

Curriculum for Bachelor in Sports Management

**2011-
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Professionesbachelor i sportsmanagement
Bachelor in Sports Management

Copenhagen Business Academy
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1. Introduction

2. Preface

The Professional Bachelor Programme in Sports Management is a Bachelor Programme with duration of 18 months. It is designed as a supplementary education for students who have already obtained qualifications at Diploma level in Service Management, Marketing Management, Finance Management or equivalent programmes, approved and accredited by the Ministry of Education.

The objective of the Professional Bachelor programme is to be an interesting choice of education for students who wish to acquire competences and skills suitable for a career in sports, event management or in the leisure sector.

3. Curriculum contents

The contents of the curriculum have been prepared in accordance with the ministerial order (Executive Order number 636 June 29th 2009 concerning business academy courses and professional bachelor courses).

4. Objective and duration of programme

The objective of the programme is to prepare graduates to work in the sports, events and leisure sectors, and to equip them with knowledge of relevant business practices, theories and methodology.

The academic level of the programme must ensure that the graduates:

- are able to independently analyse, evaluate and reflect on relevant business issues and scenarios and to perform different tasks related to development, planning and general operations of the industry.
- undertake personal development through studying, co-operation with fellow students and shared responsibility for developing the programme. All for the purpose of enabling them to deal with the diverse managerial challenges of business in practice.
- obtain qualifications sufficient for them to continue on further study programmes within business studies in sports, events and leisure management - nationally and internationally.

A graduate in sports management must possess the following knowledge, skills and competencies.

4.1 Competence profile of a Bachelor of Sports Management

<p>On successful completion of the programme, graduates have obtained the following qualifications:</p>	
<p>Knowledge</p>	<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 setting
<p>Skills</p>	<ul style="list-style-type: none"> • be able to apply data gathering and analysis tools as well as demonstrate the skills relevant for the job within the industry • be capable of critical theory- and practice-orientated evaluation of a problem statement as well as argumentation of the choices made with regard to the problem solution • be able to define, articulate and communicate problem statement and problem solution to partners and customers (stakeholders) in an appropriate way
<p>Competencies</p>	<ul style="list-style-type: none"> • be able to manage complex situations that may arise in business or educational contexts • be able to enter into cooperation, both at academic and cross-subject levels, and take responsibility and conduct themselves within the bounds of professional ethics • be capable of identifying one's own learning and training needs and obtaining knowledge and skills related to the industry
<p>Equivalent of</p>	<p>90 ECTS (top-up)</p>

The table above reflects an overview of the new Danish qualifications framework for a Bachelor programme.

The programme is designed as an 18 months full time education that qualifies as a supplementary education for students who have already obtained qualifications at Diploma level in Service Management, Marketing Management, and Finance Management. Altogether equivalent of 210 ECTS credits or three and a half years of full-time education.

A student full-time equivalent is currently 1650 student working hours. The workload includes scheduled classes, preparation for classes, coursework, miscellaneous study related activities, study visits, internship, self study and exam work.

A internship period equivalent of 15 ECTS credits prior to completion of the final dissertation is an integrated part of the programme. Thus the student has the opportunity to integrate internship experiences and contacts with the problem statements of his Bachelor project.

4.2 Degree title

The degree of Bachelor of Sports Management is awarded for successful completion of the programme.

5. Contents and structure of the programme

The programme consists of three semesters (5th to 7th) and has the overall purpose of providing the student with professional qualifications matching the framework of the individual semester.

Supplementary programme: Bachelor's degree in Sports Management

Duration: eighteen months
(90 ECTS)

Graduates with the following diplomas may apply:

- Diploma in Hospitality and Tourism Management (graduates with qualifications in sports management, experience economy, events)
Duration: two years (120 ECTS)
- Diploma in Marketing Management (graduates with qualifications in sports marketing and events)
Duration: two years (120 ECTS)
- Diploma in Financial Management (graduates with qualifications in sports marketing and events)
Duration: two years (120 ECTS)
- Other applicants assessed according to relevant skills and competencies)

5.1 Admission requirements

As the programme is an eighteen months top-up course, students who have successfully obtained the Diploma in Hospitality and Tourism Management, Marketing Management or Financial Management are fully eligible for enrolment as any possible qualification shortcomings may be eliminated through the following disciplines: The Sports Industry in Society and Methodology and Research Theory in Sports.

