

Curriculum

**International Sales and Marketing
Management (PBA)**

August 2022



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International Sales and Marketing Management – institutional part of the curriculum at Zealand

The curriculums of Zealand are divided into a national part and an institutional (local) 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 the curriculum:

Zealand – Academy of Technologies and Business
Copenhagen Business Academy
Business Academy Aarhus
Business Academy MidWest
Business Academy SouthWest
International Business Academy - IBA
VIA University College
University College Lillebaelt - UCL
University College Northern Denmark – UCN

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

CURRICULUM
for the
BACHELOR'S DEGREE PROGRAMME IN
INTERNATIONAL SALES AND MARKETING

Effective date: 20 August 2022

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This, the national part of the curriculum for the Bachelor's Degree Programme in International Sales and Marketing, is issued in accordance with subsection 22(1) of the ministerial order on technical and commercial academy profession degree programmes and bachelor's degree programmes. This Curriculum is supplemented with an institutional part which is laid down by each individual educational institution that provides the programme.

The Curriculum was drawn up by the educational network for the Bachelor's Degree Programme in International Sales and Marketing and approved by all the institutions providing the programme.

Please note that this is a translation of a Danish curriculum. The translation is intended for information purposes only. In the event of any discrepancy between the translation and the original, the original shall prevail.

1. The programme's goals for learning outcomes

Knowledge

Graduates should have acquired:

- knowledge of practice, applied theories and methods in sales and marketing in an international context and the ability to reflect on them
- knowledge of key theories and models required for B2B, B2C and B2G sales and marketing
- knowledge of key laws and rules applying to international marketing and sales
- knowledge of relevant models for assessing growth and development opportunities
- knowledge of management theories and methods.

Skills

Graduates should have acquired the skills to:

- develop, assess and implement international sales strategies for various types of companies
- argue for and communicate the selected strategies in a strategic marketing and key account plan to relevant stakeholders
- assess the company's competitive situation as a basis for formulating the company's parameter focus, centred on sales
- apply relevant models to implement product and concept development in the company, including innovative projects
- assess and apply legal methods and tools to support sales in an internationally-focused company
- apply methods for the management of a sales organisation.

Competencies

Graduates should be able to:

- handle and identify needs for relevant financial and legal information in connection with international sales tasks in different types of companies
- independently participate in interdisciplinary teams and create a motivating environment in the sales department
- handle sales meetings centred on financial results and human focus areas
- independently handle complex tasks and development-oriented situations in connection with international sales and marketing
- identify their own learning needs and structure their learning in different learning environments in international trade and marketing.

2. The study programme comprises four national subject elements

2.1. The company's strategic basis (business model)

Content

The subject element includes strategic analyses of companies, including strategic directions and business models for B2C, B2B and B2G, and analyses of companies' resources and competencies, including in relation to the company's innovative platform, processes and driving forces. The

analyses also incorporate the company's economic and financial foundation, cost understanding, capacity utilisation and product mix optimisation.

The subject element covers understanding the supply chain/SCM and the geographical location of production and centres of excellence, including choices for distribution channels, partnerships and outsourcing. The subject element also covers various legal aspects, including sources of law, international private law, types of conflict resolution and distribution forms.

The subject element also includes a review of the scientific theory paradigms, and perspectives on knowledge, insight and knowledge recognition, as well as parameters for research design.

Learning objectives for The company's strategic basis (business model)

Knowledge

On completion, students should have acquired:

- knowledge of different types of business models as well as which models and theories to apply in terms of understanding a company's strategic basis, including innovation and disruption
- knowledge of various strategic directions related to the concept of innovation and knowledge of disruption as a concept and direction for development
- knowledge of and the ability to understand relevant theories and models for the analysis of a company's strategic platform, including the company's innovative platform
- knowledge of elements of a company's supply chain as seen from a strategic perspective
- knowledge and an understanding of relevant economic models in relation to business models
- knowledge of central perspectives on knowledge, insight and recognition
- knowledge of various methods for generating, processing, analysing and assessing knowledge
- knowledge of international sources of law and their interrelationships as well as their relations to national sources of law
- knowledge of international conflict resolution models.

