

**Bachelor Degree in International
Hospitality Management**

2011-2013

**Professionsbacheloruddannelse i International Hospitality Management
Core curriculum, Bachelor of International Hospitality Management**

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1 Introduction

Welcome to the Bachelor of International Hospitality Management. The degree programme in question is aimed at applicants who wish to obtain a qualifying further education studying towards hotel, tourism, and experience management and who wish to gain applied management competencies.

The Bachelor of International Hospitality Management programme is aimed at ensuring development of professional competencies, and will provide the graduate with qualifications for further education in the future¹. The programme will qualify graduates to independently analyse, evaluate and reflect on the practical problems faced by hospitality organisations and to tackle practical complex assignments related to the operation, administration, development and management within the sector. The programme is designed to equip the graduates with knowledge and skills that will enable them to work as e.g. managers, administrators, project managers, or perform other functions in the multi-faceted hospitality industry.

2 Institutions offering the programme

The following education institutions are eligible to offer programme:

1. University College of Northern Denmark /www.ucnorth.dk:
Lindholm Brygge 35, 9400 Nørresundby
2. Academy of Professional Higher Education Lillebælt / www.eal.dk:
Tietgen Business College, Nonnebakken 9, 5000 Odense C
3. Copenhagen Business Academy / www.cphbusiness.dk
Copenhagen Hospitality College, Vigerslev Allé 18, 2500 Valby
4. Business Academy Dania, www.eadania.dk
Tradium Randers, Minervavej 63, 8900 Randers

¹ Based on the recommendations on the future of further education within experience economy and development of a Bachelor's degree programme focusing on specific business branches and industries expressed by the working group.

3 Curriculum content

The curriculum for the programme was developed in compliance with the guidelines specified in Danish Ministerial Order no. 636 of 29/06/2009 on professional higher education and bachelor programmes and is divided into two parts, i.e.

- **the core national curriculum** designed for use by all institutions offering the programme and
- **the institution's specific curriculum**, which specifies concrete guidelines and requirements set up by each education provider. The institution's specific curriculum should at least specify the requirements to the student with regard to his/her participation in tuition. Components of a specific curriculum can be developed independently or in collaboration between several education providers.

The core national curriculum in question was developed in collaboration between the four Danish educational institutions offering the programme.

4 Programme aim and duration

The aim of the programme is to prepare individuals to independently analyse, evaluate and review business issues and scenarios, and to perform different complex tasks related to general operation, development and planning, administration and management in hospitality enterprises.

The Bachelor of International Hospitality Management is a three-semester 18-month professional bachelor programme designed to act as an extension (top-up) of the Service, Hospitality and Tourism Management and Marketing Management programmes or other similar programmes. The programme is approved and accredited by the Danish Ministry of Education and the Danish Accreditation Council.

The programme will fill a gap in the Danish educational system, as applicants who have already completed their short-cycle higher education will only need to use one year and six months to obtain a Bachelor's degree. More information on credit transfer, existing cooperation agreements and how to connect with a Master's degree can be found in Chapter 9.

4.1 COMPETENCE PROFILE OF A GRADUATE

An individual who has obtained a Bachelor’s Degree in International Hospitality Management must possess the following knowledge and understanding, skills and competencies:

Graduates will after successful completion of the programme have the following	
Knowledge and understanding	<ul style="list-style-type: none"> • possess knowledge of business practice, applied theory, and methods widely used in the industry • appreciate the theory and methods and their application in business settings.
Skills	<ul style="list-style-type: none"> • be able to apply relevant methodology and tools as well as demonstrate the skills relevant to a job within the industry • be capable to critically evaluate practical problems faced by the hospitality industry as well as identify possible solutions and justify one’s choice by means of reasoning and evidence. • be able to define, articulate, and communicate problem statements and problem solutions to partners and customers (stakeholders) in an appropriate manner.
Competencies	<ul style="list-style-type: none"> • be able to manage complex and development-oriented situations that may arise in business or educational contexts • be able to enter into professional and cross-disciplinary cooperation and take responsibility within the framework of professional ethics. • be capable of identifying own learning and training needs and of obtaining knowledge and skills related to the industry.
Workload	<p>210 ECTS credits (120 + 90) aggregate</p> <p>The programme is designed as an independent extension of the academy profession degree studies. The top-up programme equals to 90 ECTS credits including 3-month work placement.</p>

FIGURE 1 Competence profile

The aggregate programme is a combination of an AP degree and a bachelor degree with a total duration of 3 ½ years (and a total value of 210 ECTS credits). One year of full-time study corresponds to 1 650 student working hours. A full-time study load is achieved through a combination of scheduled classes (directed studies), preparation for classes and written assignments, other activities related to the studies, work placement and projects for selected companies as well as self-study and participation in examinations.