Other prospective applicants for the programme, for instance student teachers with PE as their primary subject or other students with a PE education at an equivalent level, will be assessed individually to determine their possibilities of credit transfer.

Furthermore, applicants with relevant, though alternative, areas of competence will be assessed as they may contribute positively to the educational environment and the industry in general.

5.2 Programme organisation

Programme overview with ECTS

5th semester: Professional Sports enterprise Sports Industry 5 ECTS Methodology & Research 5 ECTS Sports Marketing 10 ECTS Sports Management 6 ECTS 2 Research Topics 4 ECTS Total 30 ECTS	6th semester: Sports Law (contract law/risk management) 5 ECTS Sports Marketing 5 ECTS Sports Management 9 ECTS Sports Economics 10 ECTS Research topic 1 ECTS Total 30 ECTS
7th semester: Internship 15 ECTS Bachelor project 15 ECTS Total 30 ECTS	

5.3 Programme structure

The purpose of the introductory part is to enable the student to obtain the necessary prerequisites for successful completion of the academic and industry related study areas, such as central aspects of the subject area: The sports industry and its environment.

The purpose of the methodology is to enable the student to acquire academic theory and methodology in order for him/her to work at an academic level and to master analysis and academic research and statistical methods.

The professional part of the course is supposed to make the student acquire professional, theoretical and methodological competencies to ensure that the student has acquired sufficient theoretical skills to be able to flexibly participate in co-operative relations in the sports, events and leisure sectors.

The purpose of the research topic part is to ensure sufficient professional in depth study of selected areas of the programme. The student must be able to act in relation to different topics such as running a professional sports enterprise, developing events of different scales and public administration in the in a consultative context.

The research topics will be defined individually by the educational institutions certified to offer

the Sports management bachelor programme and they will be selected in accordance with current developments within the sports-, events- and leisure sectors.

The internship gives the student the ability to apply relevant course methodology and theory in relations to specific tasks arising in a company or organisation within the sports-, events- and leisure sector in Denmark or abroad.

The final dissertation gives the student the opportunity to demonstrate acquired theoretical, methodological and analytical skills within a limited central area within the sports-, events - and leisure sector. The dissertation may be prepared in connection with a given company or organization within the industry in Denmark or abroad.

The continuous development potential of the programme is ensured through close co-operation between the educational institution and the sports, events and leisure industry.

5.4 Teaching methods

A variety of teaching methods are being used:

Lectures, team training, class room teaching, practical classes, presentations (including student presentation), cases, seminars and study stays in organizations related to the programme are all being used.

The purpose and contents of the individual subject areas - among those profession related activities, study visits and the final dissertation - are all described in greater detail in the study guide.

6. Subject area purpose, content and student outcome

6.1 The sports industry and its environment

5th semester (5 ECTS)

Purpose:

The purpose of the subject area is that the student acquires insight into and understanding of the significance of the sports, events and leisure industry in relation to the development of society. Furthermore, the student must acquire knowledge and understanding of the significance of sports in relation to popular culture in the 21st century seen from a local, regional, national and global perspective. In addition to this, it is necessary to acquire knowledge of the social significance of sports and to apply a sociological perspective in order to understand sports from a broad society perspective.

Knowledge acquired:

- The organisation of sports and physical activities - locally, regionally, nationally and globally
- Professionalisation in the sports industry
- Effects of the sports, events and leisure sector on development in society
- Future of physical activity - scenarios for future development of the sports and leisure sector
- The significance of mass sports on the development of health among the general public
- The significance of culture and sports politics on the development of the sports, events and leisure sector
- Characteristics of experience economy with influence on the development of the sports events and leisure sector.
- The sociological significance of sports in relation to reproduction and transformation of society
- The sports, events and leisure sector and implied career opportunities. Aspects of professionalisation in relation to management in the industry.

Skills acquired:

- Ability to apply knowledge of the organization of sports - locally, regionally, nationally and globally - with the purpose of analyzing problems in the sports, events and leisure sector

- Ability to evaluate theoretical and practical problems based on knowledge of the industry from a macroeconomic angle
- Ability to apply knowledge based tools based on macro level insight when collecting and analyzing information related to the sports, events and leisure sector.

