Bachelor of International Hospitality Management

Course curriculum

2011 - 2013

DANISH ACADEMY OF
BUSINESS AND TECHNOLOGY
Feb. 2011

Course curriculum for the Bachelor of International Hospitality Management at Dania – Danish Academy of Business and Technology in Randers.
Valid from February 1st 2011.

TABLE OF CONTENTS

1 Introduction ---------- 6

1.1 Institutions offering the programme ---------- 6

1.2 Curriculum content ---------- 6

A. The core national curriculum ---------- 7

2 Programme aim and duration---------- 7

2.1 Competence profile of a graduate---------- 7

2.2 Degree title ---------- 8

3 Programme structure and content ---------- 8

3.1 Admission requirement---------- 9

3.2 Semester structure and ECTS distribution ---------- 9

3.3 Assessment ---------- 10

3.3.1 Marking procedure ---------- 12

3.4 Teaching methods and learning styles ---------- 13

4. Subject descriptions ---------- 13

4.1 Economics---------- 13

4.1.1 Intended learning outcome ---------- 13

4.1.2 Compulsory activities and assessment ---------- 14

4.1.3 Core subject areas ---------- 14

4.2 Leadership ---------- 16

4.2.1 Intended learning outcome ---------- 16

4.2.2 Compulsory activities and assessment ---------- 17

4.2.3 Core subject areas ---------- 17

4.3 Cultural awareness and customer relations ---------- 20

4.3.1 Intended learning outcome ---------- 20

4.3.2 Teaching methods and learning styles ---------- 20

4.3.3 Compulsory activities and assessment ---------- 21

4.3.4 Core subject areas ---------- 21

4.4 Business strategy ---------- 23

4.4.1 Business strategy – intended learning outcome ---------- 23

4.4.2 Teaching methods and learning styles ---------- 24

4.4.3 Compulsory activities and assessment ---------- 24

4.4.4 Core subject areas ---------- 24

4.5 Elective module---------- 26

5 WORK PLACEMENT ---------- 26

5.1 Aim of the work placement ---------- 26

5.2 Work placement academic supervisor ---------- 27

5.3 Work placement company search and placement provider approval ---------- 27

5.4 Work placement contract---------- 27

5.5 Requirements to the work placement company ---- *28*
5.6 Work placement learning journal ---- *28*
5.7 Work placement project report ---- *29*
5.8 Compulsory activities and assessment ---- *30*
5.9 Work placement project report ---- *30*
5.10 The viva in work placement ---- *30*

6 Bachelor project and examination ---- **30**
6.1 Bachelor project and final bachelor examination aim ---- *30*
6.2 Prerequisites ---- *31*
6.3 Assessment: final bachelor examination ---- *31*

7 General rules and regulations for examinations and assessments ---- **31**
7.1 Standard format for written assignments and reports ---- *32*
7.1.1 Use of the official front page master ---- 32
7.2 Group size ---- *32*
7.3 Feedback on work assessed ---- *33*
7.4 Examination and assessment schedule ---- *33*
7.5 Examination appeal ---- *33*
7.6 Use of textbooks, study aids and other devices during examination ---- *34*
7.7 Conduct with regard to written assignments ---- *34*
7.8 Application for special consideration ---- *34*
7.9 Academic misconduct ---- *35*