4.2 DEGREE TITLE

A degree of ***Bachelor of International Hospitality Management*** is awarded on successful completion of the programme.

5 Programme structure and content

The programme consists of three semesters (5th-7th extension semesters), which will enable the student to acquire academic qualifications within the allocated time. The following figure (Fig. 2) demonstrates the programme's position in relation to short-cycle higher education



FIGURE 2 The *Bachelor of International Hospitality Management* programme in the educational system

5.1 ADMISSION REQUIREMENTS

As Figure 2 shows, a Bachelor of International Hospitality Management is a 90-ECTS credit extension of the short-cycle studies with duration of one year and six months. Graduates from the Service, Hospitality and Tourism Management and Marketing Management programmes are fully eligible to undertake the course of study in question.

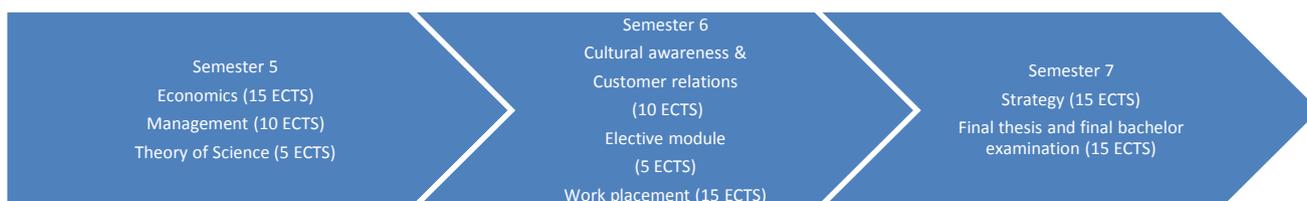
Other prospective applicants are to be assessed individually on the basis of the candidates' individual competence profile ('real competencies'). Additionally, applications will be assessed on the basis of actual competencies at all levels, as this may generally contribute to the overall level of attainment on completion of the programme.

5.2 SEMESTER STRUCTURE AND ECTS CREDIT DISTRIBUTION

The semester structure of the programme varies in two models – depending on which of the institutions that offers the programme. The two models are illustrated below. The difference between the two models consists in whether work placement and strategy are placed on 6th or 7th semester.

Model 1:

1. Business Academy Copenhagen Business / www.cphbusiness.dk
Copenhagen Hospitality College, Vigerslev Allé 18, 2500 Valby
2. Business Academy Dania, www.eadania.dk
Tradium Randers, Minervavej 63, 8900 Randers



Model 2:

1. University College of Northern Denmark /www.ucnorth.dk:
Lindholm Brygge 35, 9400 Nørresundby
2. Academy of Professional Higher Education Lillebælt / www.eal.dk:
Tietgen Business College, Nonnebakken 9, 5000 Odense C



Below is shown a more detailed distribution of ECTS :

	Semester 5	Semester 6	Semester 7
Economics	15 ECTS		
Optimization and revenue management	4		
Financial management through key figures and annual report	3		
Departmental and activity budgeting	4		
Investments and financing	2		
Distribution of costs	2		
Management	10 ECTS		
Employment law and work environment system	3		
Human resource management and Leadership	7		
Philosophy of Science and Methodology	5 ECTS		
Elective modules Further details are available in the institutions' specific curricula		5 ECTS	

Cultural awareness & customer relations (can be taken as an international module (read: abroad)). Further details are available in the institutions' specific curricula		10 ECTS	
The concepts of culture and the hospitality industry Guest/customer behaviour Negotiation techniques Organizational culture		2 3 2 3	
Work placement (The institution decides whether the work placement is placed on 6th or 7th semester – consult the institution specific curriculum)			15 ECTS
Work placement and work placement project report			15 ECTS
Business strategy (The institution decides whether the business strategy is placed on 6th or 7th semester – consult the institution specific curriculum)		15 ECTS	
Strategic analysis Strategy, concept and product development Strategic implementation and management		3 5 7	
Final bachelor project and final bachelor examination			15 ECTS
TOTAL ECTS	30 ECTS	30 ECTS	30 ECTS

5.3 ASSESSMENT

Evaluation of the students' progress achieved during the course of studying takes the form of various assessments, i.e. internal and external examinations, compulsory progression assignments, or other evaluation methods. Please note that the figure below (Fig.3) only represents the general assessments of the core national curriculum. Each training provider offering the programme has developed an individual plan of additional assessments, e.g. compulsory progression assignments.

