Curriculum
Service, Hospitality and
Tourism Management (AP)

Academy Profession Degree Programme in Service, Hospitality and Tourism Management
Erhvervsakademiuddannelse inden for service, turisme og hotel
(serviceøkonom AK)

Approved 1 September 2015

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Director of Education, Gregers Christensen

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1. FRAMEWORK

This curriculum, covering the Academy Profession Degree Programme in Service, Hospitality and Tourism Management, hereinafter referred to as the study programme or the programme, is composed in compliance with the ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (LEP-bekendtgørelsen) by the Danish institutions of higher education approved to offer the particular programme.

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

Parts of the curriculum have been stipulated conjointly with these institutions in the respective education network, whilst others have been determined by Cphbusiness alone. The joint parts are incorporated in this document and constitute the following subsections: 3.2, 3.4.0, 5.2, 5.4 and 6.1. The remaining parts are institution specific.

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

The joint parts of the curriculum have been imposed by:

- **Business Academy Aarhus**
  [www.baaa.dk](http://www.baaa.dk)

- **Business Academy MidtVest**
  [www.eamv.dk](http://www.eamv.dk)

- **Business Academy SouthWest**

- **Copenhagen Business Academy**
  [www.cphbusiness.dk/english](http://www.cphbusiness.dk/english)

- **Lillebaelt Academy of Professional Higher Education**

- **University College of Northern Denmark**

- **Zealand Institute of Business and Technology**
  [http://zibat.dk/](http://zibat.dk/)

The joint parts of the curriculum have been approved by the national education network for business academies in August 2015.

The curriculum as a whole has been approved by Cphbusiness in compliance with the institution’s internal approvals procedure on 1 September 2015.
1.1. Purpose and Objectives of the Study Programme

The purpose of the Academy Profession Degree Programme in Service, Hospitality and Tourism Management is to qualify the graduate to independently participate in the development, planning, implementation and delivery of service in companies and organisations within the fields of service, leisure tourism, business tourism as well as hotel and restaurant in national and international contexts.

Learning objectives and outcomes

The learning outcome includes the knowledge, skills and competencies an AP Graduate in Service, Hospitality and Tourism Management will achieve from the programme, cf. the ministerial order no. 700 of 3 July 2009 on the Academy Profession programme in Service, Hospitality and Tourism Management, appendix 1.

Following are English translations of Danish texts published in the Danish Official Gazette (Lovtidende). In the event of a discrepancy between the translated version and the Danish version, the latter is valid.

Knowledge

The graduate will possess knowledge of:

- business terminology and concepts as well as the industry’s application of theory and methodology in practice on both a national and international level
- the company’s possibilities for cooperation with the customer regarding the development of services
- relevant industries within the areas of business and leisure tourism, hotel and travelling and other service industries, their structure, development and organisation as well as the interaction between these
- fundamental strategic concepts and tool, which influence the service organisation’s choice of strategy
- the potential for internationalisation through working relations as well as the effect of the internationalisation process on the service company

Skills

The graduate will be able to:

- assess the conditions relating to costs for the service company with a view to financial calculations and budgeting
- assess the connections between the service concept, supply system, and competitive system of the service company as well as the skills to assess relevant development potential for the company
- apply knowledge about cultures in negotiation situations as well as set up and communicate practice-oriented solutions to partners and customers in both Danish and English
- apply portfolio models to describe the products of the service company
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- assess practical management situation with the aim of choosing appropriate solutions

**Competencies**
The graduate will be able to:

- handle different situations – both national and international ones - relating to sales and development within the service profession
- acquire skills and knowledge in relation to the service profession when a specific issue requires it
- handle structural and cultural issues within his or own area based on an overall evaluation of the company in question
- take part in professional and cross-functional cooperation including collaborations on managerial functions and work tasks relating to personnel

**1.2. Title, Duration and Certificate**

*Title*
Upon completion of the programme, graduates are entitled to use the title AP Graduate in Service, Hospitality and Tourism Management (in Danish: serviceøkonom AK).

In agreement with the Danish Qualification Framework for Lifelong Learning, the programme is graded at level 5.

*Duration and maximum length of study*
With 60 ECTS credits (European Credit Transfer System) corresponding to one full-time year of study, cf. section 9 in the ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (BEK nr. 1521 af 16/12/2013: Bekendtgørelse om erhvervsakademiuddannelser og professionsbacheloruddannelser), the programme amounts to 120 credits in total.

Study programmes that do not exceed 120 ECTS shall be completed within the number of years corresponding to twice the nominal length of study, and the remaining programmes shall be completed no later than the nominal length of study plus two years, cf. section 5, subsection 2, in the ministerial order on academy profession programmes and bachelor programmes. This means that the Service, Hospitality and Tourism Management programme must be completed within 4 years. Under exceptional circumstances, Cphbusiness is entitled to grant exemptions from this rule, cf. subsection 1.2. (further details about exemptions at Cphbusiness can be found in subsection 6.6.).

*Certificate*
Upon completion of the Service, Hospitality and Tourism Management programme, a certificate is issued to the student by Cphbusiness.
1.3. Commencement
This curriculum is effective as of 1 September 2015, and the terms and conditions stated herein apply to students starting the programme in the autumn of 2015.

Students who do not follow the nominal course of study or who do not graduate within the nominal time of study will always be transferred to the newest curriculum at the time the student returns to the study programme.

Students who need to re-sit for exams and other tests will follow the newest curriculum, however it is possible to apply for a dispensation allowing the student to take the exam or exams according to the old curriculum. The application, which must be in writing, must be sent to Cphbusiness no later than 4 months before the examination in question is to take place.

