and project group members in an organisation, including factors of motivation, job design and participating in teams
- Set up project plans, including stakeholder analysis, risk analysis, milestone planning and potential alternatives
- Use suitable analysis tools and concepts to plan and implement projects

Competences

The graduate can:

- Participate in qualified discussions about cross-functional projects on the strategic, tactical and operational level

Supply Chain Management

Knowledge:

The student understands:

- The flow of information in the company and the supply chain
- Relationship strategies in a logistics perspective
- Target management in the company
- The customer-driven supply chain
- The opportunities and limitations of the company's IT/ERP systems for the supply chain
- Network management and supply chain integration
- Benchmarking
- Risk management

Skills

The student can:

- Set up and use KPI's as part of company planning
- Analyse the interaction between the company's overall strategy and its SCM strategy
- Evaluate the relation between the execution of internal processes and the company's ability to achieve competitive advantage for the supply chain
- Work out an up-stream, in-house and down-stream strategy for the optimisation of a national or international supply chain
- Manage the logistics flow of information in the company

Competences

The graduate can:

- Analyse the company's logistics situation in relation to the supply chain and provide suggestions for improvements as well as how these can be implemented
- Participate independently in specialised and cross-functional collaboration and take on responsibility within the optimisation of the company's supply chain

CURRICULUM
for
Logistic Management

Local part - Zealand Academy of Technologies and Business

Applicable as per August 2021

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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. 97 of 25 January 2021: 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.

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 programme elements*	Local programme elements	Tests
1			Initial assessment test
	The Company and the Market (30 ECTS)		1 st semester exam (12 ECTS) Communication and negotiation (6 ECTS)

2	Purchase and Production (30 ECTS)		Final semester exam (42 ECTS)
3	Distribution and Supply Chain Management (20 ECTS)	Elective academic element (10 ECTS)	Common part exam 3 rd semester exam (20 ECTS) Exam in academic elective element (10 ECTS)
4	Internship (15 ECTS)		Internship exam (15 ECTS)
	Final exam project (15 ECTS)		Final exam project (15 ECTS)

*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).

We will facilitate all students in becoming aware of sustainability and green transition in relation to the subject knowledge of the study programme. The interpretation of specific learning goals will as far as possible occur in this context and thus contribute to general education in the field of sustainability and green transition.

4. Local programme elements

For this study programme, the description of electives are collected in an electives catalogue. For information on internship, please see the section 5. "Internship and rules for completion".

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.

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 1st and 2nd 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 months 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 months 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 content 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 2. 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.

8.1.3. 1st semester exam

Requirements for participation in the exam:

None.

Planning and contents of the exam:

Oral exam based on a written product. All aids are allowed.

The 1st semester exam consists of a 1-week assignment prepared in groups, followed by an individual oral exam.

The oral part of the exam lasts 30 minutes, consisting of the following elements:

- Presentation: 5 minutes
- Dialogue-based examination: 20 minutes
- Assessment and grading: 5 minutes

Formal requirements:

The assignment is based on a case containing some questions to be answered by the students. The assignment must have a scope of 18,750 - 25,000 characters, incl. spaces and exclusive of front cover, table of contents, footnotes, bibliography, and appendices.

If a written assignment does not meet the formalities (as stipulated in the Curriculum), the adjudicators may reject the assignment. If the assignment is rejected, no assessment will be given, and the student has used one exam attempt.

Assessment criteria:

Internal assessment in accordance with the 7-point grading scale.

An individual grade is given based on a total assessment of the written and the oral part.

The exam tests the learning objectives for the selected ECTS credits, see section 3.1. in the national curriculum.

Temporal placement:

By the end of the 1st semester.

Scope of ECTS:

12 ECTS

Re-examination/re-examination due to illness:

Based on the same requirements as for the 1st attempt. The student must prepare a new assignment if the re-examination is due to the student having failed its previous exam attempt.

8.1.4. Communication and Negotiation

Requirements for participation in the exam:

None.

Planning and contents of the exam:

Oral exam based on a written product. All aids are allowed.

The Communication and Negotiation exam consists of an individual written assignment, followed by an individual oral exam. The exam is held in English.

The oral part of the exam lasts 30 minutes, consisting of the following elements:

- Presentation: 5 minutes
- Dialogue-based examination: 20 minutes
- Assessment and grading: 5 minutes

Formal requirements:

The assignment must have a scope of 9,000 - 12,000 characters, incl. spaces and exclusive of front cover, table of contents, footnotes, bibliography, and appendices.