Skills

On completion, students should have acquired the skills to:

- apply and discuss the different strategic directions, including in particular marketing strategies and the role of innovation for the business model
- analyse the company's strategic development opportunities and innovative platform
- assess the consequences of changes in the company's strategic supply chain
- carry out an economic analysis, an assessment and a prioritisation of a product mix in different cost models through the use of traditional standard cost

- communicate the influence of paradigms of philosophy of science on knowledge and methods for information collection
- draw up the theoretical framework for a study design, including problem statement, choice of paradigm and considerations of the choice of method
- apply rules on governing law and jurisdiction in international sales and assess the consequences of the choices made
- carry out and make a well-argued choice between different business models and forms of distribution.

Competencies

On completion, students should be able to:

- assess a company's strategic situation and make recommendations to innovative improvements of the business model
- autonomously prepare a reasoned decision basis including an assessment of the profitability of the customer portfolio and expected earnings potential
- assess, argue for and reflect on the choice of theories and methods, including the choice of paradigm, study design and application.

ECTS weight

The company's strategic basis (business model) is worth 10 ECTS credits.

2.2. Customer focus

Content

This subject element covers analyses of current and potential customers, including their strategic situation, needs and wishes. The analyses provide the basis for developing the company's strategies and market offerings for existing and potential customers. In this connection, the element also covers work on the development and retention of the customer base through relationship strategies.

The subject element also covers analyses of the company's sales organisation in relation to the sales team and purchasing centre, including relations with other corporate functions and business partners. It also covers work with international strategies for the company's supply chain and logistical support for sales, and the integration of various sales channels – omni-channel, digital and physical. Strategies are based on an analysis of the company's financial situation, including product and customer mix, economic customer life cycle analyses and the legal context, including international purchasing and contract law, transport law and public procurement law.

The subject element's analyses and strategies are based on the students' ability to combine scientific commercial theories with methodologies in scientific projects.

Learning objectives for Customer focus

Knowledge

On completion, students should have acquired:

- knowledge and an understanding of relevant theories and models for analysing a company's competences, customer base and for the development of a customer portfolio that includes profitability calculations
- knowledge of and an understanding of the company's market offerings and possible marketing strategies
- knowledge of general strategic approaches and models in structuring and organising a sale
- an understanding of the theoretical tools relating to a company's supply chain for the development of a foundation for international sales
- knowledge and an understanding of tools and methods for assessing the profitability of the customer and product portfolios as well as alternative models for profitability calculations
- knowledge of theories and models for the assessment of in and outsourcing
- knowledge of methods and approaches to knowledge generation
- knowledge of the general principles of EU public tendering rules for selling to public authorities.

Skills

On completion, students should have acquired the skills to:

- analyse and assess the current and future customer base as well as the individual customer in relation to the company's value proposition through the use of methods and tools for analysing customer behaviour, including big data and profitability calculations on the national and the international markets
- analyse the company's competences
- analyse the company's innovation culture and processes
- analyse and assess an internationally oriented company's choice of supply chain
- analyse and organise the company's supply chain, including the choice of partnerships relating to the organisation of a sale and focusing on ensuring customer satisfaction and quality experience
- calculate and assess profitability using Activity-Based Costing
- identify relevant total life cycle costs (TLCC) and customer lifetime value (CLV)
- generate, process and interpret quantitative and qualitative data
- use criteria for assessing the quality and relevance of data and theories
- apply basic rules governing maritime and road transport agreements, with particular emphasis on the carrier's liability.

Competencies

On completion, students should be able to:

- autonomously participate in multidisciplinary teams relating to the company's marketing intelligence efforts that take customers as their starting point to enable subsequent development of the company's marketing strategy
- work autonomously on the company's customer relations
- discuss the choice of strategy for the company's customers
- prepare evidence-based reports and projects
- autonomously take part in single-disciplinary and multidisciplinary cooperation about entering into international sales agreements with special attention to:
 - international contract formation and international purchasing (CISG)
 - terms and conditions of sale and delivery
 - incoterms
 - security for purchase price.

ECTS weight

Customer focus is worth 20 ECTS credits.

2.3. Sectors and competitors

Content

This subject element covers analyses of competition, competitors and cluster and network collaborations whereby the company can carry out benchmarking in relation to the supply chain, social responsibility and sustainability, including CSR, and the international economic environment, and in relation to competition law.

