

# Curriculum for Sport Management

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Bachelor's Degree Programme in Sport Management  
Professionsbachelor i sport management

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Approved 29 August 2019



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# 1. FRAMEWORK

This curriculum, covering the study programme for the bachelor degree in Sport Management, hereinafter referred to as the study programme or the programme, is composed in compliance with the ministerial order no. 858 of 22 August 2019: 'Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser' by the Danish institutions of higher education approved to offer the particular programme.

## *National parts and institution-specific parts of the curriculum*

The curriculum contains a national part, which has been stipulated conjointly with the institutions in the respective educational network, and an institutional part, which has been determined by Cphbusiness alone. The national part has been incorporated in this document and constitute the following subsections: 1.1, 3.2, (including the number of examinations in the national educational elements), 3.4, 5.4 and 6.1. The remaining parts are institution specific.

The national part has been co-created by all institutions offering the study programme, and they have committed themselves to ensure national competence and qualifications. The national parts of the curriculum have been approved by the national education network for business academies in May 2019.

The curriculum as a whole has been approved by Cphbusiness in compliance with the institution's internal approvals procedure on 28 August 2019.

## **1.1. Purpose and Objectives of the Study Programme**

The purpose of the Sport Management programme is to qualify graduates to act independently in relation to the stakeholders of the sport, event and leisure industry and to develop, plan, and perform complex activities and tasks. The graduate should furthermore be able to act as a manager, collaborate with others, and take responsibility for his/her own learning and development as well as that of the company and/or the organisation.

The aim of the study programme is marketing, management, finance and economics, and strategy in the sport, event and leisure industry.

### *Knowledge*

The graduate should:

- possess development-based knowledge about practice and about theories and methods applied within the sport, event and leisure industry
- be able to understand and reflect on the application of theories and methods in the sport, event and leisure industry as well as the industry's practices.

### *Skills*

The graduate should be able to:

- use methods and tools and master skills relating to employment within the sport, event and leisure industry
- assess practice-related and theoretical, business and management-related problem areas as well as justify and select relevant solution models relating to the sport, event and leisure industry
- communicate practice-related problems and solutions to stakeholders in the sport, event and leisure industry.

### *Competencies*

The graduate should be able to:

- deal with complex and development-oriented situations and establish and draw on relevant networks in relation to the companies and organisations in the sport, event and leisure industry
- independently participate in monodisciplinary and interdisciplinary collaboration and take responsibility in terms of managing the development of strategies and activities within the professional ethics of the sport, event and leisure industry
- identify own and others' learning needs in order to develop and maintain own knowledge, skills and relevant professional and personal competencies in relation to the sport, event and leisure industry.

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

### *Title*

Upon completion of the programme, graduates are entitled to use the title Bachelor of Sport Management (in Danish: professionsbachelor i sport management).

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

### *Duration and maximum length of study*

This programme amounts to 90 ECTS in total. 60 ECTS credits (European Credit Transfer System) corresponds to a full-time student's work for one year of study, cf. section 9 in ministerial order no. 858 of 22 August 2019: 'Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser'. Study programmes that do not exceed 150 ECTS must be completed within the number of years corresponding to twice the nominal length of study. Study programmes that do not exceed 180 ECTS must be completed no later than the nominal length of study plus 2 years. Other programmes must be completed no later than 6 years after commencement, cf. section 6, subsection 2, in the ministerial order.

This means that this study programme must be completed within 3 years after the student was enrolled.

The following three types of leave of absence are not included in the calculation of the maximum study time for the study programme: leave due to maternity leave or adoption (but maximum 52 weeks), compulsory military service (including service similar to compulsory military service) and training for and dispatchment similar to compulsory military service.

Under exceptional circumstances, Cphbusiness is entitled to grant exemptions from this rule.

#### *Certificate*

Upon completion of the study programme, a certificate is issued to the student by Cphbusiness.

### **1.3. Commencement**

This curriculum is effective as of 20 August 2019 and the terms and conditions stated herein apply to students starting the programme after this date.