	ECTS	Assessment of core national modules
Semester 5		
Economics	15	<p>Assignments: During the semester the student receives what is equivalent to five home assignments (coursework) - minimum 80% must be passed in order to sit the bachelor project and final bachelor examination. Internal individual assessment / pass or fail</p> <p>Examination: Four-hour individual written examination</p> <ul style="list-style-type: none"> • External assessment according to the 7-point marking scale • Weight: written component 1,0 • The assignment is available electronically ²
Management	10	<p>Examination: One week prior to hand-in deadline the student receives a case study, which forms the basis of the oral examination</p> <ul style="list-style-type: none"> • The viva: takes place after 1-3 weeks after case announcement. • Duration: 20 minutes. • Form: individual examination and assessment • Internal assessment – pass or fail • Weight: written component 0,5; the viva 0,5
Philosophy of Science	5	<p>Examination: The student writes an individual synopsis that uncovers relevant views and attitudes in connection to a complex problem using theoretical analysis.</p> <ul style="list-style-type: none"> • Internal assessment – pass or fail • Weight: written component 1,0 • The student receives oral feedback (duration 15 minutes). If the synopsis is assessed as failed, the feedback is used to assign what needs to be improved. The hand in of a new synopsis must be no later than 1 week after feedback, and the process is repeated.
Semester 6		
Cultural awareness and customer relations	10	<p>Assignments: During the semester the student receives what is equivalent to four home assignments (one for each subject area) - minimum 75% must be passed in order to sit the bachelor project and final bachelor examination. The institution decides if assignments are to be solved individually or in groups, but the assessment is always individual. The institution also decides whether the function of opponents is to be used.</p> <ul style="list-style-type: none"> • Internal assessment – pass or fail <p>Examination: The students draws a random question connected to either of the four subject areas, and is given 30 minutes of preparation to answer said question. The viva is 30 minutes with an offset in a reflection on the course literature.</p>

² The assignment will be uploaded on the intranet by commencement of the exam. In case of network breakdown the paper-based assignment must be used.

		<ul style="list-style-type: none"> • External assessment according to the 7-point marking scale • Weight: oral 1,0
Elective module	5	Please consult the institution's specific curriculum
Business strategy ³	15	<p>The individual student writes an assignment that is 45,000 characters with spaces. Assignments below 30,000 characters with spaces will be rejected.</p> <ul style="list-style-type: none"> • External assessment according to the 7-point marking scale • Weight: written 1,0
Semester 7		
Work placement ⁴	15	<p>Examination: In co-operation with the work placement enterprise, the candidate identifies and defines a problem statement (research question), which should be approved by the appointed supervisor, and produces a project report. During the work placement the student also maintains a learning journal, to be submitted on completion of the placement. The learning journal will reflect the learning goals and outcomes of the placement. The learning journal and project report becomes the basis of the viva in work placement.</p> <ul style="list-style-type: none"> • Internal assessment – pass or fail • Weight: written 0,5; the viva 0,5 • Duration of the viva: 30 minutes
Final bachelor project and final bachelor examination	15	<p>Final bachelor examination: The student produces a bachelor project based on the chosen problem statement (research question). The project then is used a departure point for the viva examination.</p> <ul style="list-style-type: none"> • The viva: external assessment in accordance with the 7-point marking scale • Duration 60 minutes • Weight: written 0,7; the viva 0,3 • One overall mark is awarded <p>The bachelor project is normally produced on an individual basis. However, by exception, the students may send application for special consideration if they wish to write a group bachelor project to the Programme director. Even if the project is written by a group of students the assessment is still individual and it should be apparent who is responsible for writing the respective parts of the project.</p> <p>Size of the project: 1 student: 105,000 characters with spaces – projects below 75,000 characters with spaces will be rejected.</p>

³ Notice: Strategy can be placed on 7th semester depending on the institution

⁴ Notice: Work placement can be placed on 6th semester depending on the institution

	2 students: A maximum of 150,000 characters with spaces and a minimum of 105,000.
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The degree certificate will include data on the assessments and examinations described in the above Figure 3. All scheduled assessments and external examinations must be passed successfully in order to obtain the title of Bachelor of International Hospitality Management⁵.

5.3.1 Marking procedure

All assessments and examinations of the programme in question comply with the official guidelines, which prescribe that a minimum of 50% of the examinations organised are external and must be conducted in the presence of the external examiner (45 ECTS).

This means that the Examination Secretariat will appoint an official external examiner with expert knowledge of the professional area. Additionally, local lecturers from the educational institution or other educational institutions as well as business contacts representing the sector of the international hospitality may act as the external examiners.