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

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

(Following are English translations of Danish texts published in the Danish Official Gazette (Lovtidende). In the event of a discrepancy between the translated version and the Danish version, the latter is valid)

- Act no. 935 of 25 August 2014 on academies of professional higher education (the Academy Profession Act) (Erhvervsakademiloven)
- Act no. 1147 of 23 October 2014 on academy profession programmes and professional bachelor programmes (LEP-loven)
- Ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (LEP-bekendtgørelsen)
- Ministerial order no. 1519 of 16 December 2013 on examinations (the Examination Order) (Eksamensbekendtgørelsen)
- Ministerial order no. 248 of 13 March 2015 on admission and enrolment on academy profession programmes and bachelor programmes (Adgangsbekendtgørelsen)
- Ministerial order no. 114 of 3 February 2015 on the grading scale and other forms of assessment (the Grading Scale Order) (Karakterbekendtgørelsen)
- Ministerial order no. 700 of 3 July 2009 on the Academy Profession Degree Programme in Service, Hospitality and Tourism Management (Uddannelsesbekendtgørelsen)

The respective acts and orders can be obtained through Retsinformation at www.retsinfo.dk (in Danish).
2. ADMISSION TO THE PROGRAMME

2.1. Entry Requirements
Admission to the programme requires a qualifying examination as well as fulfilment of the programme specific entry requirements. The entry requirements are stipulated in the order on admission and enrolment on academy profession programmes and bachelor programmes in force, and should doubts arise from the formulations used in this subsection, the formulations in the order apply. For the programme specific entry requirements, please visit Cphbusiness’ website.

2.2. Eligibility for Admission
In order to become eligible for admission to the programme, applicants must meet the entry requirements stated in subsection 2.1. If these are fulfilled, the applicant is qualified for, however not guaranteed, admission to the programme. Provided that the number of eligible applicants, cf. subsection 2.1., exceeds the number of spaces available, Cphbusiness may specify additional selection criteria on the grounds of which applicants are accepted as long as spaces are available.

The additional selection criteria will be published at Cphbusiness’ website taking due account of the time limits provided by the Ministry of Higher Education and Science.

3. PROGRAMME CONTENT

3.1. Programme Structure
As a prerequisite for completing the study programme, students must attend and pass educational elements equivalent to a total workload of 120 ECTS credits. A full-time semester encompasses educational elements, including the internship, corresponding to 30 ECTS credits.

The programme comprises compulsory educational elements equivalent to 75 ECTS credits, electives equivalent to 15 credits, an internship equivalent to 15 credits and a final examination project equivalent to 15 ECTS credits.

<table>
<thead>
<tr>
<th>Educational Elements</th>
<th>1st year</th>
<th>2nd year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key subject areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Methodology (5 ECTS)</td>
<td>5 ECTS</td>
<td></td>
</tr>
<tr>
<td>The Service Company (15 ECTS)</td>
<td>13 ECTS</td>
<td>2 ECTS</td>
</tr>
<tr>
<td>Organisation (15 ECTS)</td>
<td>7 ECTS</td>
<td>8 ECTS</td>
</tr>
<tr>
<td>Planning (30 ECTS)</td>
<td>21 ECTS</td>
<td>9 ECTS</td>
</tr>
<tr>
<td>Communication (10 ECTS)</td>
<td>4 ECTS</td>
<td>6 ECTS</td>
</tr>
<tr>
<td>Elective educational elements</td>
<td>10 ECTS</td>
<td>5 ECTS</td>
</tr>
<tr>
<td>Internship</td>
<td></td>
<td>15 ECTS</td>
</tr>
<tr>
<td>Final examination project</td>
<td></td>
<td>15 ECTS</td>
</tr>
<tr>
<td><strong>In total</strong></td>
<td><strong>(75 ECTS)</strong></td>
<td><strong>60 ECTS</strong></td>
</tr>
</tbody>
</table>
The sum of all educational elements and other study activities may not exceed the prescribed 120 ECTS credits. All educational elements, including the final examination project, are assessed and evaluated according to the subsection on examinations in this curriculum, cf. chapter 5, and where the outcome of the assessment is either ‘passed’ or at a minimum the grade 02, the educational element concerned is perceived as passed. For more information on examinations, please read chapter 5.

### 3.2. Key Subject Areas and Compulsory Educational Elements

The programme covers a number of overarching key subject areas to which the educational elements are related. The key subject areas cover a range of educational elements that correspond to 75 ECTS credits. This part of the curriculum has been determined collaboratively by the institutions of higher education approved to offer the particular programme, and these educational elements are mandatory. The compulsory educational elements are all concluded with an examination and include the following:

*Diagrammatic outline of educational elements*

<table>
<thead>
<tr>
<th>Educational elements distributed on years of study</th>
<th>1st year</th>
<th>2nd year</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>THEME: Service and Experience</td>
<td>THEME: Strategy and Markets</td>
<td>THEME: Internship, Development and Business</td>
</tr>
<tr>
<td><strong>Key Subject Areas and Compulsory Educational Elements</strong></td>
<td>75</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Methodology</td>
<td>X</td>
<td>X</td>
<td>5</td>
</tr>
<tr>
<td><strong>The Service Company</strong></td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Industry</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Organisation</strong></td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisational Development</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Planning</strong></td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Development</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Service Economics</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>X</td>
<td>X</td>
<td>10</td>
</tr>
<tr>
<td><strong>Elective Educational Elements</strong></td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electives / Specialisation</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Internship and Final Exam Project</strong></td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internship and Project</td>
<td>X</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Final Exam Project</td>
<td></td>
<td>X</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
</tbody>
</table>
The programme is structured by means of a number of themes that tie the separate educational elements together. Each semester focuses on a particular theme with the purpose of creating and ensuring progression and transparency throughout the course of the programme, and the compulsory educational elements cut across these themes. In the following, the compulsory educational elements will be elaborated on. The key subject areas and the compulsory educational elements share the same learning objectives, and consequently, they are only listed once in this curriculum.

