

# Curriculum Innovation and Entrepreneurship

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Bachelor's Degree Programme in Innovation and Entrepreneurship  
Professionsbacheloruddannelsen i innovation og entrepreneurship

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# 1. FRAMEWORK

This curriculum, covering the Bachelor's Degree Programme in Innovation and Entrepreneurship, hereinafter referred to as the study programme or the programme, is composed in compliance with the ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes by the Danish institutions of higher education approved to offer the particular programme.

## *Joint parts and institution specific parts of the curriculum*

Parts of the curriculum have been stipulated conjointly with the institutions in the respective national education network for business academies, whilst others have been determined by Cphbusiness alone. The joint parts are incorporated in this document and constitute the following subsections: 3.2, 3.3, 3.5, 5.2, 5.4 and 6.1. The remaining parts are institution specific.

The joint parts have been co-created by the institutions mentioned below, which have committed themselves to ensuring national competence and uniform practices regarding exemptions.

The joint parts of the curriculum have been determined by:

### **Business Academy Aarhus**

[www.baaa.dk](http://www.baaa.dk)

### **Lillebaelt Academy of Professional Higher Education**

[www.eal.dk/eal/International-58.aspx](http://www.eal.dk/eal/International-58.aspx)

### **Copenhagen Business Academy**

[www.cphbusiness.dk/english](http://www.cphbusiness.dk/english)

### **Zealand Institute of Business and Technology**

[www.zibat.dk](http://www.zibat.dk)

The joint parts of the curriculum have been agreed upon by the national education network for business academies during the summer of 2014.

The curriculum as a whole has been approved by Cphbusiness in compliance with the institution's internal approvals procedure on 25 August 2014.

## 1.1. Purpose and Objectives of the Study Programme

The purpose of the Bachelor's Degree Programme in Innovation and Entrepreneurship is to qualify the graduate to professionally perform problemsolving in start-up companies or companies where tasks are related to innovation or entrepreneurship.

### ***Learning objectives and outcomes***

The learning outcome includes the knowledge, skills and competencies a Bachelor of Innovation and Entrepreneurship will achieve from the programme, cf. the ministerial order no. 151 of 15 February 2013 on the professional bachelor programme in Innovation and Entrepreneurship, appendix 1.

*Following is an English translation of the Danish ministerial order no. 151 of 15 February 2013 on the Professional Bachelor Programme in Innovation and Entrepreneurship, appendix 1, published in Lovtidende, which is the Danish national gazette. In the event of a discrepancy between the translated version and the Danish version, the latter is thus valid.*

### *Knowledge*

The graduate must:

- have knowledge based on the theory and methodology within the discipline: Innovation and Entrepreneurship
- have knowledge based on creative and innovative processes and how to implement them – from idea generation to sustainable company
- have knowledge based on how to generate growth in already established companies
- have knowledge and understanding of, as well as the ability to reflect on, the organizational aspects of innovative processes, project management and internal and external communication
- have knowledge and understanding of, as well as the ability to reflect on, the central areas of management in a newly started company

### *Skills*

The graduate must:

- be able to implement central methods and tools as well as master the key skills necessary for the entrepreneur
- be able to analyze, evaluate and implement relevant creative and innovative processes
- be able to identify, analyze and evaluate opportunities for the start-up of new businesses and growth in already established businesses
  - be able to implement relevant methods and tools in connection with managing projects and start-up companies
  - be able to select and implement relevant systems and tools within sales, marketing, economics and IT for managing a start-up company. As well, be able to justify and communicate the chosen systems

### *Competencies*

The graduate must:

- be able to maintain orientation regarding the current status of development within the discipline and continuously work towards developing own knowledge, innovative and entrepreneurial skills and competencies
- on a current and professional basis be able to relate to own learning and developmental needs in connection with developing, operating and expanding own company
- be able to handle complex and development oriented situations in connection with identifying, evaluating and developing possibilities for starting new companies or development projects for existing companies
- independently and/or cooperatively be able to manage the process of development and growth for an existing company
- be able to independently establish, develop and manage networks according to professional strategies, tactics and operations
- be able to enter into professional collaboration with people from various professional backgrounds regarding establishing and running a company

## **1.2. Title, Duration and Certificate**

### *Title*

Upon completion of the programme, graduates are entitled to use the title *Bachelor of Innovation and Entrepreneurship* (in Danish: *professionsbachelor i innovation og entrepreneurship*).

In agreement with the Danish Qualification Framework for Lifelong Learning, the programme is graded at level 6.

### *Duration and maximum length of study*

With 60 ECTS credits (European Credit Transfer System) corresponding to one full-time year of study, cf. section 9 in the ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (*BEK nr. 1521 af 16/12/2013: Bekendtgørelse om erhvervsakademiuddannelser og professionsbacheloruddannelser*), the programme amounts to 90 credits in total. According to section 5, subsection 2, in the Order on Academy Profession Programmes and Bachelor Programmes, the study programme shall be completed within the number of years corresponding to twice the nominal length of study, meaning three years. Under exceptional circumstances, Cphbusiness is entitled to grant exemptions from this rule.

### *Certificate*

Upon completion of the Bachelor's Degree Programme in Innovation and Entrepreneurship, a certificate is issued to the student by Cphbusiness.

### 1.3. Commencement and Transitional Arrangements

This curriculum is effective as of 1 August 2014, and the terms and conditions stated herein apply to students enrolled at and starting the programme in the autumn of 2014. Simultaneously, any Cphbusiness curriculum prior to the present that applies to this study programme is repealed and superseded by this curriculum.

Students covered by curricula prior to the present may however request that they be covered by these until their completion of the programme, provided that they meet the previously listed requirements regarding the maximum length of study, cf. subsection 1.2. Under special circumstances, including circumstances relevant to the individual student, Cphbusiness may grant exemptions from the rule stipulated in this subsection, cf. subsection 1.3., entailing that an otherwise repealed curriculum still applies.