5.4 TEACHING METHODS AND LEARNING STYLES

- A variety of teaching and learning methods is used, i.e. lecturing, classroom teaching, guest lecturing, practical classes, presentations (including student presentations), case studies, seminars (workshops), and project work, as well as work placement in relevant organisations.
- A more detailed description of the content and concrete learning outcomes of each course, industry-related activities, work placement, and bachelor project can be found in Chapter 6.
- The sixth semester is an international module and therefore the language of tuition is English.

⁵ Some training providers have a possibility to add a transcript of the results obtained in, e.g. the compulsory progression assessments or other assessments to the degree certificate. If available, information about this option can be found in the institution's specific curriculum.

6 Course descriptions

6.1 ECONOMICS

Value: 15 ECTS

Aim

The course should equip the student with the knowledge of and skills required to prepare corporate budgets and costing calculations. The student must also be able to prepare relevant key figures and critically apply them in the management of hospitality enterprises. Finally, the student must apply yield and revenue management in optimising the company turnover, both on the short and the long term.

6.1.1 Economics – intended learning outcome

Knowledge and understanding:

At the end of the course, the student will be able to demonstrate knowledge of:

- fundamental accounting principles, how to draw up budgets and accounts for analysis of the corporate key figures
- investment and financing, the more complex issues of budgeting, and the cost structure in the international hospitality context
- establishing a company, including how to obtain a trade license
- various principles for cost analyses (calculations) and their application within the industry
- central concepts of yield and revenue management in the international hospitality context
- mixed costs and (in-)direct costs and methods for the distribution of these

Skills

At the end of the course, the student will have acquired skills in:

- developing departmental- and activity budgets and accounts for further analysis
- preparing cost calculations according to recognized methods in the industry and calculations for specific industry key figures
- using different methods for the distribution of mixed and indirect costs
- creating well-founded alternative proposals for investment and financing

- applying the principles of yield and revenue management in order to give input for improving the turnover of the company on both the short and long term

Competencies

At the end of the course, the student will have obtained competencies in:

- producing budget proposals and key figures as part of the company's financial management, based on inputs from the company's various departments and activities
- analysing the company's situation as well as making and assessing various proposals for optimising its operations

6.1.2 Compulsory activities and assessment

- refer to 5.3

6.1.3 Core subject areas

The following overview presents the core subject areas of the Economics course and ECTS credit distribution:

Economics	15 ECTS		
Financial management through key figures and annual report	3		
Investment and financing	2		
Optimization and revenue management	4		
Departmental and activity budgets	4		
Distribution of costs	2		

6.2 MANAGEMENT

Value: 10 ECTS

Aim

The course will equip the student with the knowledge and skills required to independently perform management and cooperation tasks, and apply relevant tools and information to succeed in general management, human resource management, and development.

6.2.1 Management – intended learning outcome

Knowledge and understanding

At the end of the course, the student will be able to demonstrate knowledge of:

- human resource management in general, labour market agreements, and legal obligations that influence human resource management within the hospitality sector
- various communication techniques
- competence development in the hospitality sector
- stress and stress management.

Skills

At the end of the course, the student will have acquired skills in:

- applying labour market agreements and their regulations in planning within the hospitality company
- recommending qualifications that individual departments or companies should aim for
- identifying potential conflicts
- identifying what makes a good work environment and developing action plans allowing to improve it

Competencies

At the end of the course, the student will have obtained competencies in:

- planning work distribution with regard to valid rules and regulations
- facilitate solving conflicts
- implementing qualification development plans
- developing own personal management styles

6.2.2 Compulsory activities and assessment

- refer to 5.3

6.2.3 Core subject areas

The following overview presents the core subject areas of the Management course and ECTS credit distribution.

Management	10 ECTS		
Employment law and work environment system	3		
Human resource management and Leadership	7		

6.3 PHILOSOFY OF SCIENCE AND METHODOLOGY

Value: 5 ECTS

Aim:

- An illustration of the effect the choice of scientific paradigm has on methodology, and what implications it has on the analysis and assessment of practice
- To form the basis of academic work
- To examine the key methodological approaches within the social sciences
- An understanding of the different methodological approaches ability to produce knowledge
- A critical reflection on the production of knowledge in society

6.3.1 Philosophy of Science and Methodology – intended learning outcome

Knowledge and understanding

At the end of the course, the student will be able to demonstrate:

- An insight into important perspectives on knowledge and insight
- A well founded understanding of what knowledge is in a social science context
- A basic understanding of fundamental schools and problem areas within philosophy of science, in a social scientific perspective
- an understanding of methodological approaches that support the generation of knowledge

- a knowledge and understanding of the central paradigms within the social scientific disciplines
- an understanding of methodology