### Methodology

<table>
<thead>
<tr>
<th><strong>Key Subject Area:</strong></th>
<th>Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timing:</strong></td>
<td>1st year</td>
</tr>
<tr>
<td><strong>Work Load:</strong></td>
<td>5 ECTS</td>
</tr>
<tr>
<td><strong>Content:</strong></td>
<td>The compulsory educational element Methodology consists of the subject Methodology.</td>
</tr>
</tbody>
</table>

#### Learning Objectives:

- **Knowledge**
  - be knowledgeable about how a combination of different methods can be employed when examining an issue
  - have basic knowledge of scientific approaches

- **Skills**
  - on the basis of different theories have the skills to interpret both qualitative and quantitative data
  - have the skills to communicate the scientific methods in writing as well as orally
  - have the skills to communicate issues and solutions

- **Competencies**
  - both individually and in cooperation with fellow students and service companies be able to design investigations, just as the student must be able to collect and analyse information

### Service Industry

<table>
<thead>
<tr>
<th><strong>Key Subject Area:</strong></th>
<th>The Service Company</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timing:</strong></td>
<td>1st and 2nd year</td>
</tr>
<tr>
<td><strong>Work load:</strong></td>
<td>15 ECTS</td>
</tr>
<tr>
<td><strong>Content:</strong></td>
<td>Service Industry is divided into the following subjects:</td>
</tr>
<tr>
<td></td>
<td>Industry Knowledge (5 ECTS)</td>
</tr>
<tr>
<td></td>
<td>Service Design (8 ECTS)</td>
</tr>
</tbody>
</table>
Service Law (2 ECTS)

**Industry Knowledge**

**Work load:** 5 ECTS

**Learning Objectives:**

**Knowledge**

The student must:

- be knowledgeable about the development, tendencies and structure of the service industry from both a national and international perspective
- be knowledgeable about the specialisation courses of the programme, including understand the relation between them
- be knowledgeable about the development of the experience economy, its importance as a growth factor as well as the concepts and theories related hereto
- be able to relate the experience economy to the service industry in general and specifically to the specialisation courses of the programme

**Skills**

The student must be able to:

- assess and evaluate relevant aspects of the service industry and the experience economy in analyses and reports
- explain developments in the specialisation courses of the programme and identify the latest trends within the service industry and experience economy
- relate the service industry and the experience economy to the remaining courses of the programme

**Competencies**

The student must be able to:

- take part in relevant work processes related to the service industry and experience economy
- put theories of experience economy into practice
- act in the service industry in accordance with the codes of conduct that prevail in the respective specialisation areas of the programme

**Service Design 1**

**Work load:** 4 ECTS

**Learning Objectives:**

**Knowledge**

The student must:

- know about service management systems, service concepts and service delivery systems
- be knowledgeable about different principles for quality control

**Skills**
The student must be able to:
- participate in the designing and development of service concepts and service delivery systems

Competencies
The student must be able to:
- acquire new knowledge with the purpose of improving service management systems and concepts

Service Design 2
Work load: 4 ECTS
Learning Objectives:
Knowledge
The student must:
- possess knowledge about parameters essential to the establishment of optimum customer relations, including loyalty and quality

Skills
The student must be able to:
- assist in creating value-adding customer relations

Competencies
The student must be able to:
- establish lasting relations with customers and put forward suggestions for improvement

Service Law
Work load: 2 ECTS
Learning Objectives:
Knowledge
The student must:
- be knowledgeable about the legal conditions that service companies must act in conformity with in relation to employees, customers and the market, including, and in particular, legislation governing marketing practices, contract law in general incl. agency, legislation governing the purchase of goods and services as well as employment and labour law
- be knowledgeable about collective agreements, the General Agreement and the Services Directive

Skills
The student must be able to:
- assess and evaluate legal issues in relation to the labour law, the employment law, The Contracts Act, The Sale of Goods Act and The
Marketing Practices Consolidation Act

- assess issues related to the hiring process – from advertisement of vacancy to the drawing up of an employment contract, especially in regards to the Consolidation Act on the Equal Treatment of Men and Women as Regards Access to Employment, the Act on the Use of Health Data on the Labour Market, the Consolidation Act on the Employer’s Obligation to Inform Employees of the Conditions Applicable to the Employment Relationship
- estimate when a contract is entered into, including agreements entered into by administrative officers
- assess which of the parties involved in a purchase situation who bears the risk of accidental loss or accidental deterioration of goods. The student must also be knowledgeable about the rights arising from breach of contract.

Competencies
The student must be able to:

- identify legal issues related to the service company’s contract formations, marketing activities, employment conditions as well as sales conditions, just as the student must be able to take part in professional cooperations where focus is on finding solutions to legal issues.

Organisational Development

**Key Subject Area:** Organisation  
**Timing:** 1st and 2nd year  
**Work load:** 15 ECTS  
**Contents:** Organisational Development is divided into the following subjects:  
- Leadership and Project Management (7 ECTS)  
- Organisation & HR (8 ECTS)

**Leadership and Project Management 1**  
**Work load:** 5 ECTS  
**Learning Objectives:**  
Knowledge  
The student must:

- be knowledgeable about different organisational structures, and how they affect the efficiency and overall well-being within the service company  
- be knowledgeable about theories and models for understanding the structure and culture of service companies as well as the factors that influence motivation in service companies  
- be knowledgeable about how management theories and models can be applied to service companies  
- be knowledgeable about which management conditions apply when a work group is to be put together with the purpose of creating the best possible performance
be familiar with the most common and advantageous tools for project management (including IT)