8 Internationalisation ---- **35**
8.1 Credit transfer and postgraduate programmes ---- *35*

B Institutional specific curriculum ---- **36**

9 The content of the institutional part ---- **36**

10 Elective module ---- **36**

11 Work placement - rules ---- **36**

12 Further internal and external assignments and compulsory projects. ---- **37**

13 Parts of the educations which can be taken abroad ---- **37**
13.1 Conditions for taking elements abroad ---- *37*

14. Requirements for Written Assignments and Projects ---- **38**

15. Applied Instruction and Work Types ---- **38**

16. Guidelines for Differentiated Instruction ---- **38**

17. Rules on Transfer of Credit ---- **38**

18. Rules on the Students' Obligation to Participate ---------- 39

19. Regulations on materials in foreign language ---------- 39

20 Operation date ---------- 39

Annex 1 Bachelor project and examination ---------- 40

Annex 2 Plan for examinations and assessments 2011-2013 ---------- 44

1 Introduction

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

The Bachelor of International Hospitality Management programme is aimed at ensuring development of professional competencies, and will provide the graduate with qualifications for further education in the future[1]. The programme will qualify graduates to independently analyse, evaluate and reflect on the practical problems faced by hospitality organisations and to tackle practical complex assignments related to the operation, administration, development and management within the sector. The programme is designed to equip the graduates with knowledge and skills that will enable them to work as e.g. managers, administrators, project managers, or perform other functions in the multi-faceted hospitality industry.

1.1 Institutions offering the programme

The following education institutions are eligible to offer the programme:

1. Dania – Danish Academy of Business and Technology – www.eadania.dk
   Minervavej 63, 8960 Randers SØ
2. University College of Northern Denmark - www.ucnorth.dk
   Lindholm Brygge 35, 9400 Nørresundby
3. Academy of Professional Higher Education Lillebælt - www.eal.dk
   Tietgen Business College, Nonnebakken 9, 5000 Odense C
4. Business Academy Copenhagen Business - www.cphbusiness.dk
   Copenhagen Hospitality College, Vigerslev Allé 18, 2500 Valby

1.2 Curriculum content

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

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

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

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

The Learning outcome and contents of the education is described in Danish Ministerial Order no. 1282 of 15/12/2009 concerning the professional bachelor in international hospitality management.

A. The core national curriculum

2 Programme aim and duration

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

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

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

2.1 Competence profile of a graduate

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

FIGURE 1 Competence profile

Graduates will after successful completion of the programme have the following	
Knowledge and understanding	• possess knowledge of business practice, applied theory, and methods widely used in the industry • appreciate the theory and methods and their application in business settings.
Skills	• be able to apply relevant methodology and tools as well as demonstrate the skills relevant to a job within the industry • be capable to evaluate critically practical problems faced by the hospitality industry as well as identify possible solutions and justify one's choice by means of reasoning and evidence. • be able to define, articulate, and communicate problem statements and problem solutions to partners and customers (stakeholders) in an appropriate manner.

Competencies	• be able to manage complex and development-oriented situations that may arise in business or educational contexts • be able to enter into professional and cross-disciplinary cooperation and take responsibility within the framework of professional ethics. • be capable of identifying own learning and training needs and of obtaining knowledge and skills related to the industry.
Workload	210 ECTS credits (120 AP + 90 BA) aggregated The programme is designed as an independent extension of the academy profession degree studies. The top-up programme equals to 90 ECTS credits including 3-month work placement.

The aggregate programme is a combination of an AP degree and a bachelor degree with a total duration of 3 ½ years (and a total value of 210 ECTS credits).

One year of full-time study corresponds to 1650 student working hours. A full-time study load is achieved through a combination of scheduled classes (directed studies), preparation for classes and written assignments, other activities related to the studies, work placement and projects for selected companies as well as self-study and participation in examinations.