Skills

At the end of the course, the student will have acquired skills in:

- the ability of being critical of empirical studies, including being able to discuss what knowledge is, how it is generated and how it connects to practice
- being able to reflect on, and take part in a discussion on the generation of knowledge
- the ability to work on problem areas within philosophy of science and methodology, and integrate the understanding of science and methodology with academic professionalism in project writing
- the ability to collect, transform and interpret quantitative and qualitative data. As well as being critical of presented data material, including an understanding of different scales of measurements, the ability to evaluate the relevance, actuality, validity, reliability of data and the data's ability to be used to generalize
- the ability to prepare a problem analysis and problem delimitation. As well as a preparation of a problem formulation and possible hypothesis, and finally to discuss methodological considerations and argue choice of research methods.
- being able to structure and analyse according to principles within scientific work

Competencies

At the end of the course, the student will have obtained competencies in:

- the ability to use scientific and methodological approaches in the research and solving of a practical problem
- the ability to produce scientifically based reports and projects as well as communication of research results and suggestions in a clear and easy to read report. A report that consists of a problem formulation, methodological considerations and an assessment of the reliability and validity of the results and preconditions.
- being able to prepare a research plan and assess the strengths and weaknesses of different research methods
- arguing choice of method and being critical of same.
-

6.3.2 Compulsory activities and assessment

- refer to 5.3

6.4 CULTURAL AWARENESS AND CUSTOMER RELATIONS

Value: 10 ECTS

This course can be completed either in Denmark or at a foreign educational institution. It includes topics such as cultural understanding, hospitality culture, communication, and operations in the hospitality industry. It could be an advantage to complete this course abroad.

Aim

The course will lead to the development of culture and guest relation awareness, and should enable the student to apply the complexities of cultural concepts and analysis to company operations and development as well as negotiations with representatives from other cultures.

6.4.1 Cultural awareness and customer relations – intended learning outcome

Knowledge and understanding

At the end of the course, the student will be able to demonstrate knowledge of:

- how the organisational context is manifested in practice in the hospitality industry. This will include specific company culture, professional culture, functional culture, and departmental culture.
- concepts, theories, and models for cultural understanding and their application within the hospitality industry
- communication techniques used with guests, customers, suppliers, stakeholders, etc

Skills

At the end of the course, the student will have acquired skills in:

- applying the knowledge of culture in comparative studies of national cultures
- applying and assessing cultural models and concepts as well as ideas for management and development within a hospitality company or organisation
- applying and assessing rhetorical patterns as well as verbal and non-verbal communication

Competencies

At the end of the course, the student will have obtained competencies in:

- carrying out and applying relevant cultural analyses in relation to company development

- communicating and negotiating with people, companies, and organisations across cultures, also while dealing with economical, managerial and legal aspects as well as ethical considerations

6.4.2 Teaching methods and learning styles

The language of tuition is English – this will ensure proper integration of internationalisation principles throughout the course. Teaching will be based on a combination of classroom teaching, lectures, guest lecturing, group work and assignments, workshops and role plays which are based on current authentic issues of the hospitality industry. The course is characterised by a high percentage of practical assignments and presentation of findings.

6.4.3 Compulsory activities and assessment

- refer to 5.3

6.4.4 Core subject areas

The following overview presents the core subject areas of the Cultural awareness and customer relations course and ECTS credit distribution.

Cultural awareness & customer relations		10 ECTS	
The concepts of culture and the hospitality industry		2	
Guest/customer behaviour		3	
Negotiation techniques		2	
Organizational culture		3	

6.5 ELECTIVE MODULE

VALUE: 5 ECTS

Further details are available in the institution's specific curriculum.

6.6 BUSINESS STRATEGY

Value: 15 ECTS

The course will be held on 6th or 7th semester depending on the institution.

Aim

The course will equip the student with the knowledge and skills required to understand the strategic challenges of the hospitality industry and skills required to assess a company's development possibilities. Additionally, the student should be able to develop new markets and concepts and prepare proposals for strategic development of an enterprise.

6.6.1 Business Strategy – intended learning outcome

Knowledge and understanding

At the end of the course, the student will be able to demonstrate knowledge of:

- models and theories for strategic analysis
- strategic models and tools within the hospitality sector
- development and implementation of strategy
- strategic management

Skills

At the end of the course, the student will have acquired skills in:

- developing and communicating the strategy for the individual company or organisation, and identifying the success factors contributing to the development of the company
- entering into dialogue with the management and employees regarding the company's strategic challenges
- identifying cooperation possibilities through entering alliances/networks with other stakeholders

Competencies

At the end of the course, the student will have obtained competencies in:

- analysing strategic challenges of an organisation
- developing strategies for the new as well as old markets
- developing new concepts

- developing a business plan for the implementation of a new strategy and relating this to a strategic management perspective

6.6.2 Teaching methods and learning styles

Teaching is based on a combination of classroom teaching, lectures, guest lecturing, group work and assignments and workshops which are based on current authentic issues of the hospitality industry. The course is characterised by a high percentage of practical assignments and presentation of findings.