As regards the release of a new curriculum, or in the event of substantial alterations to the present, transitional arrangements will be laid down in the new curriculum.

### 1.4. Legal Framework

The legal framework that applies to this study programme is constituted by the latest versions of the following acts and ministerial orders:

*Following are English translations of Danish national acts and orders published in Lovtidende, which is the Danish national gazette. In the event of a discrepancy between the translated version and the Danish version, the latter is valid.*

- Act no. 214 of 27 February 2013 on academies of professional higher education (*the Academy Profession Act*)
- Act no. 467 of 8 May 2013 on academy profession programmes and professional bachelor programmes (*LEP-loven*)
- Ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (*the Order on Academy Profession Programmes and Bachelor Programmes*)
- Ministerial order no. 1519 of 16 December 2013 on examinations (*the Examination Order*)
- Ministerial order no. 223 of 11 March 2014 on admission and enrolment on academy profession programmes and bachelor programmes (*the Admission and Enrolment Order*)
- Ministerial order no. 262 of 20 March 2007 on the grading scale and other forms of assessment (*the Grading Scale Order*)
- Ministerial order no. 151 of 15 February 2013 on the Professional Bachelor Programme in Innovation and Entrepreneurship

The respective acts and orders can be obtained through *Retsinformation* at [www.retsinfo.dk](http://www.retsinfo.dk) (in Danish).

## 2. ADMISSION TO THE PROGRAMME

### 2.1. Entry Requirements

The Bachelor's Degree Programme in Innovation and Entrepreneurship is a top-up programme that builds on other higher education programmes. Admission to the programme requires a qualifying degree as well as fulfilment of the programme specific entry requirements. The entry requirements are stipulated in the order on admission and enrolment on academy profession programmes and bachelor programmes in force, and should doubts arise from the formulations used in this subsection, the formulations in the order apply.

For the programme specific entry requirements, please visit Cphbusiness' website.

### 2.2. Eligibility for Admission

In order to become eligible for admission to the programme, applicants must meet the entry requirements described on the website. If these are fulfilled, the applicant is qualified for, however not guaranteed, admission to the programme.

As the purpose of the programme is to enable students to work with innovation and entrepreneurship in an interdisciplinary study environment, the programme aims to combine students with different educational backgrounds.

The programme specific entry requirements include an evaluation of:

- The grade point average from a qualifying degree
- The applicant's motivation (Cphbusiness may invite applicants for a personal and clarifying interview)
- Relevant work experience

The selection criteria, as well as modifications to same, will also be published at Cphbusiness' website, taking due account of the time limits provided by the Ministry of Higher Education and Science. Should doubts arise from the formulations used in this subsection, the requirements described on the website apply.

## 3. PROGRAMME CONTENT

### 3.1. Programme Structure

As a prerequisite for completing the study programme, students must attend and pass educational elements equivalent to a total workload of 90 ECTS credits. A full-time semester encompasses educational elements, corresponding to 30 ECTS credits.

The programme comprises compulsory educational elements equivalent to 45 ECTS credits, electives equivalent to 15 credits, an internship equivalent to 15 credits and a

bachelor project equivalent to 15 ECTS credits.

Educational Elements		1 <sup>st</sup> year	2 <sup>nd</sup> year
Key subject areas	Innovation and Development (25 ECTS)	25 ECTS	
	Management and Network (10 ECTS)	10 ECTS	
	Business Operations (10 ECTS)	10 ECTS	
Electives		15 ECTS	
Internship			15 ECTS
Bachelor project			15 ECTS
<b>In total</b>	(45 ECTS)	<b>60 ECTS</b>	<b>30 ECTS</b>

The sum of all educational elements and other study activities may not exceed the prescribed 90 ECTS credits. All educational elements, including the bachelor project, are assessed and evaluated according to the subsection on examinations in this curriculum, cf. chapter 5, and where the outcome of the assessment is either 'passed' or at a minimum the grade 02, the educational element concerned is perceived as passed. For more information on examinations, please read chapter 5 and "Catalogue of Examinations and Other Tests at Innovation and Entrepreneurship".

### 3.2. Key Subject Areas

The programme covers a number of overarching subject areas to which the educational elements are related. The subject areas comprise educational elements corresponding to 45 ECTS credits. The contents of the subject areas as well as the distribution of ECTS credits have been determined collaboratively by the institutions of higher education approved to offer the particular programme. The subject areas include the following:

Innovation and Development
<b>Work load:</b> 25 ECTS
<b>Content:</b> The aim of this core area is to develop the students' entrepreneurial mindset in order to be able to manage the creative and the unpredictable and to be goal-oriented and structured in their work. In this connection, the student must also gain insight into his/her own strengths and weaknesses in relation to creating the best solutions in collaboration with others. The core area must furthermore give the students skills and competences for identifying possibilities as well as creating and developing business ideas firmly based in methodology in order to start up sustainable companies or activities in existing companies and organizations.
<b>Learning objectives:</b> <i>Knowledge</i> The graduate must: <ul style="list-style-type: none"> <li>• have knowledge based on the development of the theory and methodology</li> </ul>

within the discipline: Innovation and Entrepreneurship

- understand and be able to reflect on the significance of innovation and entrepreneurship as elements of the development of the individual, the company and society
- have knowledge based on the development of the practices within creative and innovative processes and how to apply them
- understand and reflect upon sources of innovation
- be able to demonstrate knowledge about and insight into the processes from conception to sustainable project, business area or enterprise
- have knowledge based on the development of methods for identifying and evaluating opportunities
- be able to demonstrate knowledge based on the development of practices related to growth in already established companies and reflect upon the tools and methods for analysis, evaluation and development of strategic business and growth possibilities
- be able to understand and reflect upon the primary paradigms of the theory of science in relation to innovation and entrepreneurship