Skills
The student must be able to:
- assess the applicability of theories and models in actual management situations
- communicate management decisions to seniors, colleagues and other employees
- analyse, plan, evaluate and provide reasons for the practical execution of a project, including a rough estimation of the financial costs related hereto
- choose an appropriate method for project planning – just as the student must be able to assess when and if an IT-based system can be used advantageously

Competencies
The student must be able to:
- participate in decision-making at a management level
- apply specific methods and tools for project management as well as outline goals and objectives for a project group
- take responsibility for as well as plan and manage a project from beginning to end

Leadership and Project Management 2
Work load: 2 ECTS
Learning Objectives:
Knowledge
The student must:
- be knowledgeable about relevant models for identifying the needs for specific competencies in the service industry
- be knowledgeable about relevant models for setting personal development targets

Skill
The student must be able to:
- apply relevant models and methods for identifying competencies
- apply relevant models and methods for setting personal development targets

Competencies
The student must be able to:
- identify competencies in the service industry as well as the student’s own competencies
- set personal development targets
**Organisation & HR 1**

**Work load:** 3 ECTS

**Learning Objectives:**

*Knowledge*

The student must:

- be knowledgeable about methods and theories for the recruitment, development and dismissal of employees
- be knowledgeable about work environmental conditions that influence the physical and psychological work environment, including employee satisfaction

*Skills*

The student must be able to:

- assess basic conditions concerning the development and administration of employees with respect to organisational development
- communicate the HR policy of the service company to employees and business partners

*Competencies*

The student must be able to:

- manage HR tasks in accordance with the overall HR strategy of the service company
- take part in a cross-departmental collaboration on the creation of a service company’s HR strategy
- deal with basic work environmental conditions as well as seek proper expert advice when necessary

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**Organisation & HR 2**

**Work load:** 5 ECTS

**Learning Objectives:**

*Knowledge*

The student must:

- be knowledgeable about different theories and models for developing and changing the service organisation

*Skills*

The student must be able to:

- apply and assess different models for organisational development

*Competencies*

The student must be able to:

- participate in processes of change and development with a specific focus on relevant fields of work and responsibility
# Business Development

<table>
<thead>
<tr>
<th>Key Subject Area:</th>
<th>Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timing:</strong></td>
<td>1(^{st}) and 2(^{nd}) year</td>
</tr>
<tr>
<td><strong>Work load:</strong></td>
<td>15 ECTS</td>
</tr>
<tr>
<td><strong>Content:</strong></td>
<td>Business Development is divided into the following subjects:</td>
</tr>
<tr>
<td></td>
<td>- Creativity &amp; Innovation (5 ECTS)</td>
</tr>
<tr>
<td></td>
<td>- Strategy &amp; Business Plan (5 ECTS)</td>
</tr>
<tr>
<td></td>
<td>- Service Marketing &amp; Trends (5 ECTS)</td>
</tr>
</tbody>
</table>

## Creativity & Innovation 1

<table>
<thead>
<tr>
<th><strong>Work load:</strong></th>
<th>2 ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning Objectives:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Knowledge</strong></td>
<td>The student must:</td>
</tr>
<tr>
<td></td>
<td>- be knowledgeable about differences and relations between creativity, innovation, entrepreneurship and intrapreneurship with a distinct focus on, how creativity is encouraged in the company</td>
</tr>
<tr>
<td></td>
<td>- be knowledgeable about creative tools</td>
</tr>
<tr>
<td></td>
<td>- be knowledgeable about how creative and innovative processes can be planned, initiated and evaluated</td>
</tr>
</tbody>
</table>

| **Skills** | The student must be able to: |
|            | - manage different tools for idea generation and creativity in a practice-oriented context |
|            | - assess the appropriateness of each tool for idea generation in practice |

<table>
<thead>
<tr>
<th><strong>Competencies</strong></th>
<th>The student must able to:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- include aspects of creativity in projects and cases</td>
</tr>
<tr>
<td></td>
<td>- take part in and carry out creative processes in service companies</td>
</tr>
</tbody>
</table>

## Creativity & Innovation 2

<table>
<thead>
<tr>
<th><strong>Work load:</strong></th>
<th>3 ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning Objectives:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Knowledge</strong></td>
<td>The student must:</td>
</tr>
<tr>
<td></td>
<td>- be knowledgeable about the progress from initial idea to the introduction of a product or service to the market</td>
</tr>
<tr>
<td></td>
<td>- be knowledgeable about terms and typologisations central to innovation, including sources of innovation</td>
</tr>
<tr>
<td></td>
<td>- be knowledgeable about relevant tools for controlling the innovation process</td>
</tr>
</tbody>
</table>
Skills
The student must be able to:
- assess how service companies can promote innovation
- describe and categorise innovation

Competencies
The student must be able to:
- participate in and facilitate innovative processes in service companies
- include aspects of innovation in projects and cases
- work cross-functionally and holistically with development processes

Strategy & Business Plan 1
Work load: 3 ECTS
Learning Objectives:
Knowledge
The student must:
- be knowledgeable about the basic strategic concepts and tools that influence service company’s choice of strategy
- be knowledgeable about the service company’s competitive position

Skills
The student must be able to:
- analyse the strategic position of the service company
- conduct both internal and external analyses

Competencies
The student must be able to:
- take part in the development of the service company’s strategic plan

Strategy & Business Plan 2
Work load: 2 ECTS
Learning Objectives:
Knowledge
The student must:
- be familiar with relevant models for developing business plans

Skills
The student must be able to:
- apply relevant models and methods for developing business plans

Competencies
The student must be able to:
- develop a business plan

Service Marketing & Trends 1
**Work load:** 1 ECTS  
**Learning Objectives:**  
**Knowledge**  
The student must:  
- be knowledgeable about basic service marketing concepts  
- be knowledgeable about the customer behaviour and market conditions of service companies  

**Skills**  
The student must be able to:  
- identify relevant customer behaviour and market conditions in relation to a specific company  