Competencies acquired:

- Ability to independently establish and take part in relevant multidisciplinary networks through in-depth knowledge of the industry - and to determine which stakeholders are significant for the further development of the sports, events and leisure sector
- Ability to deal with innovative problem areas and projects that may contribute to best practices and increased knowledge of the sports, events and leisure sector

6.2 Methodology and research in sports

5th semester (5 ECTS)

Purpose:

The purpose of the subject area is to enable the student to work independently and professionally when analysing, understanding and evaluating the usability of methods and techniques in relation to sports management and the sports, service and leisure sector. And to understand, analyse and apply basic aspects of scientific research methods. This includes seeking and collecting information, applying statistical working methods and communicating information at an academic level in order to strengthen analytical and problem solving competence areas of relevance to success in the sports, events and leisure sector.

Furthermore, the student must analyse, understand and communicate the interaction of knowledge, methodology and results in academic research in sports management. The student's ability to analyse, understand and communicate the differences between qualitative and quantitative methods related to project design, selection of data and reporting is significant and so is his/her ability to critically assess validity and reliability of collected data.

Lectures interchange with supervised group work, including student presentations and group discussions.

Knowledge acquired:

- Understanding of theory of science from a social science perspective
- Understanding of theory of science in relation to sports management
- Methodology in relation to sports management - and understanding of purpose

- Theory and practice in academic research related to sports management
- Knowledge sharing and communication of knowledge
- Argumentation analysis and practical logic
- Knowledge of how to assess the quality of the statistical background for research within the sports, events and leisure sector.

Skills acquired:

- Ability to apply different types of analyses depending on a given problem within sports management
- Ability to independently apply basic statistical methods to process data from basic use and market research within the sports, events and leisure sector
- Ability to assess reliability and validity aspects and of academic analysis
- Ability to structure academic material and to present high quality problem statements and project reports

Competencies acquired:

- Ability to write reports on practical and professional problem areas to relevant stakeholders
- Ability to present relevant problem areas within sports management and to independently elucidate these based on common principles for business administration
- Ability to document knowledge of academic theory and methodology relevant to the sports, events and leisure sector
- Ability to independently manage science theory and methodological analyses relevant to the sports, events and leisure sector in order to ensure long-term sustainability in business- and co-operation agreements
- Ability to identify needs for further learning and to structure personal learning related to the sports, events and leisure sector

6.3 Sports Marketing

5th and 6th semesters (15 ECTS)

Purpose:

The purpose of the subject area is to enable the student to work independently and professionally when analysing, understanding and evaluating the usability of internal and external aspects in relation to sports marketing. This includes comprehending, analyzing and applying relevant marketing planning, implementation and evaluation for organizations and activities related to the sports industry. Furthermore, the student must be able to assess the suitability of different components in the marketing mix relevant to sports marketing. And to integrate his/her knowledge in connection with solving practical problems and communication solutions to relevant stakeholders.

Knowledge acquired:

- Definitions of sports marketing including understanding of:
 - Sports marketing as marketing of sports products
 - Marketing of not-sports related products through sports
- Sports marketing in relation to audience and participant sport
- Specific aspects and stakeholders who may be associated with and influenced by sports marketing activities, including the interrelations between sports- and business objectives
- Relevant marketing terms theories, tools and models for analysis and development of strategy and plans in sports enterprises
- Typical practical marketing problems in the sports industry
- Research into user related problem areas relevant for the sports industry
- Sponsorships, endorsements, partnerships and license agreements in the world of sports
- New technology to facilitate sports marketing
- Internationalisation of sports

Skills acquired:

- Ability to analyse and evaluate a sports enterprise/organisation taking into account relevant theories and models
- Ability to understand user behavior among participants and audiences/fans as part of the sports marketing.
- Ability to use relevant tools for solving problems related to sports marketing
- Ability to plan, implement and evaluate the strategic sports marketing process including:
 - Definition of vision, mission and business related objectives, based on internal/external analysis
 - Preparation of strategy
 - Selection and planning of different parameters in the sports marketing mix with a focus to sponsorships and event marketing
- Ability to evaluate and communicate sports marketing analyses and problem areas by using professional and industry relevant terminology at top level.
- Management of all aspects of purchase and sales of sports sponsorships
- Concept development and implementation of new business concepts related to sports marketing (e.g. application of new technology to facilitate sports marketing)

Competences acquired:

- Ability to independently handle and control the development of marketing strategies and planning
- Ability to assess and identify areas for improvement in the marketing function of the sports enterprise

- Ability to draft and present a platform for decision making in support of strategic and business related decisions
- Ability to identify and ensure inclusion of relevant internal and external stakeholders by implementing a sports marketing plan and by participation in relevant networks
- Ability to independently handle the complexity of utilizing sports marketing analyses for the purpose creating new business knowledge to positively ensure the long-term sustainability of the organization
- Ability to apply concept development and implementation of new concepts in a business context with relations to sports marketing. And thus ensure sustainable business development at a strategic level (including new technologies for sustainable business development)

6.4 Sports management

5th and 6th semester (15 ECTS)

Purpose:

In principle the subject area is divided into three main disciplines: Strategy, management & leadership and organisation. Successive integration takes place during semesters five and six.