The subject element also requires a methodical approach to acquiring knowledge based on a theoretical standpoint.

Learning objectives for Sectors and competitors

Knowledge

On completion, students should have acquired:

- knowledge of relevant theories and models of competitive positions in the market and their implementation in a microeconomic and meso-economic context
- knowledge of CSR, social responsibility and sustainability
- knowledge of basic benchmarking theories and models in forms of competition, SCM and financial and non-financial benchmarking
- knowledge of significant academic positions as seen from the aspect of business economics
- knowledge of Danish and European competition law and the interplay between regulations.

Skills

On completion, students should have acquired the skills to:

- benchmark the company internally and externally
- analyse and evaluate the competitive position of different companies as a basis for an individual company's market offering In relation to the above, students should be able to benchmark a company in relation to a sector and to the company's closest competitors, including sales strategies
- analyse the company's social dimension in relation to the company's strategic position
- draw on relevant theories and models in connection with benchmarking the supply chain of an international company
- develop a study design, including recommendations for practical implementation, on the basis of a business economics problem statement.

Competencies

On completion, students should be able to:

- autonomously address a company's competitive challenges and communicate them to the rest of the organisation.

ECTS weight

Sectors and competitors is worth 5 ECTS credits.

2.4. Sales management and the company's sales development

Content

The subject element covers insight into the development of international sales strategies, including online and offline strategies, CRM for new and existing customers, customer follow-up, and key account and global account management.

The subject element also covers insight into organisation development and change management that takes employment law into account, as well as measuring efficiency and making risk assessments of a company's supply chain. The subject element covers budgeting, balanced scorecard and the triple bottom line in the selection of strategies for the company.

The subject element also requires the students to incorporate and reflect on the significance of particular theoretical standpoints to analyses.

Learning objectives for Sales management and the company's sales development

Knowledge

On completion, students should have acquired:

- an understanding of key theories, models and methods for developing a company's sales and customer base using various approaches
- knowledge and understanding of relevant theories and models in relation to business models that focus on sales

- knowledge of tools for measuring the efficiency of a company's supply chain
- knowledge of methods and models for supply chain risk assessment
- an understanding of alternative budget models
- knowledge of alternative financial and non-financial reporting methods
- knowledge of different approaches to communicating insight and knowledge in reports and projects.

Skills

On completion, students should have acquired the skills to:

- justify and communicate selected strategies in a sales plan to relevant stakeholders
- analyse and evaluate the activities and action parameters linked to the company's market offerings to customers in general as well as market offerings to specific customers, in order to be able to suggest possible changes in strategy and initiatives
- prepare a plan for the development of an organisation
- prepare a follow-up plan for the company's business model in relation to measuring the effectiveness of the company's supply chain
- define budget assumptions and prepare and evaluate a total budget for the company's strategic decisions and assess the subsequent financial impacts
- develop strategy maps and balanced scorecards
- write evidence-based reports and projects, including adhering to academic formal requirements, communicating study results and proposed solutions, etc., in a clearly organised and legible report
- apply employment law regulations in an international context, including in accordance with the rules on law and jurisdiction, with a special focus on recruitment and retention, posting and dismissal.

Competencies

On completion, students should be able to:

- based on a company's data foundation, assess, manage and lead the development of sales strategies in complex situations involving relevant stakeholders
- prepare analyses of a company's overall activities as well as work independently with the company's strategic customer base
- identify their own learning needs, in order to develop and maintain relevant competencies for taking a holistic approach to their work
- autonomously analyse and participate in developing an organisational action plan to ensure the implementation of the sales plan
- work with the sales function to optimise the company's combined sales efforts based on a desire for efficiency throughout the entire supply chain.

ECTS weight

Sales management and the company's sales development is worth 10 ECTS credits.

3. Internship

Learning objectives for the internship

Knowledge

On completion, students should have acquired:

- knowledge of the theories, methods and practices of the profession
- an understanding of concepts and methods and the ability to reflect on their use
- experience from participating in solving practical work tasks.

Skills

On completion, students should have acquired the skills to:

- put their acquired knowledge into professional practice
- assess theoretical and practical issues and propose solutions
- use and communicate relevant theories for performing tasks with the internship host company or organisation.