### **1.4. Interim Provisions/Transitional Arrangements**

Students enrolled at an earlier point in time, and thus covered by curricula prior to the present, are entitled to complete their studies in line with the curricula they were covered by originally, but they may also choose to partake in educational elements offered in accordance with this curriculum. By 1 September 2022 all students enrolled prior to 20 August 2019, will be covered by this curriculum.

Students covered by curricula prior to the present may however request that they be covered by this curriculum until their completion of the programme, if this is possible without exceeding the maximum ECTS-points for the study programme, as well as meeting the previously listed requirements regarding the maximum length of study, cf. subsection 1.2.

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

### **1.5. Legal Framework**

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

*(The 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. 153 of 27 February 2018 on academies of professional higher education (the Academy Profession Act) (*Erhvervsakademiloven*)
- Act no. 986 of 18 August 2017 on academy profession programmes and professional bachelor programmes (*LEP-loven*)
- Ministerial order no. 858 of 22 August 2019 on technical and commercial academy profession programmes and bachelor programmes
- Ministerial order no. 1500 of 2 December 2016 on examinations (the Examination Order) (*Eksamensbekendtgørelsen*)
- Ministerial order no. 211 of 27 February 2019 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*)

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

## 2. ADMISSION TO THE PROGRAMME

### 2.1. Entry Requirements

Admission to the programme requires one of the following examinations:

- The AP Degree in Service, Hospitality and Tourism Management
- The AP Degree in Marketing Management
- The AP Degree in Financial Management

Or degrees similar to these. English corresponding to Danish level B is also a requirement for admission.

### 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.

Cphbusiness specifies additional criteria for the selection of applicants, provided that the number of eligible applicants exceeds the vacancies on the study programme. 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 pass educational elements equivalent to a total workload of 90 ECTS credits. A full-time semester encompasses educational elements, including the internship, corresponding to 30 ECTS credits.

The programme comprises of educational elements equivalent to 60 ECTS credits, consisting of national elements (40 ECTS) and local educational elements including electives (in total 20 ECTS), an internship equivalent to 15 ECTS credits and a bachelor project equivalent to 15 ECTS credits.

<b>Educational elements</b>	<b>1st year</b>	<b>2nd year</b>	<b>E C T S</b>
<b>National educational elements</b>			<b>60</b>
The Sports Industry (10 ECTS)	X		10
The Sports Consumer and the Sports Product (10 ECTS)	X		10
Sustainable Business operations (10 ECTS)	X		10
Strategic Value Creation (10 ECTS)	X		10
<b>Local educational elements</b>			<b>20</b>
Local educational elements and electives (20 ECTS)	X		20
<b>Internship and bachelor project</b>			<b>30</b>
Internship		X	15
Bachelor project		X	15
<b>Total</b>	<b>60</b>	<b>30</b>	<b>90</b>

The sum of all educational elements and other study activities may not exceed the prescribed ECTS credits.

All educational elements, including the bachelor project, are assessed and evaluated. When the outcome of the assessment is either 'passed' or at least the grade 02, the educational element concerned is seen as passed. For more information on examinations, please read chapter 5.

### 3.2. National Educational Elements

The programme covers a number of national educational elements corresponding to 40 ECTS credits. Learning objectives, ECTS scope, content and number of examinations for the national educational elements have been determined collaboratively by the institutions of higher education offering the study programme.