- The student must be able to analyse and understand the strategic, organisational and managerial problem areas in a sports enterprise. The comprehension of the business must include trends relevant to society in general and ethical, health related and cultural development aspects.
- Moreover, the student must be able to assess and apply certain different academic theories and methods depending on what is required
- Ability to communicate ideas and solutions to relevant stakeholder groups in the sports, events and leisure sector.

Knowledge acquired:

In general: The special strategic, organizational and managerial terms and conditions in the sports, events and leisure sector. The student must have an understanding of practical problem areas and case examples related to strategy development, organizational development and management within the sports, events and leisure sector.

In relation to strategy: Understanding of industry related macro-economic, ethical, health related and cultural trends and aspects of strategy development in the organisation:

- Different perceptions of strategy
- The significance of the stakeholder contributions to strategic development
- Central strategic theory, methodology and tools

In relation to management and leadership: Understanding of the broad span of the management and leadership concept in the sports industry and comprehension of the necessity to simultaneously apply diverse angles of approach when solving problems. This includes knowledge of:

- Managerial intervention at different organizational levels
- Change management
- Leadership conduct and leadership roles
- Coaching
- Event management
- Human resource management in the sports industry (including working with volunteers)
- Employment Law: Working Environment Act, Holidays with Pay Act etc.

In relation to organisation: Broad understanding and perception of the concept of the organisation. Comprehension of fairly complex theories and perspectives to understand the operational terms of a sports organization. Focus areas:

- Structure
- Culture
- Power
- Knowledge
- Learning

Skills acquired:

- Ability to apply different perspectives, theories and models for clarifying the strategic, organisational and managerial problem areas and opportunities of development in a sports enterprise.
- Ability to approach development and undertake development projects from an interdisciplinary and strategically holistic angle of approach, particularly in relation to events management.
- Ability to apply a holistic approach to implementation of new activities, including problem identification, intervention and programme management.
- Ability to communicate and argue for new development initiatives for different types of stakeholders in the sports, events and leisure sector.
- Ability to differentiate between ordinary and extraordinary management and leadership challenges within the sports, events and leisure sector.
- Ability to apply relevant theory in the focused development of human resources, task prioritisation, work processes, company culture, policies etc.
- Ability to apply dialogue and cooperation management principles, such as coaching, for development of organizations in the sports, events and leisure sector.

Competences acquired:

- Ability to independently handle management challenges in order to combine development and operation in a sports enterprise in an efficient manner.
- Ability to independently identify strategic, organizational and management related challenges and development initiatives in the sports, event and leisure sector.
- Ability to comprehend the complexity in relation to strategic, organisational and management related challenges. The understanding of complexity must be highlighted by demonstration of different opportunities prior to choice of action.
- Ability to independently contribute to the focused development of concepts, human resources, task prioritisation, work processes, company culture, policies etc.
- Ability to optimize the leadership efforts in a sports enterprise in efficient cooperation with the company's internal and external stakeholders.

6.5 Sports law (contracts and risk management)

6th semester (5 ECTS)

Purpose:

The purpose of the subject area is to qualify the student to independently and professionally analyse, understand and evaluate the basic juridical system, the related terminology and the legal principles related to the sports, event and leisure sector. (Both in relation to professional and amateur sports) The focus is on the student's ability to analyse, identify, understand and determine legal problem areas and to use this knowledge to prevent and make operational the legal liability for organisations in the sports, event and leisure sector.

Exam:

A subject area test in the form of a compulsory progression assignment that must be approved.

Knowledge acquired:

- Understanding of how sports is organised - locally (municipality level), nationally and globally - from a legal perspective.
- Understanding of the Danish legislation in relation to sports, e.g.: "The Act on Youth and Adult Education", "The Act on the Promotion of Elite Sport" and "The Act on Football Pools, Lotteries and Betting Games".
- Awareness of grants and subsidies available for sports in Denmark. And of the sports dispute resolution (sport's own justice system) - e.g. with regard to suspension, penalty, quarantine, legislation on doping etc.
- Acquaintance with types of courts and their organisation. Definition of civil and criminal cases etc.