6.6.3 Compulsory activities and assessment

- refer to 5.3

6.6.4 Core subject areas

The following overview presents the core subject areas of the Business strategy course and ECTS credit distribution.

Business strategy (The institution decides whether the business strategy is placed on 6th or 7th semester – consult the institution specific curriculum)		15 ECTS	
Strategic analysis		3	
Strategy, concept and product development		5	
Strategic implementation and management		7	

6.7 WORK PLACEMENT

Value: 15 ECTS

The work placement is held on 6th or 7th semester depending on the institution (refer to the institutions specific curriculum).

The work placement period has the value of 15 ECTS credits and takes place in the sixth semester. Work placement is a full-time equivalent of a job performed in a business setting, with a workload of 37 hours per week, during which the student also produces a work placement report and maintains a work placement learning journal. Scheduling the work placement in the sixth semester allows the student to acquire professional competence and apply theory and methodology in a real-life business setting and also to assess and reflect on the practical issues that are relevant to the bachelor project and final bachelor examination. The student who is enrolled on the bachelor programme will normally have completed a compulsory 3-month work placement with the value of 15 ECTS credits as a part of their AP degree (or similar). To successfully complete a bachelor degree, the student should therefore complete another 3-month (15 ECTS-credit) placement.

The student may receive Danish Government student support (in Danish: SU) during the placement if he/she is entitled to SU. The placement itself is a non-paid experience; however, the student may on an individual basis negotiate a salary or any other remuneration with the placement host.

6.7.1 Aim of the work placement

The aim of the practical experience is to allow the student to develop professional qualifications required for acting professionally in situations of increased complexity and to provide the student with insights into complex issues that a manager/consultant is faced with in his daily work in the hospitality sector.

To ensure that the placement is not a mere apprenticeship in its traditional sense, the student must reflect on practice and relate his/her new knowledge of practice to the theoretical instruction at the educational institution. The interaction between theory and practice is what characterizes this bachelor programme; however, is also a significant challenge to achieve the desired synergy between the education's practical and theoretical parts.

The placement must contribute to achieving the objectives of the programme, described in Section 4.1 in terms of obtained knowledge and understanding, skills, and competencies.

Together with the above, it gives the student the opportunity for practical application of knowledge and tools and helps develop skills in assessing and reflecting on practical issues, as well as substantiating chosen actions and solutions. Moreover, the central idea of the placement is to enable the student to handle complex situations in practical contexts, undertake responsibility, and participate in management functions as well as identify one's own learning needs.

Since the placement is a part of the learning process, it is important to evaluate it from all perspectives, which in its turn will ensure that the placement of the future students can be improved and the experience gained can be integrated into the teaching process.

6.7.2 Work placement academic supervisor

A work placement academic supervisor will be appointed for each student doing work placement. Further details about it can be found in the institution's specific curriculum.

6.7.3 Work placement company search and placement provider approval

It is the student's responsibility to search independently and individually for a work placement host. The training provider may provide some guidance and assistance. The choice of the work placement company and the work placement contract must be approved by the supervisor. In the case, when the relevance of the company's profile (and thus aims and objectives of the placement) to the programme is questionable, it is the Programme director who takes a decision on whether or not a placement host can be approved.

6.8 BACHELOR PROJECT AND FINAL BACHELOR EXAMINATION (15 ECTS)

6.8.1 Bachelor project and final bachelor examination aim

The Bachelor programme in the International Hospitality Management culminates in the development and submission of a final bachelor project and a subsequent final bachelor examination at the end of the seventh semester. The bachelor project should demonstrate the student's ability to

combine theoretical, practice- and development-orientated elements and communicate it through a solid methodological (read: at both academic and professional levels) foundation. The project is a research into and an analysis of a practical (existing) problem, which is carried out in cooperation with an enterprise/organisation⁶. The bachelor project should be of interdisciplinary character and must contain financial implications of the problem.

The bachelor project is normally produced on an individual basis. However, by exception, the students may send application for special consideration if they wish to write a group bachelor project to the Programme director.

The paper must demonstrate the student's interdisciplinary knowledge and academic perspective.

The overall title for the bachelor project is to be defined by the student in cooperation with an assigned project supervisor and an enterprise. The research question together with the project title should be submitted to the appointed supervisor for approval.