Competencies

On completion, students should be able to:

- see their own professional role in relation to the specific tasks and identify their personal learning needs and develop their knowledge, skills and competencies in relation to the specific tasks
- autonomously engage in professional as well as multidisciplinary collaboration.

ECTS weight

The internship is worth 15 ECTS credits.

Number of exams

The internship is finalised by one examination.

4. Requirements for the bachelor's degree project

Alongside the other exams included in the programme, the bachelor's degree project should document that the student has achieved the objectives of the study programme.

In the bachelor's degree project, the student must document an understanding of practice as well as key theories and methods related to a practice-related problem or issue. The problem should be based on a specific task within the field of the study programme. The student must formulate –

possibly in collaboration with a private or public enterprise – the problem statement which must be important to the study programme and the profession. The educational institution must approve the problem statement.

The bachelor's degree project exam

The bachelor's degree project concludes the study programme, and the examination takes place once all the preceding exams have been passed.

ECTS weight

The bachelor's degree project is worth 15 ECTS credits.

Examination type

The exam is made up of a written project and an oral examination. The exam is externally assessed and is given an individual grade according to the 7-point grading scale for the combined written project and oral performance.

5. Rules for credit transfer

In terms of ECTS credits, passed educational elements are equivalent to corresponding educational elements pursued at other educational institutions offering the same study programme.

The student must inform the institution of any educational elements that were completed with another Danish or foreign higher education institution as well as any work experience that may reasonably be presumed to earn the student academic credit.

The educational institution approves credit transfer in each individual case on the basis of completed educational elements and work experience that match subject elements, educational elements or the internship of the study programme.

The decision whether to award credit transfer is based on an academic assessment.

In cases of pre-approval of study periods in Denmark or abroad, the student must document the completion of educational elements of the pre-approved study period after finishing that study period.

When applying for pre-approval, the student must consent to allow the educational institution to collect any required information after they completed the period abroad.

For approvals according to the above rules, an educational element is considered completed if it was passed in accordance with the regulations governing the specific study programme.

6. Commencement and transitional schemes

This national part of the Curriculum will come into effect as of 20 August 2022.

This Curriculum applies to students who commence the study programme after the effective date.

6.1. Transitional regulations

For students who are currently enrolled on the programme, the following applies:

until 1 September 2023, students who commenced the study programme before the effective date will be subject to the national curriculum that came into force on 20 August 2018.

CURRICULUM
for
**International Sales and Marketing
Management (PBA)**

Institutional (local) part – Zealand Institute of Business and
Technology

Effective from February 2022

Revised in August 2022

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1. The legal framework of the curriculum

The programme is governed by the following acts and orders:

- Bekendtgørelse af lov om erhvervsakademier for videregående uddannelser (legislation regarding academies of professional higher education).
- Bekendtgørelse af lov om erhvervsakademiuddannelser og professionsbacheloruddannelser (legislation regarding academy profession and professional bachelor degree programmes).
- Bekendtgørelse om prøver i erhvervsrettede videregående uddannelser (legislation regarding examination).
- Bekendtgørelse om adgang til erhvervsakademiuddannelser og professionsbacheloruddannelser (legislation regarding admission and enrollment).
- Bekendtgørelse om karakterskala og anden bedømmelse ved uddannelser på Uddannelses- og Forskningsministeriets område (legislation regarding grading).
- Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser (legislation regarding technical and business academy profession and professional bachelor degree programmes).
- Bekendtgørelse om censorkorps og censorvirksomhed på de videregående uddannelser (legislation regarding external examination).

Link to applicable announcements: <http://zealand.dk/docs/Studielovgivning.pdf>

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 executive order on admission to academy profession programmes and professional bachelor degree programmes.

3. The structure of the study programme

The study programme is a full-time academic programme of 1.5 years of 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 90 ECTS.

Semester	National academic elements*	Local academic elements	Tests**
1			Initial assessment test
	The company's strategic foundation (business model) and the customer as starting point (30 ECTS)		1 st external test

2		Study technique and methodology (5 ECTS)	1 st internal test
	Industries and competitors including sales management and the company's sales development (15 ECTS)		2 nd internal test
		Elective academic elements (10 ECTS)	3 rd internal test (testing the elective academic elements)
3	Internship (15 ECTS)		4 th internal test
	Bachelor project (15 ECTS)		Bachelor project (2 nd external test)

*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).