Skills acquired:

- Insurance in sports: Basic understanding of which types of insurance are required for a sports enterprise. Overview of compulsory insurance types and advisable insurance types when running sports enterprise.
- Sports and taxes: Fundamental understanding of tax legislation in the sport industry. Taxes related to income, royalties, remuneration, etc.
- VAT and sports: Basic rules with regards to value-added tax in the sports industry. Awareness of specific legislation related to sports.
- Doping in sports: Basic knowledge of doping rules and regulations and the work of Anti Doping Denmark.
- Competition law and rights in sports: Basic knowledge of the Danish and EU legislations concerning competition and broadcasting rights of sport events.

Competences acquired:

- Contracts and purchase rights. Basic knowledge of liability on a contractual basis and of rules and regulations for entering into contracts, e.g. sponsorship contracts. Knowledge of liability in relation to the daily operations of the sports enterprise.
- Non-material privileges in sports. Legislation in The Danish Marketing Practices Act, The Copyright Act, The Trademarks Act, etc.

6.6 Sports economy

6th semester (10 ECTS)

The purpose of the course unit is to enable the student:

- to independently and professionally communicate the essence of solutions to problems related to sports economics in the sports- events- and leisure sector
- to argue for the choice of solutions and related actions based on relevant analyses

Knowledge acquired:

- The financial impact of different activities related to the sports, events and leisure sector seen from both a micro and a macro perspective
- The financial significance of the interaction between the sports industry and related industries, such as the experience industry
- The significance of media on the sports economy
- The financial significance of competition parameters and the competitive balance of the sports- events and leisure sector
- Economic theories and models relevant to the financial situation of a sports organization
- Sports economic issues based on geography, such as differences between Europe and the US regarding league organisation.

Skills acquired:

- Ability to reflect on the choice of specific economic theories and models used to analyse problem areas related to in the sports, events and leisure sector.
- Ability to analyse, understand, apply and communicate the financial impact of different activities related to the sports, events and leisure sector seen from both a micro and a macro perspective.
- Ability to analyse the significance of competitive parameters and competitive balance in relation to the sports, events and leisure sector.
- Ability to analyse the financial aspects related to activities and organizations in the sports, events and leisure sector by using relevant key figures, theories and models.
- Ability to communicate the essence of solutions to sports economic problem areas within the industry to relevant stakeholders. And ability to argue for choice of solutions and related actions.
- Ability to assess the financial implications of commercial business activities related to the sports, events and leisure sector.

Competences acquired:

- Ability to independently identify financial areas to be optimized in order to positively influence the overall performance of the organization. And the ability to independently apply this knowledge in strategic alliances, networks and interdisciplinary cooperation which might improve the economic foundation of the organization.
- Ability to identify best practices in the sports, events and leisure sector as a foundation for future organizational sustainability within the sports, events and leisure sector.

6.7 Project on Internship

The internship period and the related internship project are part of the 7th semester and are equivalent of 15 ECTS. Check the “Exclusive to Copenhagen Business Academy, Copenhagen North” section for further information regarding the internship.

Purpose:

The purpose of the internship is to test the student’s ability to:

- Evaluate the purpose of the internship and to evaluate his/her individual objectives for personal and professional development in relation to competence areas during the internship
- To document his/her ability to work on a complex problem statement in a methodological way

Contents:

The internship report consists of two sub reports:

A personal sub report including:

A presentation of the student's personal and professional competence objectives and an evaluation of these. A reflection on the learning outcome of the internship seen in relation to the goals and objectives defined in the curriculum regarding knowledge, skills and competence areas.

A professional sub report including:

Introduction to the bachelor project based on the research question agreed by the contact person, the student and the tutor.

Type of exam:

The project report is an internal exam assessed on a pass/fail basis. The oral examination is conducted as a conversation with the purpose of evaluating and testing the learning obtained from the internship. The exam has a duration of 30 minutes.

6.8 Bachelor project

The Bachelor project is prepared during the 7th semester and is equivalent of 15 ECTS.

Purpose:

The purpose of the bachelor project is for the student to demonstrate that he or she is capable of combining theoretical, practical and development related elements and can communicate this based on a sound academic and practical understanding of business matters. The bachelor project must take its starting point in a practical research question and may be completed in collaboration with a company/organization.