6.8.2 Prerequisites

The candidate must have taken all courses and have passed all previous examinations and compulsory progression assessments, including work placement, to be accepted to the final bachelor examination.

In the bachelor project the candidate should be able to reflect on the ways methodology and theories are applied in the international hospitality enterprises. A key requirement will also be that the candidate displays an ability to use methods and tools for data collection and analysis, what should in its turn enable the candidate to create effective solutions to practical problems and communicate that to the partners (stakeholders) and end users. The candidate is also expected to evaluate the research problem(s) and support his/her viewpoint on the possible initiatives and solutions with reasoning and evidence.

⁶ In exceptional situations, the final bachelor project can be based on a broader industry-related business problem, which is not related to the specific enterprise. In this case, the research question must be defined in cooperation between the student and the education provider. Both project title and the research question must be approved by the appointed supervisor.

6.8.3 Assessment: final bachelor examination

The viva in the final bachelor examination takes the point of departure in the bachelor project. The student's performance is assessed externally. A single overall mark will be given to each student for his/her attainment in the written component (bachelor project report) and the viva according to the 7-point marking scale. The assessment of the bachelor project report will comprise 2/3 of the final mark, while the assessment of the viva is 1/3.

7 General rules and regulations for examinations and assessments

All students are automatically registered for the standard external examinations and internal assessments (cf. Section 5.3). If the student fails the examination or assessment or withdraws from the examination because of illness, the student is allowed to re-sit the examination.

As an active participant of the programme in question, the student must sit/ take all the standard examinations and assessments.

If the student misses the examination/ assessment without good reason, the student is recorded as absent and as if the student has used the first attempt. The student is then allowed to sit the missed examinations only during the scheduled examination session next year.

If the student would like to withdraw from the standard examinations/assessments, he/ she must send a written explanation to the Examination secretary at least a fortnight prior to the starting date of the examination⁷. The student is then allowed to sit the missed exams only during the scheduled examination session in the following semester or year.

7.1 GROUP SIZE

The optimal group size for all group activities is from three to five students. This rule, however, does not apply to the final bachelor examination.

⁷ Dates when examination material (e.g. examination task description) is handed out.

7.2 FEEDBACK ON WORK ASSESSED

At the oral examination/ assessment the student is entitled to receive marks and/or feedback at the end of the period allocated to the viva and deliberation.

In the case when the feedback cannot be announced right after the completion of the viva, the student will receive information on when the examination results are announced. The student is entitled to receive marks or other feedback within a fortnight from the date of examination.

For written examinations or other assessments results will be published in the form of the formal examination result letter specifying the mark, or by electronic notice or by lists on the notice board (with only the examination number) from the relevant department of the university. Examination results cannot be communicated over the phone.

7.3 EXAMINATION AND ASSESSMENT SCHEDULE

For the student enrolled on a programme in September 2011 the following examination schedule, including the schedule for re-sits, will apply (subject to possible amendments):

National plan for examinations and assessment 2011-2013			
	Assignment is announced / To be approved	Deadline for submission	Examination
Economics – home assignments	Consult the institution's specific curriculum for details	Consult the institution's specific curriculum for details	Consult the institution's specific curriculum for details
Economics – four-hour written examination	Thursday January 19 th 2012		At 9.00
Second attempt: Economics – four-hour written examination	Thursday February 16 th 2012		At 9.00
Third attempt: Economics – four-hour written examination	Thursday March 15 th 2012		At 9.00
Management– home assignment / project report	Consult the institution's specific curriculum for details	Consult the institution's specific curriculum for details	Consult the institution's specific curriculum for details

Management – case-based internal assessment	To be announced Monday January 9 th 2012	Is handed in Monday January 16 th 2012	The viva: week 4+5
Second attempt: Management – case-based internal assessment	?	?	?
Third attempt: Management – case-based internal assessment	?	?	?
Philosophy of Science and Methodology – internal assessment	Consult the institution’s specific curriculum for details	Consult the institution’s specific curriculum for details	Consult the institution’s specific curriculum for details
Cultural awareness and customer relations – external exam			Exam week 12+13
Second attempt: Cultural awareness and customer relations – external exam For students at an institution where the work placement is placed on 6 th semester:			Week 17+18 Week 36+37
Third attempt: Cultural awareness and customer relations – external exam For students at an institution where the work placement is placed on 6 th semester:			Week 44+45 Week 40+41
Work placement project report submission	Consult the institution’s specific curriculum for details	Consult the institution’s specific curriculum for details	Consult the institution’s specific curriculum for details
Work placement learning journal submission	Is due on the same date when the work placement report is to be submitted	Is due on the same date when the work placement report is to be submitted	Is due on the same date when the work placement report is to be submitted
Work placement: the viva	Consult the institution’s specific curriculum for details	Consult the institution’s specific curriculum for details	Consult the institution’s specific curriculum for details