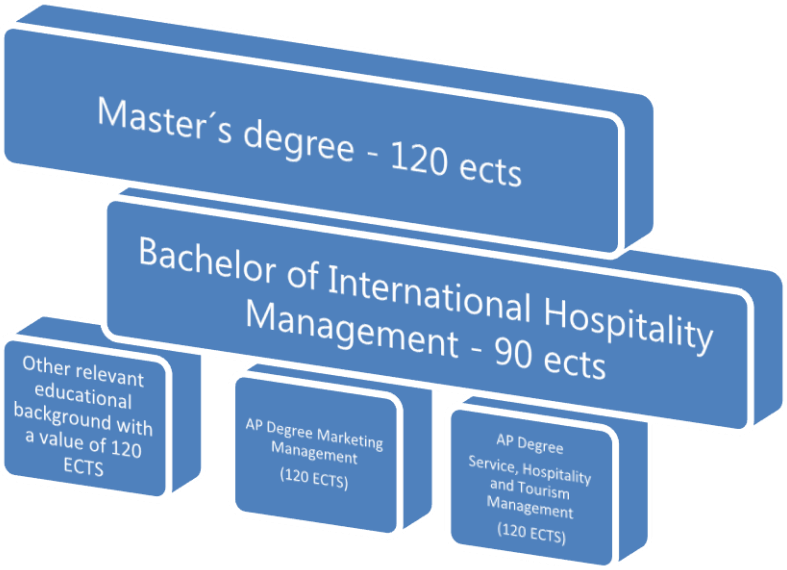
2.2 Degree title

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

3 Programme structure and content

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

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



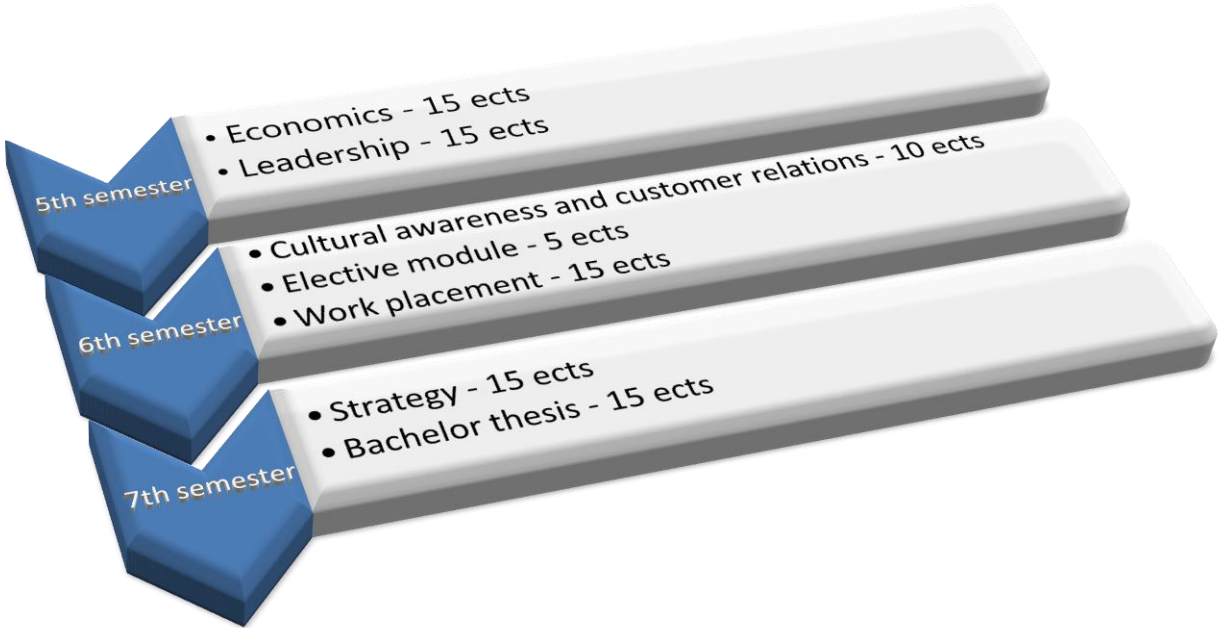
3.1 Admission requirement

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

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

3.2 Semester structure and ECTS distribution

The figure below show the timeline for the programme.