Prerequisites:

In order to be eligible for the bachelor exam the student must have completed his/her internship and must have passed all exams and mandatory prerequisites.

Contents:

The research question for the bachelor project is prepared by the student, preferably in collaboration with a company/organization. The research question must be approved by the educational institution (: the tutor)

The bachelor project may be prepared individually.

When providing a solution for the chosen research question, it is important that the student is able to apply relevant theory and methods. Furthermore, the bachelor project must include empirical material to provide a solution to the exact research question.

7. Internal and external exams

The learning outcome acquired from the core areas of the programme is tested in the form of internal and external exams and mandatory prerequisites.

At the external exams participation by an appointed external examiner is required. At the internal exams the examination is conducted by one or more lecturers appointed by the educational institution. Participation in the exams is on condition of the students having had their mandatory prerequisites approved. (See part specific to educational institution)

Semester	Exam	Assessment	Basis for exam
5 th semester	Methodology project Written report and 20 minute oral exam	Internal examination. Grading according to the Danish 12-point scale. Written and oral exams weighting 70/30	Testing the learning objectives of the key subject area methodology and research in sports. Supported by other 5 th key subject areas
5 th semester	Interdisciplinary semester project. Written report and 30 minute oral test	External examination. Grading according to the Danish 12-point scale. Written and oral exams weighting 70/30	Testing the learning objectives of 5 th semester.
6 th semester	Interdisciplinary action learning project. Written report and oral exam	Internal examination. (pass/fail)	Testing the learning objectives of the 6 th semester focusing on a solution to a practical problem
6 th semester	Interdisciplinary action learning project. Written report and 30 minute oral exam	External examination. Grading according to the Danish 12-point scale. Written and oral exams weighting 70/30	Testing the learning objectives of the 5 th and 6 th semester
7 th semester	Internship project. Written report and 30 minute oral exam	Internal examination. (pass/fail)	Testing the learning objectives of the key subject area methodology and research in sports. Supported by other key subject areas of the programme
7 th semester	Bachelor project Written report and 45 minute oral exam	External examination. Grading according to the Danish 12-point scale. Written and oral exams weighting 70/30	Testing the learning objectives of the programme

7.1 Description of individual exams

7.1.1. Methodology project

During the 1st semester the students must produce a project report in groups of three to four people. (Maximum length: 20 pages) The report is mandatory and must document that the student has obtained knowledge regarding the subject area and is capable of preparing a relevant problem statement related to sports management, including theoretical and methodological considerations.

Examination: internal

Assessment: pass/fail

7.1.2. Semester project - 5th semester

The purpose of the exam towards the end of the 5th semester is to document the student's acquired knowledge, skills and competence areas in relation to the core subject areas of the semester. Thus the student must be capable of preparing a relevant problem statement related to sports management, including theoretical and methodological considerations. The student(s) must prepare a written interdisciplinary report containing an analysis of an exact research question, defined and chosen by the student.

There is one external examination based on a written interdisciplinary report focusing on the overall theme for the 5th semester.

The written report must integrate aspects from the key areas of the 5th semester. The report must be prepared individually or in groups of maximum five people. The oral exam has a duration of 30 minutes per student, including assessment. Five to ten minutes is spent on relating to the written report.

The student gets one grade for the semester project, the written report weighting 70 per cent and the oral examination 30 per cent.

Further information regarding report writing appears from the local guidance to written work.

7.1.3. Action learning project

The purpose of the project is to develop student competences through reflection on practice, also known as Action-Learning. The purpose of the project is thus to establish a learning situation in a practice context.

Action learning must train student skills regarding the following:

- To apply theory from the bachelor programme when solving a practical problem
- To understand relevant theory by solving a practical problem
- To be able to conduct relevant research

- To be able to prepare a specific action and implementation plan for solving a problem
- To be able to reflect on the overall learning process
- Written and oral communication to relevant stakeholders

The project is an internal exam. The framework for the project appears from the local guidance.

7.1.4. Semester project - 6th semester

The purpose of the exam towards the end of the 6th semester is to document that the student has acquired knowledge, skills competencies in relation to the core subject areas of the semesters five and six. Thus the student must thus be capable of preparing a relevant problem statement related to sports management, including theoretical and methodological considerations. The student(s) must prepare a written interdisciplinary report containing an analysis of an exact research question, defined and chosen by the student.