** Please note that the programme may provide for a different number of tests than that presented in the national part of the curriculum. This is due to changes in the new LEP Executive Order, effective September 1, 2022.

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

The local academic elements are described below. For some programmes, however, the descriptions of elective courses are merged into a separate elective course catalogue. For the description of the internship, we refer to the section on **Internship and rules for completion**.

4.1. Study technique and methodology

Content:

The local academic element is placed in the beginning of the study programme and with the following purpose:

- The student must be able to formulate a scientifically founded argument for possible solutions to a well-defined marketing problem.
- The student must be trained to formulate arguments through a written representation across different academic elements.
- The student must relate to the processing and analysing of data with a view to identify specific problems which may have marketing-related consequences.

The element comprises:

- Knowledge and understanding of the scientific theoretical paradigms within the area of social science as well as perspectives on knowledge, insight and realisation of knowledge.
- Combination of scientific theory within the vocational field with methodology in scientific projects.
- Methodological approach to the achievement of knowledge based on the scientific theoretical standpoint.
- Involvement of and reflection on the significance of the scientific theoretical standpoint for scientific projects.

Learning objectives:

Knowledge:

The student must:

- Have knowledge and understanding of key paradigm shifts within business economics.
- Have a solid understanding of what knowledge is in a sociological sense and know the role of knowledge in a business economics perspective.
- Have basic knowledge of significant scientific theoretical problems and schools within a social science perspective and, in particular, within the key areas of marketing, organisation/management and economics.
- Understand the application of methodology in project and report writing following the principles of scientific work.
- Have knowledge of how to collect, interpret and analyse data.
- Have knowledge of scientific theoretical and methodological problems and integrate the understanding of scientific work and methods with professionalism in project and report writing.

Skills:

The student must be able to:

- Communicate scientific theoretical problems and consequences to colleagues/peers.
- Assess theoretical and practical problems in relation to the scientific theoretical field.
- Reflect on and participate in discussions about business economics perspectives in scientific contexts.
- Prepare a problem analysis and to perform a clear problem definition as well as to set up problems and hypotheses.
- Assess and select the ideal types of survey for a given problem and critically relate to the types of survey applied in practice.
- Collect, process and interpret quantitative and qualitative data and critically relate to existing or new data, including have knowledge of measurement scales and be able to assess the relevance, timeliness, validity, reliability and generalisability of data.
- Reflect on its own practice.
- Reflect on the limitations of scientific methods.

Competencies:

The student must be able to:

- Discuss the problem statement in relation to different scientific theoretical paradigms.
- Discuss the consequences of the scientific theoretical standpoint.
- Collect, process and interpret quantitative and qualitative data and critically relate to existing or new data, including have knowledge of measurement scales and be able to assess the relevance, timeliness, validity, reliability and generalisability of data.
- Prepare scientific reports and projects, including to communicate findings and suggested solutions etc. in a clear and easily readable report containing a clear problem statement, methodological considerations and an evaluation of the reliability and validity of the findings and prerequisites.
- Gain experience in the limitations of scientific methods.

Scope of ECTS:
5 ECTS

4.2. Elective academic element

The institution offers elective academic elements. The courses in the Danish range may be offered in Danish or English - and for the English range, in English.

Zealand – Academy of Technology and Business offers a number of elective academic elements which the student can follow in order to focus its studies towards a specialised professional area.

The purpose of the academic element is that the student acquires knowledge, skills and competencies to identify, assess and develop strategies for business and marketing as well as to operationalise and implement them. Moreover, the student must be able to work in an application-oriented way with specific goals in collaboration with an established company.

The elective academic elements are organised so that the students can participate in elective courses at both campuses (Roskilde and Næstved), no matter what campus they attend.

The elective courses will be presented in an elective course catalogue by the end of the 1st semester. Elective courses are completed only if enough students have signed up for the course. Therefore, the students are always offered several opportunities and must choose between several priorities as well.

Scope of ECTS: Elective courses total 10 ECTS on the 2nd semester. The courses are offered as 2 subjects, each containing 5 ECTS, and are tested separately.

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 foundation for the student's objectives for the internship.

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 agreement must consist of the individual goals for the internship, as well as a description of the task or tasks the student must solve 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, classroom lessons, 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 the practice 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, and parts of the programme may be taught in English as well.