<b>The Sports Industry</b>
<b>Timing:</b> 1st semester
<b>Scope:</b> 10 ECTS
<p><b>Contents:</b> The subject element covers macroeconomics, market mechanisms, management and legislation concerning the sport, event and leisure industry. Importance is placed on understanding the characteristics of the industry as well as its diversity and business.</p>
<p><b>Learning objectives:</b></p> <p><i>Knowledge</i> The student should:</p> <ul style="list-style-type: none"> <li>• possess knowledge of interactions between the different sectors<sup>[1]</sup> of the sport, event and leisure industry</li> <li>• possess development-based knowledge of macroeconomics, market mechanisms, strategic management and legislation concerning the sport, event and leisure industry</li> <li>• be able to reflect on the practices of the sport, event and leisure industry and the theories and methods of market mechanisms, economics, management and legislation applied in the industry.</li> </ul> <p><i>Skills</i> The student should be able to:</p> <ul style="list-style-type: none"> <li>• apply methods and tools for the development of the sport, event and leisure industry in terms of market mechanisms, macroeconomics, management and legislation</li> <li>• assess practice-related and theoretical problems concerning the sport, event and leisure industry and select and justify relevant solution models relating to the industry</li> <li>• communicate practice-related problems and solutions to partners and users in the sport, event and leisure industry.</li> </ul> <p><i>Competencies</i> The student should be able to:</p> <ul style="list-style-type: none"> <li>• deal with complex and development-oriented situations relating to the sport, event and leisure industry and the associated stakeholders</li> </ul>

<sup>[1]</sup> Sectors: Non-profit sector, Private/Professional sector and Public sector



- collaborate independently with internal and external stakeholders while taking the characteristics and diversity of the industry into consideration from a business perspective
- identify own and others' learning needs in order to develop and maintain own knowledge, skills and relevant competencies in relation to ethics of the sport, event and leisure industry.

<b>The Sports Consumer and the Sports Product</b>
<b>Timing:</b> 1st semester
<b>Scope:</b> 10 ECTS
<p><b>Contents:</b> The subject element covers marketing and sales. Importance is placed on consumer types and consumer behaviour in relation to innovate, develop and sell products and services in the sport, event and leisure industry.</p>
<p><b>Learning objectives:</b></p> <p><i>Knowledge</i> The student should:</p> <ul style="list-style-type: none"> <li>• possess development-based knowledge about consumer types and consumer behaviour as well as applied theories and methods within the practices of the sport, event and leisure industry</li> <li>• be able to understand practices, applied theories and methods to innovate, develop and market products and services in the sport, event and leisure industry</li> <li>• be able to reflect on the practices of the sport, event and leisure industry and the application of theories and methods in the context of the sports consumer and the sports product.</li> </ul> <p><i>Skills</i> The student should be able to:</p> <ul style="list-style-type: none"> <li>• apply methods and tools for the innovation, development and marketing of products and services and master the tools relating to occupation in the sport, event and leisure industry</li> <li>• assess practice-related and theoretical, business and management-related problems as well as justify and select relevant solution models relating to the sport, event and leisure industry</li> <li>• communicate practice-related problems and solutions relating to consumer behaviour and product development to stakeholders in the sport event and leisure industry.</li> </ul> <p><i>Competencies</i> The student should be able to:</p>

- identify the consumer types of the industry and analyse consumer behaviour in order to manage the innovation, development and marketing of new products and services
- independently collaborate with relevant stakeholders in monodisciplinary and interdisciplinary efforts concerning marketing and sales
- identify own and others' learning needs in order to develop and maintain own knowledge, skills and relevant competencies in terms of the sports consumer and the sports product.

## Sustainable Business Operations

**Timing:** 1st semester

**Scope:** 10 ECTS

### Contents:

The subject element covers financial and organisational management. Importance is placed on the company's or the organisation's sustainable operations from a (socio)economic, cultural and environmental perspective.

### Learning objectives:

#### *Knowledge*

The student should:

- possess development-based knowledge of the practices, applied methods and theories of the sport, event and leisure industry relating to the sustainable management of business operations
- be able to understand practices, theories and methods applied in financial and organisational management and be able to reflect on the sport, event and leisure industry's practices and application of these theories and methods from the perspective of sustainability.

#### *Skills*

The student should be able to:

- apply financial and organisational management methods and tools as well as master skills related to employment within the sport, event and leisure industry
- assess practice-related and theoretical problems concerning financial and organisational management as well as justify and select relevant sustainable solution models relating to the sport, event and leisure industry
- communicate practice-related problems and solutions relating to sustainable operations to stakeholders in the sport, event and leisure industry.