### *Skills*

The graduate must:

- be able to apply central theories and methods as well as master relevant skills related to innovation, development and growth
- be able to analyze and assess how innovation and entrepreneurship impact the development of society, businesses and individuals
- be able to analyze, assess and apply creative and innovative relevant processes
- be able to assess, substantiate and choose relevant channels from concept to sustainable project, business area or enterprise
- be able to identify, analyze and assess potential possibilities within innovation and entrepreneurship as well as communicate these to potential partners
- be able to assess, substantiate and choose strategic growth possibilities for already established companies and communicate these choices to potential partners
- be able to assess and solve specific issues within innovation and entrepreneurship from a scientific and methodological perspective

### *Competencies*

The graduate must:

- be able to identify his/her own learning needs and keep abreast of the development of the subject and continuously develop own knowledge, innovative and entrepreneurial skills and competences
- be able to handle complex and development-oriented situations in connection with the identification, critical assessment and development of

possibilities

- independently be able to engage in collaboration across disciplines and take responsibility for developing and managing innovative processes
- independently and/or in collaboration with others be able to manage the process of starting own activities or development projects
- independently and/or in collaboration with others be able to manage the process for development and growth in an already established company
- be able to develop science-based projects, development plans and market studies based on complex and development-oriented issues

## Management and Network

**Work load:** 10 ECTS

**Content:** The purpose of this component is to provide the students with the necessary tools to convert ideas and opportunities into specific projects, and with insight into their own strengths and weaknesses, to be able to establish partnerships and networks that can make it possible to realize their ideas and opportunities. Moreover, the students should be able to manage change processes in companies with growth potential.

### Learning objectives:

#### *Knowledge*

The graduate must:

- have knowledge about and understanding of theories and methods regarding organizational establishment, networking, project management and change management
- have knowledge about the significance of corporate culture and values for the development of companies and projects
- be able to reflect upon practice in relation to organizational establishment, professional networking, project management and change management
- from a theoretical perspective be able to reflect upon various theories, concepts and methods in relation to solving specific challenges within project management, networking and change management

#### *Skills*

The graduate must:

- be able to plan and manage a project based on relevant theory and project models
- be able to prepare relevant organization of a company
- be able to apply relevant network models and –methods in connection with constructing and maintaining a professional network
- be able to manage the company’s communication in relation to the establishment and development of the company
- be able to participate in managing change processes

### *Competencies*

The graduate must:

- be able to independently establish, develop and handle networks professionally on a strategic, tactical and operational level
- be able to collaborate and assume responsibility for organizing and managing a company and projects
- be able to handle the operational and management challenges in connection with growth based on key theories, concepts and methods that relate to change management
- be able to identify his/her own learning needs and develop knowledge, reasoning abilities, skills and competences in relation to establishing and carrying out projects

## **Business Operations**

**Work load:** 10 ECTS

**Content:** The purpose of the core area is to establish a common foundation in order to communicate professionally and make decisions regarding the business aspects of the start-up and operation of a company. Moreover, the aim is to gain insight into personal strengths and weaknesses in relation to creating the best solutions in collaboration with others, including being able to learn from peers while contributing with own skills in joint project work focused on establishing and developing existing companies.

### **Learning objectives:**

#### *Knowledge*

The graduate must:

- have knowledge and understanding of the key management areas for business start-ups
- have knowledge about making a sales and marketing plan
- know and understand key models and methods for building customer relations
- have knowledge about the company's supply chain
- know and understand key models for managing company finances, including cash flow
- be familiar with different financial systems and understand their applicability to the start-up
- be able to understand the relevance of IT for the start-up, including IT systems and e-commerce
- have knowledge of legal issues relating to customer and supplier collaboration
- have knowledge of various types of visualization of products and concepts

### Skills

The graduate must:

- be able to participate in implementing a marketing and sales plan
- be able to make decisions regarding relevant financial management systems
- be able to justify and select IT systems for a start-up business
- be able to make decisions related to e-commerce
- be able to use social media in connection with the development and operation of the company
- be able to perform basic visualization in connection with communicating business ideas

### Competencies

The graduate must:

- be able to collaborate with others with different professional backgrounds on the establishment of a business and its further operation
- be able to reflect on the opportunities and challenges in connection with establishing and operating a company and make decisions regarding personal contributions to the process

## 3.3. Compulsory Educational Elements

The key subject areas cover a range of education elements that correspond to 45 ECTS credits. This part of the curriculum has been determined collaboratively by the institutions of higher education approved to offer the particular programme, and these educational elements are mandatory. The compulsory educational elements are all concluded with an examination and include the following:

*Schematic presentation of the educational elements divided by semester*

Educational elements distributed on semesters	1st semester	2nd semester	3rd semester	ECTS
	ECTS	ECTS	ECTS	
<b>Key Subject Areas and Compulsory Educational Elements</b>				<b>45</b>
<b>Innovation and Development</b>				<b>25</b>
Creative and Innovative Processes	5			5
Business Proposition	5			5
Science of Theory and Methodology	5			5
Growth		10		10
<b>Management and Network</b>				<b>10</b>
Project Management and Network	5			5

Change Management		5		5
<b>Business Operations</b>				<b>10</b>
Business Operations	10			10
<b>Elective Educational Elements</b>				<b>15</b>
Electives		15		15
<b>Internship and Bachelor Project</b>				<b>30</b>
Internship and Project			15	15
Bachelor Project			15	15
<b>Total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>90</b>

In the following, the compulsory educational elements will be elaborated on.