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 accordance with the institution's pedagogical foundation.

7. Internationalisation

7.1 Studying abroad

Upon the programme's preliminary approval of credit transfer, the student can complete selected academic elements abroad.

For the professional bachelor programme in international sales and marketing management, the following academic elements can be completed abroad:

- 2nd semester
- Internship

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 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, the initial assessment test excepted. 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 bachelor 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. For some programmes, the test form for a possible 2nd or 3rd attempt may vary from the ordinary test.

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. According to the Executive Order on Tests of Professional Higher Education, the Initial assessment test must be held no later than two months after the start of the programme, and the result must be announced to the student no later than two weeks after the test is conducted.

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.

Complaints about the Initial assessment test can be submitted to the educational institution for decision. The complaint must be submitted no later than two weeks after the assessment has been announced. Academic issues by the institution's decision may not be brought before another administrative authority. Legal issues in the institution's decision (e.g. in relation to the deadline for the examination or the number of examination attempts) may be brought before the Danish Agency for Higher Education and Science. In case of exceptional circumstances, Zealand may grant an exemption.

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 by the end of the first year of studies according to this curriculum, we also refer to section 3 **The structure of the study programme**. The student must have passed the first year test before the end of the student's 1st 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 external test

Requirements for participation in the test:

None.

Planning and content of the test:

A 3-hour written exam based on a case handed out 24 hours before the exam.

Assessment criteria:

The learning objectives for the academic elements on the 1st semester.

The test is subject to an external assessment in accordance with the 7-point grading scale.

Formal requirements:

None.

Temporal placement:

By the end of the 1st semester

Scope of ECTS:

30 ECTS

Re-examination/re-examination due to illness:

The 2nd exam attempt (1st re-examination) is based on the same requirements as for the ordinary exam. The 3rd exam attempt (2nd re-examination) is - unless otherwise stated - held as an oral exam of 30 minutes, incl. assessment and grading.

8.1.4. 1st internal test: Study technique and methodology

The test in study technique and methodology forms the basis of the setup and structure of the coming exams.

Planning and content of the test:

Oral exam based on a written synopsis.

Formal requirements:

Appear from the exam material which will be available on Zealand's communication platform at the commencement of the subject.

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:

The learning objectives for study technique and methodology.

The test is subject to an internal assessment in accordance with the 7-point grading scale.

Temporal placement:

By the beginning of the 2nd semester

Scope of ECTS:

5 ECTS

Re-examination/re-examination due to illness:

The 2nd exam attempt (1st re-examination) is based on the same requirements as for the ordinary exam. If the re-examination is due to the student having failed its exam, the student must prepare a new synopsis.

The 3rd exam attempt (2nd re-examination) is - unless otherwise stated - held as an oral exam of 30 minutes, incl. assessment and grading.

8.1.5. 2nd internal test

The test comprises the academic elements described in section 3.

Planning and content of the test:

Oral exam based on a written product.

Formal requirements:

Appear from the exam material which will be available on Zealand's communication platform.

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:

The learning objectives for the academic elements described in section 3.

The test is subject to an internal assessment in accordance with the 7-point grading scale. As regards grading, the academic element "Industries and competitors" is weighted 1/3, and "Sales Management and the Sales Development of the Company" is weighted 2/3.

Temporal placement:

By the end of the 2nd semester

Scope of ECTS:

15 ECTS

Re-examination/re-examination due to illness:

The 2nd exam attempt (1st re-examination) is based on the same requirements as for the ordinary exam. If the re-examination is due to the student having failed its exam, the student is given the opportunity to revise the written product. The 3rd exam attempt (2nd re-examination) is - unless otherwise stated - held as an oral exam of 30 minutes, incl. assessment and grading.

8.1.6. 3rd internal test (tests in elective courses)

The elective courses are described in the elective course catalogue which is available on Zealand's communication platform as well as on Zealand's website. The student must select 2 courses of 5 ECTS which are tested separately.

Planning and content of the test:

The academic elements and the exam are described in the elective course catalogue.

Formal requirements:

See the academic elements in the elective course catalogue.

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:

The learning objectives for the elective course.

The test is subject to an internal assessment in accordance with the 7-point grading scale.