#### *Competencies*

The student should be able to:

- autonomously take part in collaborative efforts on the handling and development of the sustainable operations of a business or organisation
- autonomously take part in monodisciplinary and interdisciplinary collaboration with relevant stakeholders based on a sustainable business understanding

- identify own and others' learning needs in order to develop and maintain own knowledge, skills and relevant competencies in terms of sustainable operations.

<b>Strategic Value Creation</b>
<b>Timing:</b> 2nd semester
<b>Scope:</b> 10 ECTS
<p><b>Contents:</b></p> <p>The subject element covers management and business development. Importance is placed on the development of existing as well as new target areas within the sport, event and leisure industry as well as the execution of strategic decisions at company and organisational level.</p>
<p><b>Learning objectives:</b></p> <p><i>Knowledge</i></p> <p>The student should:</p> <ul style="list-style-type: none"> <li>• possess development-based knowledge about the practices, applied theories and methods of the sport, event and leisure industry in terms of new development trends in the context of strategic value creation</li> <li>• be able to understand practices, theories and methods applied in strategic value creation and be able to reflect on the sport, event and leisure industry's practices and application of the same theories and methods</li> <li>• be able to reflect on the practices and applied theories and methods of the sport, event and leisure industry in terms of strategic value creation.</li> </ul> <p><i>Skills</i></p> <p>The student should be able to:</p> <ul style="list-style-type: none"> <li>• apply and reflect on methods and tools for strategic value creation that relate to employment within the sport, event and leisure industry</li> <li>• analyse and assess practice-related and theoretical strategic problem areas and justify and select relevant solution models in relation to the sport, event and leisure industry</li> <li>• communicate practice-related strategic problems and solutions to stakeholders in the sport, event and leisure industry.</li> </ul> <p><i>Competencies</i></p> <p>The student should be able to:</p> <ul style="list-style-type: none"> <li>• autonomously take part in monodisciplinary and interdisciplinary collaboration with the management and staff on developing and implementing solutions relating to the company's or the organisation's strategic challenges.</li> <li>• autonomously join networks or collaborative efforts with other relevant stakeholders with a view to developing the business, the organisation and the industry</li> <li>• identify own and others' learning needs in order to develop and maintain own knowledge, skills and relevant strategic competencies.</li> </ul>

### 3.3. Local educational elements and electives

In addition to the national educational elements, the programme consists of a number of local educational elements, including electives. Electives provide an opportunity for students to adjust their education in relation to their interests and future career paths. Below the local educational element that apply to all students is described, and in the Electives Catalogue for the programme, descriptions of electives can be found.

Project Management
<b>Timing:</b> 2 <sup>nd</sup> semester
<b>Scope:</b> 10 ECTS
<p><b>Contents:</b> The subject element is based on an understanding of the organisation and its structures, cultures and processes seen in project contexts. It includes various project types, project establishment, project objectives, project organisation, time estimation and its significance for project objectives, reporting, follow-up (including finances) and quality assurance, risk management and evaluation and project management aspects of human participation.</p>
<p><b>Learning Objectives:</b></p> <p><i>Knowledge</i></p> <p>The student has knowledge and understanding of:</p> <ul style="list-style-type: none"> <li>• practices and methods in project management and project administration, including agile project methods</li> <li>• practices and a wide range of applied theories/methods in project management and project administration</li> <li>• establishment and utilisation of knowledge networks.</li> </ul> <p><i>Skills</i></p> <p>The student is able to:</p> <ul style="list-style-type: none"> <li>• apply key methods and tools related to project management and project administration, including agile project methods</li> <li>• evaluate practical issues as well as justify and select appropriate models for project management</li> <li>• evaluate practice-related management issues in a project, and select and convey appropriate solutions</li> <li>• evaluate, draw up and choose solutions for the appropriate organisation of a project.</li> </ul> <p><i>Competencies</i></p> <p>The student is able to:</p> <ul style="list-style-type: none"> <li>• manage and administrate small and medium-sized projects</li> <li>• participate as a sub-project manager on large projects</li> <li>• develop own practice in a structured context.</li> </ul>