**Competencies**  
The student must be able to:  
- take part in the execution of a customer behaviour analysis  

**Service Marketing & Trends 2**  
**Work load:** 3 ECTS  
**Learning Objectives:**  
**Knowledge**  
The student must:  
- be knowledgeable about the service company’s parameter mix og customer relations  

**Skills**  
The student must be able to:  
- use parameter mix in relation to a company’s customer relations  

**Competencies**  
The student must be able to:  
- assess the correlation between the company’s parameter mix and customer relations  

**Service Marketing & Trends 3**  
**Work load:** 1 ECTS  
**Learning Objectives:**  
**Knowledge**  
The student must:  
- be knowledgeable about the latest developments in marketing  
- be knowledgeable about the conditions that regulate the internationalisation of service companies
Skills
The student must be able to:
- identify conditions relevant to the service company’s choice of internationalisation strategy

Competencies
The student must be able to:
- take part in the creation of a service company’s marketing strategy, including the development of a marketing plan

Service Economics

<table>
<thead>
<tr>
<th>Key Subject Area: Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timing: 1st and 2nd year</td>
</tr>
<tr>
<td>Work load: 15 ECTS</td>
</tr>
</tbody>
</table>

Contents: Service Economics consists of the following subjects:
- Economics (12 ECTS)
- Global Service Economics (3 ECTS)

Economics 1

<table>
<thead>
<tr>
<th>Work load: 3 ECTS</th>
</tr>
</thead>
</table>

Learning Objectives:
Knowledge
The student must:
- be knowledgeable about the company’s financial management
- be knowledgeable about principles relevant for financial reporting
- be knowledgeable about the possibilities that alternative reporting create, and how they may support the strategic work of the management

Skills
The student must:
- possess the IT-skills necessary to process financial problems
- be able to set up financial results in preparation for analyses

Economics 2

<table>
<thead>
<tr>
<th>Work load: 6 ECTS</th>
</tr>
</thead>
</table>

Learning Objectives:
Knowledge
The student must:
- be knowledgeable about pricing methods
- be knowledgeable about the execution of revenue management
- be knowledgeable about financial analysis, including the methods used in
the service industries
  • be knowledgeable about different types of budgeting, budget structuring and budget methods

Skills
The student must be able to:
  • propose solutions in terms of various types of calculations and simulations, including variable costing, absorption costing, retrograde calculation, total method and the differential calculus method
  • set up key figures relevant to the service company
  • draw up budgets relevant to a company and a project

Competencies
The student must be able to:
  • critically evaluate different tools for optimisation in relation to a company’s financial state
  • execute an annotated financial analysis
  • assess a company’s financial development and include budgeting in the financial management

Economics 3
Work load: 3 ECTS
Learning Objectives:
Knowledge
The student must:
  • be knowledgeable about financing alternatives and the concept of interest

Skills
The student must be able to:
  • describe and calculate investment and financing alternatives
  • use relevant forms of breakeven analyses

Competencies
The student must be able to:
  • calculate the profitability of an investment and explain an alternate choice of financing
  • choose and apply relevant financial methods in analyses and projects about concrete issues

Global Service Economics
Work load: 3 ECTS
Learning Objectives:
Knowledge
The student must:
- be knowledgeable about the global economy’s impact on the development of both national and regional societies
- be knowledgeable about the mechanisms of the global economy, including the macroeconomic conditions
- be knowledgeable about the effects of different economic/political options available

**Skills**
The student must be able to:
- describe and analyse the most significant macroeconomic factors’ effect on market conditions
- assess various competition and market structures

**Competencies**
The student must be able to:
- include socio-economic conditions in analyses and assessments

---

**Communication**

**Key Subject Area:** Communication

**Timing:** 1st and 2nd year

**Work load:** 10 ECTS

**Contents:** Communication consists of the following subjects:
- Business Communication and Networking (7 ECTS)
- Intercultural Competencies (3 ECTS)

---

**Business Communication and Networking 1**

**Work load:** 3 ECTS

**Learning Objectives:**

**Knowledge**
The student must:
- be knowledgeable about basic communication theory and models as well as how they are used for concrete communication tasks
- be knowledgeable about how messages are communicated appropriately, orally as well as in writing

**Skills**
The student must be able to:
- negotiate and present orally in English
- perform business communication in writing

**Competencies**
The student must be able to:
• communicate professionally in English in a business-related context orally as well as in writing

**Business Communication and Networking 2**

**Work load:** 2 ECTS  
**Learning Objectives:**

**Knowledge**  
The student must:
- understand the importance of business networking in relation to the development of not only employee but also the service company  
- be knowledgeable about relevant negotiation technique theory  

**Skills**  
The student must be able to:
- identify networks relevant to the development of employees and thereby the development of the organisation  
- carry out a negotiation  

**Competencies**  
The student must be able to:
- initiate or take part in relevant networking with a view to developing his or her own competencies  
- negotiate effectively  

---

**Business Communication and Networking 3**

**Work load:** 2 ECTS  
**Learning Objectives:**

**Knowledge**  
The student must acquire knowledge of:
- different presentation and meeting techniques  

**Skills**  
The student must be able to:
- apply different presentational techniques and independently adjust his or her way of communicating according to specific contexts  

**Competencies**  
The student must be able to:
- communicate practice-oriented and professional issues and solutions to partners and co-workers  
- communicate messages internal as well as external to the company with a high degree of assertiveness
**Intercultural Competencies 1**

**Work:** 1 ECTS

**Learning Objectives:**

**Knowledge**
The student must:
- be knowledgeable about the concept of culture and cultural elements
- understand the impact of culture on communication

**Skills**
The student must be able to:
- use his or her knowledge of culture in relation to the global service company
- assess the impact of the student’s own cultural background when communicating with people with different cultural backgrounds

---

**Intercultural Competence 2**

**Work load:** 2 ECTS

**Learning Objectives:**

**Knowledge**
The student must:
- be knowledgeable about theories and tools for the analysis of cultures in relation to the global service company

**Skills**
The student must be able to:
- propose practice-based solutions to issues arising from the meeting of different cultures
- take part in business development where cultural elements are taken into consideration

**Competencies**
The student must be able to:
- identify cultural similarities and differences, so that the student is able to act appropriately and be a success in different cultural contexts internal as well as external to the service company
- integrate the impact of culture in the development of service concepts

---

**3.3. Elective Educational Elements: Electives**

In addition to the compulsory elements, the programme comprises elective study activities corresponding to 15 ECTS credits. These are offered as a means for students to specialise themselves in subjects related to service, hospitality and tourism management.