<b>Creative and Innovative Processes</b>
<b>Key subject area:</b> Innovation and Development
<b>Timing:</b> 1 <sup>st</sup> semester
<b>Work load:</b> 5 ECTS
<b>Content:</b> The aim is to develop the students' entrepreneurial mindset in order to be able to manage the creative and the unpredictable and to be goal-oriented and structured in their work. In this connection, the student must also gain insight into his/her own strengths and weaknesses in relation to creating the best solutions in collaboration with others.
<p><b>Learning goals:</b></p> <p><i>Knowledge</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• have knowledge of theory and methodology within the discipline: Innovation and entrepreneurship</li> <li>• have understanding of and the ability to reflect on the importance of innovation and entrepreneurship as elements in the development of the individual, the company and society</li> <li>• have knowledge from development-oriented practice of the creative and innovative processes and their application</li> <li>• have knowledge about and insight into processes from concept to sustainable company</li> </ul> <p><i>Skills</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• be able to apply key theories and methods from the profession</li> <li>• be able to analyze and assess how innovation and entrepreneurship have impact on the development of society, the company and the individual</li> <li>• be able to identify issues within certain areas, gather professional knowledge and initiate creative processes based on the issues</li> <li>• be able to analyze, assess and apply creative and innovative relevant processes</li> </ul>

<p><i>Competencies</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• be able to handle complex and development-oriented situations in connection with idea development, idea screening and assessment</li> <li>• independently be able to engage in professional collaboration across disciplines and take responsibility for the development and management of creative processes</li> </ul>
<p><b>Examination and assessment:</b></p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> semester: Exam 1</li> </ul>

<p><b>Business Proposition</b></p>
<p><b>Key subject area:</b> Innovation and Development</p>
<p><b>Timing:</b> 1<sup>st</sup> semester</p>
<p><b>Work load:</b> 5 ECTS</p>
<p><b>Content:</b> The aim is to develop the students' entrepreneurial mindset in order to be able to manage the creative and the unpredictable and to be goal-oriented and structured in their work. In this connection, the student must also gain insight into his/her own strengths and weaknesses in relation to creating the best solutions in collaboration with others. The aim of the component is moreover for the student to be able to master the skills necessary for identifying and taking advantage of possibilities and to prepare an innovation plan.</p>
<p><b>Learning goals:</b></p> <p><i>Knowledge</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• have knowledge of innovation sources</li> <li>• have knowledge of and insight into the processes from idea to sustainable company</li> <li>• have development-based knowledge of methods for identifying and assessing opportunities</li> <li>• have understanding of and the ability to reflect on various business opportunities</li> <li>• have knowledge about the content and nuances of various types of business plans and business models</li> </ul> <p><i>Skills</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• be able to identify, analyze, assess and communicate opportunities with potential within innovation and entrepreneurship</li> <li>• be able to assess, justify and select relevant routes from concept to sustainable project, business area or enterprise</li> <li>• be able to assess and communicate various business opportunities to stakeholders</li> <li>• be able to justify the choice of model for the business model as well as</li> </ul>

- master the skills needed to prepare it
- be able to prepare an innovation plan

### *Competencies*

The graduate must:

- be able to handle complex and development-oriented situations in connection with identification, critical assessment and development of opportunities
- independently be able to engage in professional collaboration across disciplines and take responsibility for the development and management of creative processes
- independently and/or in collaboration with others be able to manage the process of starting his/her own activities or development projects

### **Examination and assessment:**

- 1<sup>st</sup> semester: Exam 1

## **Science of Theory and Methodology**

**Key subject area:** Innovation and Development

**Timing:** 1<sup>st</sup> semester

**Work load:** 5 ECTS

**Content:** The objective is to qualify the student to be able to analyze, understand and assess the applicability of paradigms, theories, methods and techniques in relation to innovation and entrepreneurship. Furthermore, the objective is to understand, analyze and apply basic aspects regarding scientific work methods, including information searching and gathering and the assessment thereof, aimed at communicating the analyzed information within innovation and entrepreneurship on an academically scientific level.

### **Learning goals:**

#### *Knowledge*

The graduate must:

- have fundamental knowledge of the primary paradigms and theories in the theory of science and how they impact innovation and entrepreneurship
- have knowledge about the methodological implications of the theory of science and about methodological approaches that support the generation of reliable and valid knowledge

#### *Skills*

The graduate must:

- be critical of the theory of science and be able to discuss what knowledge is, how it can be generated and how it interacts with innovative and entrepreneurial practice
- be able to reflect on and discuss the theory of science in connection with the production of data and knowledge

- be able to work with professional innovative and entrepreneurial issues in a scientific and methodological perspective in connection with writing projects and reports
- be able to produce, gather and prepare data and to be critical to existing or new empirical data, including familiarity with scales of measurement and the ability to evaluate the timeliness, validity, reliability and generalizability of data
- be able to prepare scientifically based projects including the ability to clearly communicate the choice of research design, research results and solutions proposals, etc. in context

### *Competencies*

The graduate must:

- be able to transform theoretical choices and methods into valuable innovation processes
- be able to reflect on the significance of various theoretical approaches and to design and prepare value-added reports about innovation and entrepreneurship

### **Examination and assessment:**

- 1<sup>st</sup> semester: Exam 1

## **Project Management and Network**

**Key subject area:** Management and Network

**Timing:** 1<sup>st</sup> semester

**Work load:** 5 ECTS

**Content:** The purpose of this element is to provide students with the tools necessary for converting ideas and possibilities to specific projects and companies. This includes establishing and using networks with relevant stakeholders.