If a written assignment does not meet the formalities (as stipulated in the Curriculum), the adjudicators may reject the assignment. If the assignment is rejected, no assessment will be given, and the student has used one exam attempt.

Assessment criteria:

Internal assessment in accordance with the 7-point grading scale.

An individual grade is given based on a total assessment of the written and the oral part.

The exam tests the learning objectives for the selected ECTS credits, see section 3.1. in the national curriculum. The selected learning objectives are presented before the end of the semester.

Temporal placement:

By the end of the 1st semester.

Scope of ECTS:

6 ECTS

Re-examination/re-examination due to illness:

Based on the same requirements as for the 1st attempt. The student must prepare a new assignment if the re-examination is due to the student having failed its previous exam attempt.

8.1.5. Final semester exam

Requirements for participation in the exam:

None.

Planning and contents of the exam:

Written on-site exam based on a written product.

The final semester exam consists of 2 parts: An individual 48-hour case where the student submits a report which generally describes and analyses the company based on several questions. The assignment is followed by an individual 6-hour on-site exam which focuses on calculations and specific knowledge. All aids are allowed for the 48-hour case. Aids are allowed for the on-site exam as well, exempt from communication.

Formal requirements:

The 48-hour case must have a maximum length of 15.000 characters incl. spaces.

If a written assignment does not meet the formalities (as stipulated in the Curriculum), the adjudicators may reject the assignment. If the assignment is rejected, no assessment will be given, and the student has used one exam attempt.

Assessment criteria:

External assessment in accordance with the 7-point grading scale. An overall grade is given and the weighting appears from the assignment.

The exam tests the learning objectives for the selected ECTS credits, see section 3.1. and 3.2 in the national curriculum. The selected learning objectives are presented before the end of the semester.

Temporal placement:

By the end of the 2nd semester.

Scope of ECTS:

42 ECTS

Re-examination/re-examination due to illness:

Based on the same requirements as for the 1st attempt. The student must prepare a new 48-hour case if the re-examination is due to the student having failed its previous exam attempt.

8.1.6. Common part exam – 3rd semester exam

Requirements for participation in the exam:

None.

Planning and contents of the exam:

Oral exam based on a written product. All aids are allowed.

The common part exam consists of a 1-week case followed by an individual, oral exam.

The oral part of the exam lasts 30 minutes, consisting of the following elements:

- Presentation: 5 minutes
- Dialogue-based examination: 20 minutes
- Assessment and grading: 5 minutes

Formal requirements:

Below you find the number of characters, incl. spaces and exclusive of front cover, table of contents, footnotes, bibliography, and appendices:

- 1 student: 20,000 - 40,000 characters

If a written assignment does not meet the formalities (as stipulated in the Curriculum), the adjudicators may reject the assignment. If the assignment is rejected, no assessment will be given, and the student has used one exam attempt.

Assessment criteria:

External assessment in accordance with the 7-point grading scale.

The exam tests the learning objectives described in section 3.3. in the national curriculum. An individual grade is given based on a total assessment of the written and the oral part.

Temporal placement:

By the end of the 3rd semester.

Scope of ECTS:

20 ECTS

Re-examination/re-examination due to illness:

Based on the same requirements as for the 1st attempt. The student must prepare a new individual 1-week case with a scope of max. 15,000 characters, incl. spaces if the re-examination is due to the student having failed its previous exam attempt.

8.1.7. Exam in academic elective element

Requirements for participation in the exam:

None.

Planning and contents of the exam:

Oral exam based on a written product. All aids are allowed.

One internal, individual portfolio exam will be held after the elective academic element. The exam consists of 2 parts:

- Synopsis (with 2 assignments enclosed as appendices)
- Oral individual exam

The oral part of the exam is based on a synopsis which has been evaluated by the examiner and an internal co-examiner prior to the exam. The synopsis must be submitted in Wiseflow no later than 10 workdays before the oral exam. The oral exam lasts 30 minutes, consisting of the following elements:

- Short presentation from the student: 5 minutes
- Dialogue-based examination: 20 minutes
- Assessment and grading: 5 minutes

Formal requirements:

The synopsis must include the following elements:

- A specification of the academic challenges and issues on which the student wants to focus in the assignments (enclosed as appendices) and in relation to the learning objectives for the elective academic element.
- A discussion and reflections on the chosen theory, methodology, and literature. A brief reflection on the student's academic development in the elective academic element, and how the student relates to its wishes for further academic competence development.
- 4,800 – 7,200 characters, incl. spaces and exclusive of front cover, table of contents, footnotes, bibliography, and appendices). 2 assignments must be enclosed as appendices.
- The assignments can be written assignments, an event, a prototype, etc. All assignments must be documentable.