Temporal placement:

2nd semester

Scope of ECTS:

10 ECTS (2 courses, each containing 5 ECTS)

8.1.7. 4th internal test (internship test)

The internship test is a written report which must meet the internship learning objectives.

Requirements for participation in the test:

Before the student can participate in the exam, the student must have completed Zealand's digital evaluation of the internship.

Planning and content of the test:

A written report. The requirements for the content are described in the manual available on the academy's communication platform.

Formal requirements:

Described in the internship manual.

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:

The learning objectives for the internship.

The test is subject to an internal assessment in accordance with the 7-point grading scale.

Temporal placement:

3rd semester (when the internship is completed)

Scope of ECTS:

15 ECTS

Re-examination/re-examination due to illness:

The 2nd exam attempt (1st re-examination) is based on the same requirements as for the ordinary exam.

8.2. The bachelor project

The overall requirements for the final bachelor project are described in the national part of the curriculum. Further requirements are specified below. The student has the right to individually prepare a final written assignment and conduct an individually oral examination.

8.2.1. Requirements for the final bachelor project

Described in the bachelor project manual.

The bachelor project must document the student's understanding of and ability to reflect on the practice of the profession and the use of theory and method in relation to a practice-oriented problem. The problem must be central to the study programme and the profession and must be formulated by the student, possibly in collaboration with a private or public company. Zealand must approve the problem statement.

The bachelor project must have a length of max. 100,000 characters, incl. spaces, but exclusive of front cover, table of contents, footnotes, figures and tables, bibliography, and appendices.

The other formal requirements are described in the bachelor project manual.

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 studievejledning@zealand.dk at the latest 6 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 of the final bachelor 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/ within 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 and permission to bring other aids. 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 (re)-examination 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 a used 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 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. Cheating at exams, including plagiarism

During examinations, the student must act considerately, including complying with the instructions given by the examination supervisor, examiner and external examiner. Cheating at exams exists, among other things, when the student:

- Plagiarizes, including reusing own text (self-plagiarism without source citation and quotation marks)
- Counterfeit
- Conceals or misleads about one's own efforts or results
- Engaging in non-permitted collaboration
- Receives or attempts to receive help during the exam or test, or helps others if it is not a group test
- Uses non-permitted aids
- Have improperly obtained prior knowledge of the assignment
- Provides incorrect attendance information
- Attempts to circumvent, deactivate or otherwise impede the intent of the educational institution's use of electronic surveillance programs

Cheating at exams, including plagiarism, means that the student does not have his or her answer assessed and is noted for a used examination attempt.

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

It shall be reported to the head of studies if during or after an examination there is a presumption that an examinee:

- have improperly obtained or rendered assistance,
- has published someone else's work for his own (plagiarism), or
- have used their own previously assessed work or parts thereof without reference (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 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 academic elements are stated in the national part of the curriculum.

9.1.1. Credit transfer agreements for academic 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 for other programmes.

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

Prior credit approval

The student can apply for prior credit approval. With the prior approval of a study visit in Denmark or abroad, the student is obliged, after the completion of the study visit, to document the academic elements completed during the approved study visit. In connection with the prior approval, the student must give the institution consent to collect the necessary information after the completion of the study visit.

With the prior credit approval, the academic element is considered completed if it is passed according to the rules applying to the programme.

Credit transfer agreements for courses covered by the local part of the curriculum

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

Prior credit approval

The student may apply for prior credit approval if the student has completed academic elements awarding credit, which are either offered by the programme or not.

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 45 ECTS-credits per year of studying. The study activity requirement of min. 45 ECTS pr. study year is annulled for the first year of study if the first-year test has a scope of 45 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 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 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/.

Please refer to section 8.1.1 for complaints regarding the Initial assessment test.

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 (the month of July excluded).

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.
- a combination of the above three points, if the exam includes a written assignment with oral defense

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 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 the following:

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

If the decision is to offer re-assessment or re-examination, the applicant must be informed that re-assessment or re-examination may lead to a lower grade. Within a period of 2 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 appeals 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 within 2 months – for summer exams 3 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 subsequently decide on the appeal.

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 local institutional part of the curriculum is valid from August 2022. All students will be transferred to this curriculum and at the same time previous existing curriculums will be suspended.