### **Learning goals:**

#### *Knowledge*

The graduate must:

- have knowledge about and understanding of theories and methods on the establishment of organizations, networks and project management
- be able to reflect on practice in relation to the establishment of organizations, professional networks and project management

#### *Skills*

The graduate must:

- be able to apply relevant theories and project models in connection with planning and managing projects
- be able to develop an appropriate organization for a company
- be able to apply relevant network models and network methods in connection with creating and maintaining professional networks

<p><i>Competencies</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• be able to collaborate and assume responsibility for organizing and managing companies and project</li> <li>• independently be able to establish, develop and handle networks professionally at a strategic, tactical and operational level</li> </ul>
<p><b>Examination and assessment:</b></p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> semester: Exam 1</li> </ul>

<p><b>Business Operations</b></p>
<p><b>Key subject area:</b> Business Operations</p>
<p><b>Timing:</b> 1<sup>st</sup> semester</p>
<p><b>Work load:</b> 10 ECTS</p>
<p><b>Content:</b> The purpose of the core area is to establish a common foundation in order to communicate professionally and make decisions regarding the business aspects of the start-up and operation of a company. Moreover, the aim is to gain insight into personal strengths and weaknesses in relation to creating the best solutions in collaboration with others, including being able to learn from peers while contributing with own skills in joint project work focused on establishing and developing existing companies.</p> <p>The learning aims for the compulsory educational component Business Operations are the same as for the core area Business Operations (see 3.3). Therefore, the same learning aims from the core area will be tested in the exam pertaining to the educational component.</p>
<p><b>Learning goals:</b></p> <p><i>Knowledge</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• have knowledge and understanding of the key management areas for business start-ups</li> <li>• have knowledge about making a sales and marketing plan</li> <li>• know and understand key models and methods for building customer relations</li> <li>• have knowledge about the company's supply chain</li> <li>• know and understand key models for managing company finances, including cash flow</li> <li>• be familiar with different financial systems and understand their applicability to the start-up</li> <li>• be able to understand the relevance of IT for the start-up, including IT systems and e-commerce</li> <li>• have knowledge of legal issues relating to customer and supplier collaboration</li> <li>• have knowledge of various types of visualization of products and concepts</li> </ul>

<p><i>Skills</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• be able to participate in implementing a marketing and sales plan</li> <li>• be able to make decisions regarding relevant financial management systems</li> <li>• be able to justify and select IT systems for a start-up business</li> <li>• be able to make decisions related to e-commerce</li> <li>• be able to use social media in connection with the development and operation of the company</li> <li>• be able to perform basic visualization in connection with communicating business ideas</li> </ul> <p><i>Competencies</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• be able to collaborate with others with different professional backgrounds on the establishment of a business and its further operation</li> <li>• be able to reflect on the opportunities and challenges in connection with establishing and operating a company and make decisions regarding personal contributions to the process</li> </ul> <p><b>Examination and assessment:</b></p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> semester: Exam 1</li> </ul>
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<b>Growth</b>
<b>Key subject area:</b> Innovation and Development
<b>Timing:</b> 2 <sup>nd</sup> semester
<b>Work load:</b> 10 ECTS
<b>Content:</b> The aim is to develop the students' entrepreneurial mindset in order to be able to manage the creative and the unpredictable and to be goal-oriented and structured in their work. In this connection, the student must also gain insight into his/her own strengths and weaknesses in relation to creating the best solutions in collaboration with others. The purpose of the educational element is furthermore to enable the student to identify, assess and deal with strategic growth opportunities for an established company. Taking the company's development stage as a point of departure, the student must be able to assess, justify, select and implement the structure needed to support growth.
<p><b>Learning goals:</b></p> <p><i>Knowledge</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• have knowledge about development-based practice for growth in new and already established companies</li> <li>• have knowledge about methods for analyzing, evaluating and developing strategic business and growth possibilities</li> <li>• have knowledge about different financial alternatives</li> <li>• be able to reflect on the role and composition of the advisory board and the</li> </ul>

board during various stages of the company's development

*Skills*

The graduate must:

- be able to identify, analyze, assess and mediate potential opportunities within innovation and entrepreneurship
- be able to assess, justify, select and mediate strategic growth opportunities for new and established companies
- be able to identify and assess risks connected to strategic growth opportunities
- be able to assess, justify and select various financing opportunities and offers
- be able to argue for the choice and composition of the advisory board and board

*Competencies*

The graduate must:

- be able to handle complex and development-oriented situations in connection with identification, critical assessment and strategic application of growth opportunities
- independently and/or in collaboration with others be able to manage the process of starting one's own activities, development projects and companies

**Examination and assessment:**

- 2<sup>nd</sup> semester: Exam 2

**Change Management**

**Key subject area:** Management and Network

**Timing:** 2<sup>nd</sup> semester

**Work load:** 5 ECTS

**Content:** The aim of this component is to provide the student with the necessary tools for handling the transition from start-up to growth company, and to be able to perform innovative projects in already existing companies.

**Learning goals:**

*Knowledge*

The graduate must:

- have knowledge and understanding of various theories and methods regarding organization development and managing change processes
- have knowledge about the significance of corporate culture and values for change processes and intervention opportunities
- be able to reflect on theories, concepts and methods in connection with change management

<p><i>Skills</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• be able to handle corporate communication in relation to the establishment and development of the company</li> <li>• be able to participate in managing change processes</li> </ul> <p><i>Competencies</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• be able to handle management challenges in connection with growth based on key theories, concepts and methods tied to change management</li> </ul>
<p><b>Examination and assessment:</b></p> <ul style="list-style-type: none"> <li>• 2<sup>nd</sup> semester: Exam 2</li> </ul>

### 3.4. Electives

In addition to the compulsory elements, the programme comprises elective study activities corresponding to 15 ECTS credits. Students must choose one of the predetermined electives offered by Cphbusiness. Information on the electives is available in the Electives Catalogue. The elective study activity is placed during the 2<sup>nd</sup> semester.