### 3.4. Internship

The bachelor's degree programme in sport management includes both theory and practical experience with the purpose of supporting the students' continuous learning process and contributing to the fulfilment of the learning objectives specified for the study programme. During the internship, students are faced with professionally relevant issues and 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.

<b>Internship</b>
<b>Timing:</b> 3 <sup>rd</sup> semester
<b>Scope:</b> 15 ECTS
<p><b>Learning objectives:</b></p> <p><i>Knowledge</i></p> <p>The student should:</p> <ul style="list-style-type: none"> <li>• possess development-based knowledge of practices of the profession and of the place of internship as well as the theories and methods used.</li> <li>• be able to reflect on the company's/organisation's methods and practices in the context of the theories learnt in the study programme.</li> </ul> <p><i>Skills</i></p> <p>The student should be able to:</p> <ul style="list-style-type: none"> <li>• Apply the company's/organisation's methods and tools and master the skills related to the internship place and the sport, event and leisure industry</li> <li>• Assess practice-related and theoretical problems and collect data on that background and be able to justify and select relevant possible solutions to those problems</li> <li>• Communicate the profession-related problems and possible solutions to colleagues and partners.</li> </ul> <p><i>Competencies</i></p> <p>The student should be able to:</p> <ul style="list-style-type: none"> <li>• deal with complex, development-oriented work tasks</li> <li>• autonomously participate in monodisciplinary and interdisciplinary collaboration within the business/organisation and assume responsibility for such collaborative effort</li> <li>• identify own professional and personal learning needs during the internship and develop own knowledge, skills and competencies relating to the business/organisation.</li> </ul>

**Assessment:** The internship is completed with 1 exam with assessment after the 7-point grading scale.

### 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 available to the student for the duration of the internship. The contact person and the student must jointly draw up an internship agreement. This agreement must be in writing and 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 must be submitted afterwards 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 mentor for the duration of the internship and is in addition the report examiner.

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 electronic evaluation of the internship period. The student must complete the evaluation in order to attend the exam.

The internship is unpaid.

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

<b>Student</b>	<b>Company</b>	<b>Cphbusiness</b>
Seeks a placement with a company	Provides a contact person	Ensures satisfactory internship settings  Appoints a Cphbusiness internship supervisor
The student and hosting company collaboratively draw up an internship agreement that takes into account the learning objectives of the internship		Discusses the internship agreement with the student  Approves the submitted internship agreement, provided that it meets Cphbusiness' demands
The student and hosting company cooperate during the internship		

The contact person and the internship supervisor support the student for the duration of the internship		
(Writes an internship report)		
Participates in an evaluation of the internship	Participates in an evaluation of the student and the internship	
(Attends the exam)		(Conducts the exam)

### 3.5. Teaching and Working Methods

At Cphbusiness, our learning approach is that business competencies are best developed when the study activities of the study programme put practice and concrete issues at the heart of learning. Further we believe that it is the work of creating value in practice that drives the motivation and commitment of our students.

Cphbusiness uses an education model that focuses on:

- Facilitating a motivating and engaging learning environment based on practice
- Transposing and disseminating relevant knowledge from research and industry in a concrete practice
- Supporting students' active participation and study intensity through relevant study activities
- Involving students' knowledge and work experience as a resource so that students are co-creators of learning
- Supporting learning through ongoing dialogue and a common feedback culture
- Flexible work, involving digital learning activities, focusing on using our resources and improving student learning outcomes, independent of time and place.

There are several different forms of teaching and working at Cphbusiness that support student learning. For example: lectures, case work, small assignments, practical and theoretical exercises, laboratory work, oral presentations, homework, excursions, etc.