The subjects contain a number of subthemes, the intended distribution of themes and the assigned ECTS-points are shown below in the table:

	Semester 5	Semester 6	Semester 7
Economics	**15 ECTS**		
Yield and revenue management	4		
Financial management through key figures and annual report (final statement)	3		
Activity budgeting	4		
Investments and financing	3		
Pre- and post calculations	1		
Leadership	**15 ECTS**		

Employment law - Shift planning Human resource management - Recruitment - Professional development of employees & employee loyalty (incl. stress, conflict and work environment) - Employment termination Negotiation technique Leadership techniques	2 5 3 5		
Elective module Further details are available in the institutions' specific curricula		**5 ECTS**	
Cultural awareness & customer relations (can be taken as an international module (read: abroad)). Further details are available in the institutions' specific curricula		**10 ECTS**	
The concepts of culture Cross-cultural customer relations management – hosting foreigners Organisational and employee workplace cultures		2 5 3	
Work placement and work placement project report		**15 ECTS**	
Business strategy			**15 ECTS**
The notions of business strategy and strategic analysis Strategy, concepts and product development Strategy in action			5 6 4
Final bachelor project and final bachelor examination			**15 ECTS**
TOTAL ECTS	**30 ECTS**	**30 ECTS**	**30 ECTS**

3.3 Assessment

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

FIGURE 3 Assessment plan and specifications

	ECTS	Assessment of core national modules
Semester 5		
Economics	15	**Assignments:** During the semester, the student receives home assignments (coursework) equivalent to five 4hrs exam assignments - minimum four must be passed in order to sit the bachelor project and final bachelor examination.

		Four individual assessments: • Internal individual assessment / pass or fail • Weight: written component - 100% **Examination:** Four-hour individual written examination • External assessment according to the 7-point marking scale • Weight: written component – 100%
Leadership	15	**Examination:** One week prior to the examination the candidate receives a case study, which forms the basis of the oral examination The viva: takes place after 1-3 weeks after case announcement. • Duration: 30 minutes • Form: group examination; individual assessment • Internal assessment according to the 7-point marking scale • Weight: written component – 50%; the viva - 50%
Semester 6		
Cultural awareness and customer relations	10	**Compulsory activities:** A group project report containing analysis and evaluation of specific cultural aspects of cultural awareness and customer relations in accordance with a selected problem statement. The paper in question forms the basis for the viva. Length: 20-25 pages. **Assessment:** Thirty-minute individual viva, based on the submitted project report. External examiner – representative of another training institution specialising in international hospitality management. The viva is performed with the presence and participation of an opponent group. • Internal assessment according to the 7-point marking scale • Weight: project report – 50%; the viva - 50%
Elective module	5	**Please consult the institution's specific curriculum**
Work placement	15	**Work placement project report:** In consultation with the work placement enterprise, the candidate identifies and defines a problem statement (research question), which should be approved by the appointed supervisor, and produces a project report. • Internal assessment according to the 7-point marking scale • A work placement representative[2] acts as an external examiner entitled to provide 40% contribution to the overall evaluation[3] • Weight: project report - 100%

[2] Consult Section 5 for further details.

[3] If the work placement representative cannot live up to the requirements of the work placement contract (agreement) with regard to the evaluation, the training institution has an opportunity to appoint another external examiner from other training institutions offering the programme in question. The examiner's contribution to the deliberation remains unchanged, i.e. 40% to the overall assessment. A written application for the change of the external examiner must be submitted to the programme manager, who is entitled to contact the work placement company for clarification.

		Examination: During the work placement, the student maintains a learning journal, to be submitted on completion of the placement. The learning journal will reflect the learning goals and outcomes of the placement. The learning journal becomes the basis of the viva in work placement, designed to reveal if the work placement has been passed or failed. • Internal assessment / pass or fail • Weight: project report - 50%; the viva - 50% • Duration of the viva: 30 minutes **If** the final decision is that the student has **failed** the **placement, the student should** once again **undertake** and pass the placement before he/ she can be admitted to the final bachelor examination. *The work placement and the learning journal should to be assessed with a 'pass' mark before the student is allowed to sit the final bachelor examination.*
Semester 7		
Strategy	15	In groups of 2-5 persons, the students produce a 20-25-page paper containing analysis and evaluation of a problem statement for the international hospitality enterprise. The paper in question will become the basis of the individual viva. • The viva: individual oral examination based on the paper produced External assessment on the basis of the 7-point marking scale • Duration of the viva: 30 minutes • Weight: written component – 50%, the viva – 50%
Final bachelor project and final bachelor examination	15	**Final bachelor examination:** The student produces a bachelor project based on the chosen problem statement (research question). The project then is used a departure point for the viva examination. • The viva: external assessment in accordance with the 7-point marking scale • Weight: the bachelor project report - 70%; the viva - 30% • One overall mark is awarded