Information about the electives is published in the Electives Catalogue.
3.4. Internship

The Academy Profession Degree Programme in Service, Hospitality and Tourism Management includes both theory and practical experience with the purpose of supporting the students’ continuous learning process and contributing to the fulfillment of the learning objectives specified for the study programme. During the internship, students are faced with professionally relevant issues, just as they become familiarised with relevant job functions. The student actively and independently seeks a placement with one or more private or public companies, and Cphbusiness ensures that the internship settings are satisfactory.

The internship is unpaid.

<table>
<thead>
<tr>
<th>Internship</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timing:</strong> 3rd semester</td>
</tr>
<tr>
<td><strong>Work load:</strong> 15 ECTS</td>
</tr>
<tr>
<td><strong>Purpose:</strong> The purpose of the internship is that the student acquires a practice-based insight into the service industry and substantiates his or her professional qualifications. A student may acquire this insight through a company’s personnel, sales, marketing, economics or customer service department. Further, the student will be able to take part in the specific, practical tasks in the company in the period in question.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learning Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Knowledge</strong></td>
</tr>
<tr>
<td>The student must:</td>
</tr>
<tr>
<td>- be knowledgeable about the internship company’s basis for existence and organisation</td>
</tr>
<tr>
<td><strong>Skills</strong></td>
</tr>
<tr>
<td>The student must be able to:</td>
</tr>
<tr>
<td>- assess practice-oriented issues and collect information for solving work tasks and performing functions in the company</td>
</tr>
<tr>
<td><strong>Competencies</strong></td>
</tr>
<tr>
<td>The student must be able to:</td>
</tr>
<tr>
<td>- take part in the operations of the internship company as well as the development-oriented work processes and functions</td>
</tr>
<tr>
<td>- work out a project in a structured manner with a practice-based issue as the underlying basis</td>
</tr>
<tr>
<td>- consider to which degree the professional and personal objectives of the internship have been fulfilled</td>
</tr>
</tbody>
</table>

3.4.1. Rules Regarding the Internship

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

The internship agreement must take into account not only the learning objectives of the internship stipulated in this curriculum but also the student’s prior knowledge, training and qualifications. The internship agreement should afterwards be submitted for approval at Cphbusiness.

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

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

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

Roles and responsibilities of the parties involved

<table>
<thead>
<tr>
<th>Student</th>
<th>Company</th>
<th>Cphbusiness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seeks a placement with a company</td>
<td>Provides a contact person</td>
<td>Ensures satisfactory internship settings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Appoints a Cphbusiness internship supervisor</td>
</tr>
<tr>
<td>The student and hosting company collaboratively draw up an internship agreement that takes into account the learning objectives of the internship</td>
<td>Discusses the internship agreement with the student</td>
<td>Approves the submitted internship agreement, provided that it meets Cphbusiness’ demands</td>
</tr>
<tr>
<td>The student sends the internship agreement to Cphbusiness</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The student and hosting company cooperate during the internship</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The contact person and the internship supervisor support the student for the duration of the internship</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Writes an internship report)</td>
<td></td>
</tr>
</tbody>
</table>
### Curriculum - Service, Hospitality and Tourism Management (AP)

<table>
<thead>
<tr>
<th>Participates in an evaluation of the internship</th>
<th>Participates in an evaluation of the student and the internship</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Attends the exam)</td>
<td>(Conducts the exam)</td>
</tr>
</tbody>
</table>

The internship is unpaid.

### 3.5. Teaching and Working Methods

At Cphbusiness, various teaching methods are practised. Among these are lectures, cases, assignments, practical and theoretical exercises, laboratory work, oral presentations, homework/study assignments, excursions/field trips, etc. The teaching may be thematised, just as it may be divided into different courses.

The purpose of the varied teaching methods is that students, by means of the selected teaching modes, acquire knowledge, skills and competences within the programme’s key subject areas, and that students apply these in accordance with the programme’s learning objectives.

### 3.6. Language of Instruction

Service, Hospitality and Tourism Management is an English taught programme, and all teaching is in English. In some cases, students may be able to take electives in Danish, and students are free to enter into an internship agreement with a company in which the spoken language is Danish.¹

Educational elements taught in English are examined in English, cf. subsection 5.9.

### 4. INTERNATIONALISATION

#### 4.1. Study Abroad

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

The possibility of studying abroad pertaining to the Service, Hospitality and Tourism Management programme includes:

- The internship

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¹ Service, Hospitality and Tourism Management is offered as a Danish taught programme as well. For a description of the study programme with Danish as the language of instruction, please consult the Danish version of this curriculum (Studieordning for serviceøkonom AK).
Educational elements taken abroad can be approved for credit transfer provided that they are compatible with and meet the requirements regarding contents and level stipulated in the subsections regarding the internship and credit transfer.

Students wishing to study abroad have to apply for credit transfer before the period is initiated in due time to receive a pre-approval of credit transfer. The decision as to whether the educational elements can be approved for credit transfer rests on Cphbusiness’ evaluation of the contents and standards offered by the educational institution or host company.