Teaching is structured in one or more learning flows per semester.

The purpose of the various forms of working is for students to acquire knowledge, skills and competencies within the subject areas of the programme, through the chosen approach, and to apply these in accordance with the learning objectives of the study programme.

### **3.6. Language of Instruction**

Sport Management is a programme taught in English, 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.<sup>1</sup>

Educational elements taught in English are examined in English, cf. subsection 5.6.

## **4. INTERNATIONALISATION**

### **4.1. Study Abroad**

All full-time studies at Cphbusiness must 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 programme includes:

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

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

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.

As part of the pre-approval process, students must consent to Cphbusiness obtaining 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. 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.

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<sup>1</sup> Sport 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 sport management).



## 5. EXAMINATION AND ASSESSMENT

### 5.1. General Rules Regarding the Exam

The latest versions of the ministerial orders on examinations and grading apply to examinations at Cphbusiness (at the time of preparation of this curriculum: no. 1500 of 2 December 2016 on examinations (the Examination Order) and no. 114 of 3 February 2015 on the grading scale and other forms of assessment (the Grading Scale Order)). In addition, the Cphbusiness regulations and programme-specific documents concerning examinations in effect at the time in question apply to examinations.

### 5.2. Description of Assessment of Educational Elements

An overview of the examinations for Sport Management is provided below. Requirements and details on the specific examinations, including dates, form and materials, the use of aids during examination, etc., are made public to the students in examination catalogues on the Learning Management System (Moodle).

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

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

Semester	Name of examination (internal/external)	Educational element	ECTS	Examination format	Noted on the final diploma
1 <sup>st</sup> semester	1 <sup>st</sup> semester exam (internal)	The Sports Industry, The Sports Consumer and the Sports Product & Sustainable Business Operations	30	Oral examination based on a semester project	One grade
2 <sup>nd</sup> semester	Electives examination (internal)	Elective	10	See the <i>Electives Catalogue</i>	See the <i>Electives Catalogue</i>
	2 <sup>nd</sup> semester exam (external)	Strategic Value Creation & Local	20	Oral examination based on	One grade

		educational element		semester project	
<b>3rd semester</b>	Internship examination (internal)	Internship	15	Oral examination based on internship report	One grade
	Examination in bachelor project (external)	Bachelor project	15	Oral examination based on bachelor project	One grade

### 5.3. Other Requirements for Completion of Activities

Besides the examinations mentioned above, students are required to attend and have a number of mandatory study activities approved in order to attend the exam and continue their learning, cf. the Examination Order section 10 and section 5, subsection 3.

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

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

The mandatory learning activities vary, depending on the educational elements. Examples of mandatory learning activities include requirements for participation, presentations, assignments, etc. The mandatory assignments for Sport Management can be found in the examination catalogue for the study programme.

#### 5.3.2. The Study Start Test

Cphbusiness conducts study start 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 10.

<b>Study start test</b>
<b>Timing:</b> The study start test must be conducted no later than two months after the commencement of the study programme
<b>Form:</b> Details about the study start test are described in the examination catalogue for the particular programme
<b>Assessment:</b> Approved/Not approved
<b>Admission requirements:</b> None
<b>Consequences of not passing:</b> If the student does not fulfil the study start test requirement in the first attempt, the student has another attempt, which must be conducted no later than three months after the commencement of the study programme. If the student does not fulfil the test using the second attempt, the student cannot continue on the study programme and his/her enrolment will consequently be cancelled, cf. the ministerial order about on exams examinations section 10 and the ministerial order on enrolment section 37, subsection 1, number 3.
<b>Specific for the study start test:</b> The study start test is not covered by the regulations about on examination complaints, cf. the ministerial order about on examinations section 10, subsection 4. Cphbusiness can grant exemptions from the appointed time required to fulfil the study start test requirement. Exemptions can be granted in cases of serious illness, child birth or unusual circumstances. Such cases must be documented.