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Business strategy - external exam	Introduction is given no later than 3 weeks before hand in.	Thursday May 3 rd 2012 at 12.00 am.	
For students at an institution where the Business strategy is placed on 7th semester:	Introduction is given no later than 3 weeks before hand in.	Thursday November 1 st 2012 at 12.00 am.	
Second attempt: Business strategy - external exam		Thursday May 24 th 2012 at 12.00 am.	
For students at an institution where the Business strategy is placed on 7th semester:		Thursday November 22 nd 2012 at 12.00 am.	
Third attempt: Business strategy - external exam		Thursday November 22 nd 2012 at 12.00 am.	
For students at an institution where the Business strategy is placed on 7th semester:		Thursday December 13 th 2012 at 12.00 am.	
Bachelor project - external exam	Approval of Problemformulation: No later than Friday November 9 th 2012	Monday January 7 th 2013 at 12.00 am	Week 4+5
Second attempt: Bachelor project - external exam	Approval of Problemformulation: No later than Monday February 4 th 2013	Tuesday April 2 nd 2013 at 12.00 am.	Week 16+17

The following time deadlines apply:

- Examination material (e.g. business case, introduction to the examination, task description) is to be distributed at 9.00 on the announced date
- Submission of the written work (e.g. coursework, written assignment, project report) must take place at 12 o'clock at the latest on the announced date

7.4 EXAMINATION APPEAL

According to the Danish ministerial order no. 782 on Examination regulations, Articles 10 and 11, the student may initiate a formal procedure of examination appeal and submit a written statement within two weeks of receiving the mark/ feedback. It is required that the statement clearly demonstrates prima facie evidence.

7.5 USE OF TEXTBOOKS, STUDY AIDS AND OTHER DEVICES DURING EXAMINATION

During the written examinations, the student is allowed to use textbooks and material provided during the lectures. The same applies to revision material/ notes, supporting material, memory devices with the necessary documents saved on them.

The following are not allowed in the examination room under any circumstances:

- Use of Internet
- Use of Intranet
- Bluetooth
- Mobile phones
- Other electronic means of communication

If the student is caught in possession of or while using any unauthorized equipment, the student's participation in the examination will be suspended⁸.

7.6 APPLICATION FOR SPECIAL CONSIDERATION

If the student is unable to participate in the examinations described above or if the student wishes to withdraw from any of the examinations described above, a written application for special consideration must be sent to the institution. Permission will be granted only if the training institution considers that the cause of absence from the examination is relevant (significant illness, death or critical illness of a close family member or similar).

⁸ See Section 7.9 for further details.

7.7 ACADEMIC MISCONDUCT

In the case of alleged academic misconduct (including plagiarism, cheating or collusion), a formal meeting with the student and the lecturer/examiner will be convened and chaired by the Programme director to investigate the case. Should the Programme director conclude that there has indeed been a case of misconduct, the student will be immediately expelled from the programme. The student may send an application for special consideration to follow the course when the semester starts again. Please note that the Programme director is not obliged to offer a place in a new semester to student guilty of academic misconduct.

8 Internationalisation

The international dimension constitutes an integral part of the International Hospitality Management Programme, which clearly reflects a sustained globalization trend.

That is why in order to successfully launch and provide the training in question, it is imperative to allow access to/inherit practice of the best European specialist hospitality education institutions.

The developers of the curriculum in question drew their inspiration for the framework of this programme and its content from the best practice of these hospitality schools.

One of the main objectives for working with internationalisation is to help contribute to the professional development and creative thinking of the students and in general during the tuition.

The internationalisation aspect is embedded in all elements of the curriculum but it gains considerable visibility in the sixth semester, which includes a course in Cultural awareness & Customer relations and a work placement that can be taken abroad.

There exists a list of accredited partner universities offering specialised hospitality degrees. Cooperation with these ensures that the level of the programme in question fully complies with the requirements for a bachelor degree level.

Teaching will reflect international research findings, obtained from various printed resources and knowledge exchange partners by means of guest lecturing. Teacher mobility between partner universities will also help augment the international profile of the programme.

9 Credit transfer and postgraduate programmes

The partner agreements may allow the individual graduate who obtained a Bachelor's degree in International Hospitality Management admission to postgraduate programmes with a full credit transfer. Until formal agreements have come into effect, the transfer can be negotiated with the student on an individual basis.