When the period abroad is completed, students who have received a pre-approval of credit transfer have to document that they have successfully completed the pre-approved educational elements. As part of the pre-approval process, students shall concur that Cphbusiness has the right to obtain information relevant to the final credit transfer following the period of study abroad. A pre-approved educational element will be regarded as successfully completed, if the student has passed the element in accordance with the regulations in effect at the hosting educational institution.

5. EXAMINATION AND ASSESSMENT

5.1. General Rules Regarding the Exam
The latest versions of the ministerial orders no. 1519 of 16 December 2013 on examinations (the Examination Order) and no. 114 of 03 February 2015 on the grading scale and other forms of assessment (the Grading Scale Order) apply to examinations at Cphbusiness. In addition, the Cphbusiness rules and regulations regarding examination in effect at the time in question apply to examinations.

5.2. Description of Assessment of Educational Elements
In the following, an overview of the examinations at the Service, Hospitality and Tourism Management programme is provided. Requirements and details on the specific examinations, including dates, form and materialities, the use of aid during examination, etc., are available in the local documents published at the institution’s Intranet.

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

Diagrammatic outline of the connection of the examinations, the educational elements and the structure of the study programme
<table>
<thead>
<tr>
<th>Semester</th>
<th>Name of examination (internal/external)</th>
<th>Educational element</th>
<th>ECTS</th>
<th>Noted on the final diploma (weight)</th>
</tr>
</thead>
</table>
| 1st + 2nd | Methodology (internal) | • Examination content for Lyngby:  
Methodology:  
- Methodology  
Service Industry:  
- Industry Knowledge  
• Examination content for Nørrebro:  
Methodology | 10  
5 | One grade (1) |
|          |                                      | Economics (internal) | Service Economics:  
- Economics 1-2 | 9 | One grade (1) |
| First Year Interdisciplinary Exam (external) | • Examination content for Lyngby  
Service Industry:  
- Service Design 1-2  
Organisational Development:  
- Leadership and Project Management 1-2  
Business Development:  
- Creativity and Innovation 1  
- Strategy and Business Plan 1  
- Service Marketing and Trends 1-2  
Service Economics:  
- Global Service Economics  
Communication:  
- Business Communication and Networking 1  
- Intercultural Competencies 1 | 31 | One grade (1) |
|          |                                      | Nørrebro:  
Service Industry:  
- Service Design 1-2  
- Industry Knowledge  
Organisational Development:  
- Leadership and Project Management 1-2  
Business Development: | 36 |
<table>
<thead>
<tr>
<th>Semester</th>
<th>Course</th>
<th>Outline</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd</td>
<td>Electives Exam (internal)</td>
<td>Creativity and Innovation 1</td>
<td>10</td>
</tr>
<tr>
<td>3rd</td>
<td>Elective Educational Element</td>
<td>Strategy and Business Plan 1</td>
<td></td>
</tr>
<tr>
<td>3rd</td>
<td>Elective Educational Element</td>
<td>Service Marketing and Trends 1-2</td>
<td></td>
</tr>
<tr>
<td>3rd</td>
<td>Elective Educational Element</td>
<td>Service Economics:</td>
<td></td>
</tr>
<tr>
<td>3rd</td>
<td>Elective Educational Element</td>
<td>- Global Service Economics</td>
<td></td>
</tr>
<tr>
<td>3rd</td>
<td>Elective Educational Element</td>
<td>Communication:</td>
<td></td>
</tr>
<tr>
<td>3rd</td>
<td>Elective Educational Element</td>
<td>- Business Communication and Networking 1</td>
<td></td>
</tr>
<tr>
<td>3rd</td>
<td>Elective Educational Element</td>
<td>- Intercultural Competencies 1</td>
<td></td>
</tr>
<tr>
<td>3rd</td>
<td>Internship Exam (internal)</td>
<td>Internship</td>
<td>15</td>
</tr>
<tr>
<td>3rd</td>
<td>Electives Exam (internal)</td>
<td>Elective Educational Element</td>
<td>5</td>
</tr>
<tr>
<td>4th</td>
<td>Development and Communication (external)</td>
<td>Service Industry:</td>
<td>25</td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>- Service Law</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>Organisational Development:</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>- Organisation &amp; HR 1-2</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>Business Development:</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>- Creativity &amp; Innovation 2</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>- Strategy &amp; Business Plan 2</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>- Service Marketing &amp; Trends 3</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>Service Economics:</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>- Economics 3</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>Communication:</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>- Business Communication and Networking 2-3</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td></td>
<td>- Intercultural Competencies 2</td>
<td></td>
</tr>
<tr>
<td>4th</td>
<td>Final examination project (external)</td>
<td>Final examination project</td>
<td>15</td>
</tr>
</tbody>
</table>

5.3. Other Requirements for Completion of Activities

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

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

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

The mandatory learning activities vary, depending on the educational elements. Examples of mandatory learning activities include requirements for participation, presentations, assignments, etc. The mandatory assignments for the Service, Hospitality and Tourism Management programme can be found in the local documents relevant to the study programme.