- Formalities and content requirements for the assignments are presented at the beginning of the elective academic element. If the student fails to meet the fixed submission deadlines, the student cannot expect to receive any feedback on the assignments.

If a written assignment does not meet the formalities (as stipulated in the Curriculum), the adjudicators may reject the assignment. If the assignment is rejected, no assessment will be given, and the student has used one exam attempt.

Assessment criteria:

Internal assessment in accordance with the 7-point grading scale.

The assessment criteria for the exam are based on the learning objectives for the elective academic element.

An individual grade is given, and a total assessment is made based on the written and the oral performance.

Temporal placement:

By the end of the 3rd semester.

Scope of ECTS:

10 ECTS

Re-examination/re-examination due to illness:

Based on the same requirements as for the 1st attempt. The student must prepare a new, individual synopsis if the re-examination is due to the student having failed its previous exam attempt.

8.1.8. Internship exam

Requirements for participation in the exam:

Completion of internship, cf. section 5.

If the student does not meet the requirements, the student cannot participate in the exam, meaning that the student has used one exam attempt.

Planning and contents of the exam:

Oral exam based on a written product. All aids are allowed.

The exam evaluates the student's individual learning objectives, which have been determined prior to the internship by the student in cooperation with the internship company and the educational institution, as well as the internship learning objectives.

The oral part of the exam lasts 30 minutes, consisting of the following elements:

- Short presentation from the student: 5 minutes
- Dialogue-based examination: 20 minutes
- Assessment and grading: 5 minutes

Formal requirements:

The assignment must have a scope of 26,250 - 35,000 characters, incl. spaces and exclusive of front cover, table of contents, footnotes, bibliography, and appendices. See the internship guidelines for further information.

If a written assignment does not meet the formalities (as stipulated in the Curriculum), the adjudicators may reject the assignment. If the assignment is rejected, no assessment will be given, and the student has used one exam attempt.

Assessment criteria:

Internal assessment in accordance with the 7-point grading scale. A total assessment is made based on the written and the oral performance.

The assessment criteria for the internship exam are in accordance with the learning objectives for the internship.

Temporal placement:

In the middle of the 4th semester.

Scope of ECTS:

15 ECTS

Re-examination/re-examination due to illness:

Based on the same requirements as for the 1st attempt. The student is given the opportunity to edit the written product if the re-examination is due to the student having failed its previous exam attempt.

8.2. Final exam project

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

Requirements for participation in the exam:

The exam completes the study programme, and participation requires that all previous tests/exams of the study programme have been passed.

Planning and contents of the exam:

Oral exam based on a written product. All aids are allowed.

The oral and the written part of the exam can be held individually or in groups of 2-3 students.

The final exam project completes the study programme on the final semester when all previous tests/exams have been passed.

The final exam project must document the student's understanding of practices and centrally applied theories and methods related to a practice-oriented issue in a specific assignment within the study programme area. The issue must be pivotal to the study programme and the profession and be formulated by the student, probably in cooperation with a private or public company. The institution must approve the issue.

Formal requirements:

The formal requirements are described in the national part of the curriculum.

If a written assignment does not meet the formalities (as stipulated in the Curriculum), the adjudicators may reject the assignment. If the assignment is rejected, no assessment will be given, and the student has used one exam attempt.

Assessment criteria:

External assessment in accordance with the 7-point grading scale.

The learning objectives for the final exam project are in accordance with the learning objectives for the study programme, see section 1 in the national curriculum.

An individual grade is given based on a total assessment of the written and the oral performance.

Temporal placement:

By the end of the 4th semester.

Scope of ECTS:

15 ECTS

Re-examination/re-examination due to illness:

See the national part of the curriculum.

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/ at the latest 12 weeks before the exam.

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/ at the latest 12 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 on mail: studievejledning@zealand.dk, at the latest 6 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.

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 Higher Education and Science. The complaint is forwarded to Zealand via the complaints system at 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 Higher Education and Science. 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/.

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/. 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 Higher Education and Science. 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/.

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/. 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/. 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/. 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 Higher Education and Science. 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 2021. All students will be transferred to this curriculum and at the same time previous existing curriculums will be suspended.