<b>Elective Educational Element</b>
<b>Timing:</b> 2 <sup>nd</sup> semester
<b>Work load:</b> 15 ECTS
<p><b>Content:</b> The optional educational component consists of a series of classes, self-study and project work. Instruction treats relevant and general topics and issues within the specific element. With his/her study group and the supervisor, the student defines relevant topics for further reflection. During the project work, the students, in groups, develop proposals for innovation and entrepreneurship based on the content of their instruction and self-study. The lecturer of the specific optional element acts as teacher, supervisor and examiner. In the role of supervisor the lecturer assists the study groups by helping to structure the chosen topics and demarcate the parts of relevant disciplines that can contribute to the immersion process. As well, the supervisor will assist in setting aims for the specific knowledge, skills and competences that the students in the study group must achieve. At a series of milestone seminars the study group's project work is discussed and evaluated.</p>
<p><b>Learning goals:</b> The optional educational component must bring perspectives to the core areas of the program.</p> <p>The following general learning aims must be fulfilled:</p>

<p><i>Knowledge</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• have development-based knowledge about theory and methodology within the chosen component and specific topic, which puts into perspective one or more of the core areas of the program</li> </ul> <p><i>Skills</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• be able to professionally disseminate knowledge in both oral and written forms</li> <li>• be able to apply the achieved knowledge as input towards developing new action plans, concepts, services or products</li> </ul> <p><i>Competencies</i></p> <p>The graduate must:</p> <ul style="list-style-type: none"> <li>• be able to professionally identify and address his/her learning and development needs within the specific area</li> <li>• be able to individually and in cooperation with others plan and carry out the process of achieving new knowledge</li> </ul> <p>Specific learning aims will be prepared separately for the proposed components and study group's specific topics.</p>
<p><b>Examination and assessment:</b></p> <ul style="list-style-type: none"> <li>• 2<sup>nd</sup> semester: Exam 3</li> </ul>

### 3.5. Internship

The Bachelor's Degree Programme in Innovation and Entrepreneurship includes both theory and practical experience with the purpose of supporting the student's continuous learning process and contributing to the fulfilment of the learning objectives specified for the study programme. During the internship, students are faced with professionally relevant issues, just as they become familiarised with relevant job functions. Students must actively and independently seek a placement with one or more private or public companies, and Cphbusiness ensures that the internship settings are satisfactory.

The internship is unpaid.

<b>Internship</b>
<b>Timing:</b> 3 <sup>rd</sup> semester
<b>Work load:</b> 15 ECTS
<p><b>Purpose:</b> The purpose of the internship is to put the student into direct interaction with the practice via one of the following types of internship:</p> <ul style="list-style-type: none"> <li>• Internship in own company</li> </ul>

- Internship in another company, e.g. a development project in a development department or in a start-up business where the conditions and issues are of an entrepreneurial nature so that the student fulfills the learning goals.

The internship must fulfill the following requirements:

***Internship in own company***

- Documentation of an innovation process is required, e.g. via a video log
- Reflection on the innovation process is required, e.g. via a video or images
- There must be taken specific external initiatives, e.g. customer meetings, concluded partnerships, studies of financing options
- Strategies and action plans for the further process must be developed
- The student must have a connection to an entrepreneurial environment or an existing business environment
- The student must find a board or an advisory board that will act as mentor during the internship
- The business plan for the company must include objectives of what should take place during the internship

***Internship in another company:***

- The innovation needs of the project or company must be documented
- Reflection on the innovation process that has been initiated in the project or company must be documented, e.g. via a video log
- Specific entrepreneurial development contributions from the student must be documented
- Strategies and action plans for the further process must be developed
- The student must have an advisor in the company

**Learning objectives:**

*Knowledge*

The graduate must:

- have knowledge about relevant theory, method and practice in relation to the company and the industry
- understand concepts and methods and reflect on their practical application
- have experience with participating in solving practical work and development issues in the field

*Skills*

The graduate must:

- be able to convert knowledge to performance in innovative and entrepreneurial processes
- be able to assess theoretical and practical issues and propose solutions
- be able to apply and communicate relevant theories for solving issues in a start-up business or for a company with development tasks of an innovative and/or entrepreneurial nature

### *Competencies*

The graduate will be able to:

- be able to see how his/her own role relates to specific tasks during the internship
- be able to enter into professional as well as interdisciplinary collaboration and networks

### **Examination and assessment:**

- Subsequent to the completion the internship period: The internship examination

## **3.5.1. Rules Regarding the Internship**

### *Requirements for the parties involved*

The hosting company, offering the internship, provides a contact person who must be at the student's disposal for the duration of the internship. The contact person and the student must draw up an internship agreement in collaboration, and this agreement, which must be in writing, should outline the types of tasks and assignments the student will face during his/her internship.

The internship agreement must take into account not only the learning objectives of the internship stipulated in this curriculum but also the student's prior knowledge, training and qualifications.

The internship agreement should afterwards be submitted for approval at Cphbusiness.

Close contact will be established between the student and one of the Cphbusiness appointed internship supervisors, who will act as the student's sparring partner for the entire duration of the internship and in addition hereto the examiner on the report.

A manual, describing the internship process in greater detail, is available through Cphbusiness.

Upon completion of the internship period, both the student and the hosting company will have to participate in an evaluation of the intership period. The student must complete the evaluation in order to attend the exam.