5.3.2. The Study Start Test

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

<table>
<thead>
<tr>
<th>Study start test</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timing:</strong> The study start test must be conducted no later than two months after the commencement of the study programme</td>
</tr>
<tr>
<td><strong>Form:</strong> Details about the study start test are described in the catalogue for examinations and other test for the particular programme</td>
</tr>
<tr>
<td><strong>Assessment:</strong> Approved/Not approved</td>
</tr>
<tr>
<td><strong>Admission requisite:</strong> None</td>
</tr>
<tr>
<td><strong>Consequences of not passing:</strong> If the student does not fulfill the study start test requirements in the first attempt, it is possible to participate in a “re-examination”. This new test must be conducted no later than three months after the commencement of the study programme. If the new test is not approved, the student cannot continue on the study programme and his/her enrolment will consequently be cancelled, cf. the ministerial order about exams section 9.</td>
</tr>
<tr>
<td><strong>Specific for the study start test:</strong> The study start test is not covered by the regulations about examination complaints, cf. the ministerial order about examinations section 9, subsection. 4. Cphbusiness can grant exemptions from the appointed time required to fulfill the study start test requirement. Exemptions can be granted in cases of serious illness, child birth or unusual circumstances. Such cases must be documented.</td>
</tr>
</tbody>
</table>

5.3.3. Study Activity Requirement: The First-Year Exam

Students must meet a study activity requirement called the first-year exam. In order to meet this requirement, students must pass a specific exam before the end of their first year of study. Please note that the first-year exam, as it is described in this subsection, is not an exam per se but a requirement that the first year interdisciplinary exam is passed before the end of the first year of study.
Consequences of not passing the first-year exam
In the event that a student does not pass the respective exam within the stipulated time frame, the enrolment of the student will be terminated, cf. the Examination Order section 8, subsection 2, and the Admission and Enrolment Order section 37, subsection 1, number 4.

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

The final examination project is conducted as an external examination, which, together with the internship report and other programme examinations, should document that the programme’s learning objectives and requirements are met. The examination comprises a written part and an oral part that result in a single joint grade. The examination can only take place after the student has passed all other educational elements. For more about the final examination project, see section 5.1 in this curriculum and the final examination project manual.

<table>
<thead>
<tr>
<th>Final Examination Project</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timing:</strong> 4th semester</td>
</tr>
<tr>
<td><strong>Work load:</strong> 15 ECTS</td>
</tr>
</tbody>
</table>
| **Aim:** The purpose of the final examination project is that the student independently completes an interdisciplinary and practice-oriented project, which demonstrates that the student has acquired the following knowledge, skills and competencies. Furthermore, the purpose of the project is that the student documents his or her abilities to process a complex problem, using relevant methods, in relation to a specific project in the internship company. In addition, the aim is that the student practises and demonstrates the ability to combine knowledge from the compulsory educational elements with the elective lines of specialisation, so that the student may relate to the company’s work tasks more easily.

The final examination project must be drawn up based on collected information and should demonstrate that the student is able to process, analyse and assess the

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2 The student has to notify Cphbusiness in writing, and in addition hereto receive an approval from Cphbusiness, if he or she wants to write the final examination project about another company than the internship company.
collected information by means of theory and methods introduced through the study programme.
Financial deliberations and elements must be included in the project as part of the grounds on which the conclusion of the project is drawn and the solution for future action chosen. Likewise, both field and desk research must be included in the project.
The project’s overall topic has to be formulated by the student in collaboration with Cphbusiness and the internship company, as the purpose of the project is to find solutions to a practice-based problem.
Cphbusiness assigns the student a supervisor and approves the topic as well as the initial problem statement of the project.

The final examination project must be based on an issue that is central to both the programme and the elected line of specialisation, and it is anticipated that the final project illustrates the competence profile of a Service, Hospitality and Tourism student.

**Learning Objectives:**

**Knowledge**
The student must:
- be knowledgeable about relevant theories and methods within the compulsory modules of the programme as well as within the chosen specialisation

**Skills**
The student must be able to:
- apply and combine a comprehensive range of skills and abilities, which are related to the different fields of the service industry
- assess practice-oriented issues and adjust working procedures and processes
- explain, assess and communicate practice-oriented issues and possible solutions to stakeholders
- apply central economic methods and analyses

**Competencies**
The student must be able to:
- identify his or her own personal potential for development
- take part in development-oriented and/or cross-functional work processes

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3 Examples of financial deliberations could be various types of budgeting (cashflow budgets, revenue and expenditure budgets, budgets for start-ups, etc.), or it could be deliberations on the company’s accounting, financing, investments, other calculations or, wholly or partially, quantitative cost-benefit analyses.

4 Please note that only minor alterations to the initial problem statement are allowed once it has been approved by the supervisor. Therefore, students are advised to consult any such changes with their respective supervisors.
and identify management and planning functions

**Assessment:**
- 4th semester: Final Examination Project

The final examination project exam includes an individual oral exam. One single grade is given according to the 7-point grading scale. The examiner will notify the student of the grade once the decision is made, meaning in continuation of the examination.

The final examination project is subject to a specific set of rules and regulations stipulated by Cphbusiness. These are available in local documents relevant to the programme.

## 6. OTHER RULES

### 6.1. Credit Transfer and change of study programme

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

An educational element transferred from a stay abroad is considered completed, if the element is passed in accordance with the rules of the particular study programme. Students are obliged to notify Cphbusiness of any previously passed educational elements at a higher educational level, which includes both Danish and foreign higher educations, presumed to be transferable. Cphbusiness handles all applications for credit transfer according to these rules.

**Change of study programme**

Change of study programme at the same or another educational institution is regulated by the rules of the study programme, receiving the student.

Changing to the same study programme at another institution cannot take place until the student has passed examinations corresponding to the first year of study at the programme receiving the student unless special circumstances apply, cf. the ministerial order of admission and enrolment section 36, subsection 2. A change of study programme can only take place if the the receiving institution has spaces available at the relevant level of the study programme.

**Change of study programme to the Academy Profession Degree Programme in Service, Hospitality and Tourism Management**

Change of programme must take place before the internship is commenced.
6.2. Exemptions from the Curriculum
Under special circumstances, Cphbusiness is entitled to grant exemptions from rules stipulated in this curriculum. Students have to submit a request for exemption, which must specify and document the reasons for exemption. Cphbusiness will subsequently process the request and notify the student of the decision once it is made.