There is one external examination based on a written interdisciplinary report focusing on the overall theme for the 5th semester.

The written report must integrate aspects from the key areas of the 5th semester. The report must be prepared individually or in groups of maximum five people. The oral exam has a duration of 30 minutes per student, including assessment. Five to ten minutes is spent on relating to the written report.

The student gets one grade for the semester project, the written report weighting 70 per cent and the oral examination 30 per cent.

Further information regarding report writing appears from the local guidance to written work.

7.1.5 Internship project

See paragraph 6.7 for further description

The internship ends with an internal exam in the form of a 30 minute evaluation conversation between the tutor and the student. The exam takes its starting point in the written report and is supposed to test the student's learning outcome of the internship seen in relation to the learning objectives. The student must get a pass in the internal exam in order for them to qualify for the exam in the bachelor project.

The internship report must have a maximum length of 20 pages of 2400 characters including spaces, but excluding title page, contents and appendices. The professional sub report is supposed to be equivalent of 15-16 pages, while the personal sub report is supposed to cover 4-5 pages.

If the student does not obtain a pass, the tutor will tell the student in which areas the report must be improved. A possible first and second re-submission of the internship report must take place one week after the report has been assessed.

7.1.6 Bachelor project

See paragraph 6.8 for further description

Based on the written report the student must undertake an individual 60 minute oral exam, inclusive of assessment.

The written and oral exams together represent the full examination, with the written part weighting 70 per cent and the oral weighting 30 per cent.

The bachelor project may be prepared by 1-3 people. It may have a length of 50 pages altogether, exclusive of title page, contents and appendices. (80 pages for two people and 110 pages for 3 people). AS standard page is defined as containing 2400 characters including spaces.

7.2 Formal framework for 5th and 6th semester projects

The maximal content for semester projects 5 and 6 are:

- 1 student 44,000 characters (equivalent of c. 20 pages, font 12, line spacing 1,5)
- 2 students 77,000 characters (equivalent of c. 35 pages, font 12, line spacing 1,5)
- 3 students 99,000 characters (equivalent of c. 35 pages, font 12, line spacing 1,5)
- 4 students 121,000 characters (equivalent of c. 55 pages, font 12, line spacing 1,5)
- 5 students 143,000 characters (equivalent of c. 65 pages, font 12, line spacing 1,5)

The number of characters must not be exceeded. Projects which do not observe the maximum number of characters cannot be received for evaluation.

Number of characters is assessed exclusive of title page, contents, sources and appendices.

It must appear from the table of contents which students are responsible for which parts. It is okay, however, if all students are responsible for the research question and the conclusion.

The title page must have information regarding academy, team, and full names of team members, title and number of characters.

7.3 Exam entries and re-examinations

A student may sign up maximum three times for the same exam. It is possible, however, to be granted exemption from this rule given extraordinary circumstances.

A student who has taken the latest exam available and who has obtained a grade according to the Danish 12 Point scale or below, alternatively “failed” is eligible for a re-examination.

7.4 Plagiarism and misconduct

Plagiarism and misconduct are subject to regulation from BEK no 782 of 17/08/2009 § 19.

Use of exam aids that are not allowed and unlawful assistance in connection with papers and projects will be considered as misconduct.

In case the student has presented another person’s work as his own (direct plagiarism) or used his/her own previously assessed work without clear indication of sources, it will be considered as plagiarism no matter the length of the work.

In cases of plagiarism or misconduct the full project/assignment will be rejected and the student may be expelled from the academy.

If plagiarism is being detected after the project has been assessed, the assessment may be annulled and the student expelled from the academy.

8. Credit transfer

Transfer from professional bachelor programmes to master programmes

To manage as many smooth transfers as possible from one level of education to another is a political objective. However, the professional ambitions of the receiving institution must still be taken into consideration.

It is the intention to establish a transfer system from the bachelor programme to the two-year master programmes offered by universities and business schools in Denmark and abroad.

Credit transfer in general

In future a new proposed legislation is intended to give students the right to have their acquired competences assessed with the purpose of receiving credits and thus reduce the overall time spent on obtaining a degree. Even though individual assessment is

preferred, it is considered practical for the educational institutions to introduce a common credit practice.

Credit transfer from bachelor to HD graduate diploma specialization

It is the intention to obtain agreements with the universities and business schools regarding direct access to all HD graduate diploma specializations.