### *Roles and responsibilities of the parties involved*

<b>Student</b>	<b>Company</b>	<b>Cphbusiness</b>
Seeks a placement with a company	Provides a contact person	Ensures satisfactory internship settings  Appoints a Cphbusiness internship supervisor
The student and hosting company collaboratively draw up an internship agreement that takes into account the learning objectives of the internship		Discusses the internship agreement with the student  Approves the submitted internship agreement, provided that it meets Cphbusiness' demands
The student and hosting company cooperate during the internship		
The contact person and the internship supervisor support the student for the duration of the internship		
(Prepares for the internship examination)		
Participates in an evaluation of the internship	Participates in an evaluation of the student and the internship	
(Attends the exam)		(Conducts the exam)

## **3.6. Teaching and Working Methods**

At Cphbusiness, various teaching methods are practised. Among these are lectures, cases, assignments, practical and theoretical exercises, laboratory work, oral presentations, homework/study assignments, excursions/field trips, etc.

The teaching may be thematised, just as it may be divided into different courses.

The purpose of the varied teaching methods is that students, by means of the

selected teaching modes, acquire knowledge, skills and competencies within the programme's key subject areas, and that students apply these in accordance with the programme's learning objectives.

### **3.7. Language of Instruction**

The Bachelor's Degree Programme in Innovation and Entrepreneurship is an English taught programme, and all teaching is in English. In some cases, students may be able to choose electives in Danish, and students are free to enter into an internship agreement with a company in which the spoken language is Danish.<sup>1</sup>

## **4. INTERNATIONALISATION**

### **4.1. Study Abroad**

All full-time studies at Cphbusiness shall be organised in a manner that allows students the opportunity to take at least one of the study programme components abroad within the nominal length of study.

The possibilities of studying abroad pertaining to the Bachelor's Degree Programme in International Sales and Marketing include:

- 2<sup>nd</sup> semester
- The internship
- The bachelor project

Educational elements taken abroad can be approved for credit transfer provided that they are compatible with and meet the requirements regarding contents and level stipulated in the subsections about the internship and credit transfer.

Students, wishing to study abroad, have to apply for credit transfer before the period is initiated in due time to receive a pre-approval for credit transfer. The decision as to whether the educational elements can be approved for credit transfer rests on Cphbusiness' evaluation of the contents and standards offered by the educational institution or host company. When the period abroad is completed, students who have received a pre-approval for credit transfer have to document that they have successfully completed the pre-approved educational elements. As part of the pre-approval process, students shall concur that Cphbusiness has the right to obtain information relevant to the final credit transfer after the student has returned from the period of study abroad. A pre-approved educational element will be regarded as

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<sup>1</sup> The Bachelor's Degree Programme in Innovation and Entrepreneurship is offered as a Danish taught programme as well. For a description of the study programme with Danish as the language of instruction, please consult the Danish version of this curriculum (Studieordning for professionsbachelor i innovation og entrepreneurship).

successfully completed, if the student has passed the element in accordance with the rules and regulations in effect at the hosting educational institution.

## 5. EXAMINATION AND ASSESSMENT

### 5.1. General Rules Regarding the Exam

For exams at Cphbusiness, the following rules apply:

- The ministerial order no. 1519 of 16 December 2013 on examinations (*the Examination Order*), as well as
- The ministerial order no. 262 of 20 March 2007 on the grading scale and other forms of assessment (*the Grading Scale Order*)

In addition, the Cphbusiness rules and regulations regarding examination in effect at the time in question apply to examinations.

### 5.2. Description of Assessment of Educational Elements

In the following, an overview of the examinations at the Bachelor's Degree Programme in International Sales and Marketing is provided. Requirements and details on the specific examinations, including form and materialities, the use of aid during examination, etc., are available in the catalogues of examinations and other tests that apply to the programme, and exam periods are available in "Catalogue for Examinations and Other Tests for Innovation and Entrepreneurship".

Each examination, which may test several educational elements concurrently, will appear with one grade on the final diploma.

*Diagrammatic outline of the connection between examinations, the educational elements and the structure of the study programme*

Semester	Name of the examination (internal/external)	Educational element	Note on the final diploma	ECTS
<b>1<sup>st</sup> semester</b>	Exam 1 (internal)	Creative and Innovative Processes, Business Proposition, Science of Theory and Methodology, Project Management and Business Operations	One grade	30
<b>2<sup>nd</sup> semester</b>	Exam 2 (external)	Growth and Change Management	One grade	15
	Exam 3 (internal)	Electives	One grade	15
<b>3<sup>rd</sup></b>	Internship Examination (internal)	Internship and project	One grade	15

<b>semester</b>	Bachelor Project Examination (external)	Bachelor project	One grade	15
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### 5.3. Other Requirements for Completion of Activities

Besides the examinations mentioned above, students are required to attend and have a number of obligatory study activities approved in order to attend the exam and continue their studies, cf. the Examination Order section 9 and section 5, subsection 2.

#### 5.3.1. Mandatory Learning Activities: Requirements for Participation and Submission of Assignments

In order to attend some of the exams, students must have a number of mandatory learning activities approved. In case the mandatory learning activity is not approved, the student cannot attend the exam, which counts as an attempt at the exam. The student is automatically signed up for the re-examination, however, the student must still pass the mandatory learning activity, as it is the prerequisite for attending the exam.

The mandatory learning activities vary, depending on the educational elements. Examples of mandatory learning activities include requirements for participation, presentations, assignments, etc. The mandatory learning activities specific to the Bachelor's Degree Programme in Innovation og Entrepreneurship are available through the catalogue of examinations and other tests that applies to the programme.

#### 5.3.2. The Study Start Test

Cphbusiness conducts study starts tests on all full-time study programmes. A student must fulfil the study start test requirement in order to remain enrolled at the study programme, cf. the Examination Order section 9.

<b>Study Start Test</b>
<b>Timing:</b> The study start test is conducted no later than two months after commencement of the study programme
<b>Form:</b> The study start test is described in greater detail in the "Catalogue of examinations and other tests at Innovation and Entrepreneurship"
<b>Assessment:</b> Approved/not approved.
<b>Admission criteria:</b> None
<b>Consequences of not passing:</b> If the student does not fulfil the study start test requirements in the first attempt, it is possible to participate in a "re-examination", which will be held no later than three months after commencement of the study programme. If the re-exam is not approved, the student cannot continue the study

programme and his/her enrolment will be terminated, cf. the Examination Order section 9.