## 5.4. The Bachelor Project

The bachelor project must document the student's ability to understand and analyse a practice-based problem related to their respective fields of study by means of relevant theory and methodology. Central subjects from the programme should therefore 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) is formulated by the student, possibly in cooperation with a private or public company. Cphbusiness will subsequently approve the problem statement.

The examination in the bachelor project is conducted as an external examination, which, together with the internship report and other programme examinations, should document that learning objectives of the study programme 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 the final examination project manual.

<b>Bachelor Project</b>
<b>Scope:</b> 15 ECTS
<b>Timing:</b> By the end of 3 <sup>rd</sup> semester
<p><b>Purpose:</b> The bachelor's degree project must document the student's understanding of and ability to reflect on the practices of the profession and the use of theories and methods in relation to a practice-related problem area. The research question, which must be central to the study programme and the profession, is formulated by the student and may be prepared in collaboration with businesses and/or organisations in the sport, event and leisure industry. The educational institution must approve the problem statement.</p> <p>As a requirement, the bachelor's degree project must be interdisciplinary, and it must include economic scenarios for the consequences of the proposed solutions to the research question.</p>
<p><b>Learning objectives:</b></p> <p><i>Knowledge</i></p> <p>The graduate should:</p> <ul style="list-style-type: none"> <li>• possess development-based knowledge about practice and about theories and methods applied within the sport, event and leisure industry</li> <li>• be able to understand and reflect on the application of theories and methods in the sport, event and leisure industry as well as its practices.</li> </ul> <p><i>Skills</i></p> <p>The graduate should be able to:</p> <ul style="list-style-type: none"> <li>• apply methods and tools as well as master skills related to occupation within the sport, event and leisure industry</li> <li>• assess practice-related and theoretical, business and management-related problems as well as justify and select relevant possible solutions in relation to the sport, event and leisure industry</li> <li>• communicate practice-related problems and solutions to stakeholders in the sport, event and leisure industry.</li> </ul> <p><i>Competencies</i></p> <p>The graduate should be able to:</p> <ul style="list-style-type: none"> <li>• deal with complex and development-oriented situations and establish and use relevant networks in relation to the businesses and organisations in the sport, event and leisure industry</li> <li>• independently participate in monodisciplinary and interdisciplinary collaboration and take responsibility in terms of managing the development of strategies and activities within the professional ethics of the sport, event and leisure industry</li> <li>• identify own and others' learning needs in order to develop and maintain own knowledge, skills and relevant professional and personal competencies in relation to the sport, event and leisure industry.</li> </ul>

**Assessment:**

The bachelor project concludes the study programme and takes place in the final semester, once all the preceding exams have been passed.

The examination consists of an externally assessed oral and written exam where a combined, individual mark is given according to the 7-point grading scale for the written project and the oral performance.

### **5.4.1. Importance of Verbal and Writing Skills**

The students' spelling and communication skills are included in the assessment of the bachelor project, regardless of the language in which the bachelor project has been written. Nevertheless, the project's content and relevance are decisive; cf. the ministerial order on examinations, section 35, subsection 4.

### **5.5. Aids during Examination**

In general, all forms of aid are allowed during examinations, unless stated otherwise in the examinations catalogue for the particular programme.

### **5.6. Examination Language**

The examination language is equivalent to the language of instruction, i.e. if the language of instruction is English, the examination will be conducted in English. Where the examination language is Danish, the student may choose to conduct the examination in Swedish or Norwegian, unless the purpose of the examination is to demonstrate the student's proficiency in Danish, cf. the ministerial order on examinations, section 18.

## **6. OTHER RULES**

### **6.1. Credit Transfer**

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 study 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 education courses, presumed to be transferable. Cphbusiness handles

all applications for credit transfer according to these rules.

## **6.2 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 on admission and enrolment section 36, subsection 2. A change of study programme can only take place in case of vacancies on the study programme on the receiving institution.

## **6.3 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.