The level of the HD graduate diploma is equivalent of the professional bachelor. Still many subject areas from the HD diploma may be relevant to professional bachelors.

Transfer from professional bachelor to master programmes

It is the intention to reach agreement with the universities and business schools regarding a direct transfer for professional bachelors to master programmes, such as the projected programme: Master in Sports Management.

9. Commencement

The curriculum commences on 1 September 2011

10. Legal basis of the curriculum

The legal basis and ministerial orders relevant to the curriculum are listed below. As they only appear in Danish, please consult your Student Guidance Centre in case you have questions or need assistance.

- Law number 207 of 31st March 2008 concerning business academy courses and professional bachelor courses
- Executive Order number 636 June 29th 2009 concerning business academy courses and professional bachelor courses
- Executive Order number 1032 November 3rd 2009 concerning the professional bachelor qualification in sportsmanagement.
- Executive order of Admission; executive Order number 87 of February 7th 2011 concerning admission, enrolment and absence etc. on higher education courses
- Executive order of Grading: executive order number 1016 of August 24th 2010 concerning assessments and examinations in business studies
- Executive order of exams: executive order number 262 of March 20th 2007 concerning grading scales and other assessment criteria.
- Executive order of Accreditation: Executive order number 684 of June 27th 2008 concerning quality of development and quality control in business academy courses
- Open Education: Law number 956 of November 28th 2003 concerning open education etc

The laws and ministerial orders are available at www.uvm.dk or www.retsinfo.dk

11. Institutional Curriculum:

Copenhagen Business Academy, Copenhagen North.

11.1 Elective programme elements

There are no electives available

11.2 Guidelines for internship

(Supplementary to paragraph 6.7. internship project/internship (15 ECTS - for further information please consult the Copenhagen North guidance to internship))

During the internship the student has contact to a internship supervisor and a contact person from the company.

With reference to the learning objectives for the internship, the student and the placement supervisor/ contact person jointly determine the objectives for the student's learning outcome of the internship. These objectives will serve as guidelines for planning the student's work during the internship.

In order to secure maximum outcome of the internship, the student, Copenhagen North and the company have to jointly make a plan for the internship. The plan must be part of the internship contract. If it is not possible to make a work plan at the time of signing the internship contract, the contract must include an overall framework for the internship. The internship may take place abroad.

Internship contract

Prior to the internship a contract including the terms agreed by must be drafted. The internship contract must include form requirements and practical details. These appear from the Copenhagen North guidance to internship. The contract must be approved by the business academy.

Evaluation of internship

The evaluation takes place in the form of an internal exam, see paragraph 7.1.5

11.3 Internal/external exams and mandatory prerequisites

There are no exams apart from those described in paragraph 7: Programme Exams.

At the 5th and the 6th semester the student must have obtained "approved" in eleven mandatory prerequisites. The purpose of the mandatory prerequisites is to increase the learning outcome of the individual elements of the programme. The framework for

completing the mandatory prerequisites appear from the academy instructions. Having had the mandatory prerequisites approved is compulsory in order to sign up for the internal and external exams.

11.4 Parts of the programme that may be completed abroad

It is possible for the student to complete the 6th semester or the internship abroad. The business academy must approve the educational institution and the professional level of the education. The business academy must approve internship abroad. Please see the academy guidance for further information regarding stays abroad.

11.5 Requirements for written assignments and projects

The contents of the individual subject areas of the programme are described in lecture plans for each semester. It appears from those how the individual assignments and projects are scheduled. Assignments and projects are defined each semester. The lecture plan contains learning objectives for the overall topics covered by the individual subject areas. Requirements for exam projects are described in paragraph 7.

11.6 Foreign language skills

The student must be prepared for the majority of the teaching material to be in English. Material prepared by the business academy may also be in English. Parts of the tuition will also be in English.

11.7 Teaching and working methods

The teaching is conducted as a combination of class teaching, lectures, workshops, study groups, practice and project work. The planning of the teaching takes its starting point in relevant internship and applied theory. The teaching will include teaching methods that serve the purpose of developing the student's self-motivation, cooperation skills and ability to be innovative.

Whenever relevant, training in entrepreneurial culture, environmental issues and the interaction of diverse cultures are integrated in the education.

11.8 Student attendance requirements

The student is obliged to participate actively in the compulsory project work and mandatory prerequisites. The number of projects and requirements for acknowledgement will be defined each semester.

11.9 Credit transfer rules

Please see paragraph 8 of the National Network Curriculum.