**Special conditions and specifications for the study start test:** The study start test is not covered by the regulations on complaints regarding examinations, cf. the Examination Order section 9, subsection 4. Under special circumstances, such as serious illness or other unusual circumstances, Cphbusiness is entitled to grant exemptions from rules stipulated in this section. Students will have to submit a request for exemption, which must specify and document the reasons for exemption.

## 5.4. Requirements for the Bachelor Project

The bachelor project, concluding the Bachelor's Degree Programme in Innovation and Entrepreneurship, must document the students' abilities to understand and analyse a practice-based problem related to their respective fields of study by means of relevant theory and methodology. Thus, central subjects from the programme should be covered by the project, and a problem statement, which must be key to not only the programme but also the respective type of industry/profession, has to be formulated by the student, and if desired in cooperation with a private or public company. Cphbusiness will subsequently approve the problem statement.

The bachelor project is conducted as an external examination, which, together with the internship report and other programme examinations, should document that the programme's learning objectives and requirements are met. The examination comprises a written part and an oral part that result in a single joint grade. The examination can only take place after the student has passed all other educational elements. For more information about the bachelor project, see section 5.2. in this curriculum, the catalogue of examinations and other tests used at the study programme and the specific manual for the bachelor project.

### Bachelor project

**Timing:** 3<sup>rd</sup> semester

**Work load:** 15 ECTS

**Purpose:** The final exam project must demonstrate that the academic level of the program has been achieved according to appendix 1 of the ministerial order for the Bachelor of Innovation and Entrepreneurship program: The objective of the program is to qualify graduates from a wide range of commercial and technical vocational academy programs to be able to start – independently or in collaboration with others - new and sustainable businesses and/or new projects, enterprises, etc. in existing companies, based on their various educational standards from their respective vocational academy programs combined with the latest knowledge within innovation and entrepreneurship. Learning outcome includes the knowledge, skills and competencies that the student should acquire in the course of the program, cf. the prescribed ministerial order no. 151 of 15 February 2013.

## **Learning goals:**

### *Knowledge*

The graduate will:

- have knowledge based on the theory and methodology within the discipline: Innovation and Entrepreneurship
- have knowledge based on creative and innovative processes and how to implement them – from idea generation to sustainable company
- have knowledge based on how to generate growth in already established companies
- have knowledge and understanding of, as well as the ability to reflect on, the organizational aspects of innovative processes, project management and internal and external communication
- have knowledge and understanding of, as well as the ability to reflect on, the central areas of management in a newly started company

### *Skills*

The graduate will be able to:

- be able to implement central methods and tools as well as master the key skills necessary for the entrepreneur
- be able to analyze, evaluate and implement relevant creative and innovative processes
- be able to identify, analyze and evaluate opportunities for the start-up of new businesses and growth in already established businesses
- be able to implement relevant methods and tools in connection with managing projects and start-up companies
- be able to select and implement relevant systems and tools within sales, marketing, economics and IT for managing a start-up company. As well, be able to justify and communicate the chosen systems

### *Competencies*

The graduate will be able to:

- be able to maintain orientation regarding the current status of development within the discipline and continuously work towards developing own knowledge, innovative and entrepreneurial skills and competences
- on a current and professional basis be able to relate to own learning and developmental needs in connection with developing, operating and expanding own company
- be able to handle complex and development-oriented situations in connection with identifying, evaluating and developing opportunities for starting new companies or development projects for existing companies
- be able to independently establish, develop and manage networks according to professional strategies, tactics and operations
- be able to enter into professional collaboration with people from various

professional backgrounds regarding establishing and running a compan

**Examination and Assessment:** The examination is external and assessed according to the 7-point grading scale. The examination consists of a project report and an oral defense. A single grade is given. The examination can only take place after the student has passed all other educational elements.

## 6. OTHER RULES

### 6.1. Credit Transfer and Change of Study Programme

In some cases, Cphbusiness may be able to transfer ECTS and educational elements, or parts hereof, completed at other educational institutions, provided that the elements in question correspond to elements included in this curriculum. Cphbusiness bases the decision about a possible credit transfer on an assessment of the element's content, level etc.

A transferable educational element from a stay abroad will be regarded as successfully completed, if the student has passed the element in accordance with the rules and regulations in effect at the educational institution, at which the element was taken. Students are obliged to notify Cphbusiness of any previously passed educational elements at a higher educational level, which includes educational elements from both Danish and foreign higher educational institutions, presumed to be transferable. Cphbusiness handles all applications for credit transfer according to these rules.

#### *Change of study programme*

A student requesting a change to another study programme at the same educational institution or at another educational institution or requesting transfer to the same programme at another educational institution shall apply for enrolment at the relevant programme. Change of study programmes are regulated by the rules that apply at the receiving educational institution.

Transfer to the same study programme at another educational institution can only take place after the student has passed study elements equivalent to the first year of the study programme, to which the applicant wishes to change or transfer, or to which the applicant wants to be admitted, at the receiving institution.

It shall be a condition for enrolment that the study programme has vacant places. Under special circumstances, the receiving institution may permit that transfer within the same programme may take place through enrolment even though the applicant has not passed study elements equivalent to the first year, cf. the Admission and Enrolment Order section 35, subsection 2.

## **6.2. Exemptions from the Curriculum**

Under special circumstances, Cphbusiness is entitled to grant exemptions from certain rules stipulated in this curriculum. Students have to submit a request for exemption, which must specify and document the reasons for exemption. Cphbusiness will subsequently process the request and notify the student of the decision once it is made.