The degree certificate will include data on the assessments and examinations described in the above Figure 3. All scheduled assessments and external examinations must be passed successfully in order to obtain the title of Bachelor of International Hospitality Management[4].

3.3.1 Marking procedure

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

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

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

3.4 Teaching methods and learning styles

A variety of teaching and learning methods is used, i.e. lecturing, classroom teaching, guest lecturing, practical classes, presentations (including student presentations), case studies, seminars (workshops), and project work, as well as work placement in relevant organisations.

A more detailed description of the content and concrete learning outcomes of each course, industry-related activities, work placement, and bachelor project is described in the following.

The sixth semester is an international module and therefore the language of tuition is English.

4. Subject descriptions

4.1 Economics

Value: 15 ECTS

Aim

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

4.1.1 Intended learning outcome

Knowledge and understanding:

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

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

Skills

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

- developing overall or department budgets and accounts as well as budgets for activity for further analysis
- making pre- and post-cost calculations according to recognized methods in the industry and calculations for specific industry key figures
- creating well-founded alternative proposals for investment and financing
- applying the principles of yield and revenue management in order to give input for improving the turnover of the company on both the short and long term

Competencies

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

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

4.1.2 Compulsory activities and assessment

Compulsory activities: The student is expected to hand in five home assignments (equivalent), four of which need to obtain a 'pass' mark in order for the student to be admitted to the final bachelor examination.

- Individual internal assessment on a pass/fail basis

Examination:

Organised as a four-hour written examination. The individual external assessment is evaluated with one mark in accordance with a 7-point marking scale.

4.1.3 Core subject areas

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

A. The annual accounts and key figures management (3 ECTS)
B. Investment and financing (3 ECTS)
C. Revenue management (4 ECTS)
D. Budgets (4 ECTS)
E. Pre- and post-calculations (1 ECTS)

A. Annual accounts and key figures management (3 ECTS)

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

- general knowledge of annual accounting, allowing to develop a budget and necessary calculations for further analysis of the key figures of an enterprise
- acquired skills in producing a balance sheet for further analysis and calculating specific key figures of an international hospitality enterprise
- acquired skills in producing budget spending proposals and key figures as part of the company's financial management based on inputs from the company's various departments and activities

- obtained competencies in analysing the company's situation as well as making and assessing various proposals for optimising its operations

The three basic financial statements will be under review, namely income statement, balance sheet and cash flow statement. Furthermore, the current conventions and principles of accounting as well as vertical and horizontal analyses and the conventions on the order in which headings occur on the statement will be discussed.
The key figures of the industry are illustrated by HORESTA case material (the Danish Hotel, Restaurant and Tourism Industry Association), which allows to get an insight into the practical examples of the account analyses. The use of account analyses and key figures is linked to budgeting.

B. Investment and financing (3 ECTS)
At the end of the course, the student will be able to demonstrate:

- knowledge of investment and financing possibilities, the complex issues of budgeting, and the cost structure in the international hospitality context
- acquired skills in creating well-founded alternative proposals for investment and financing

In this part, the student will learn to identify the value of a cash flow using the net present value method, the annuity method, the internal rate of return method and the payback method. Together with the theoretical aspects of tuition, practical examples and problem statements are included, what in its turn allows to link the subject area in question to other topics, such as budgeting and advanced optimisation techniques.

C. Revenue management (4 ECTS)
At the end of the course, the student will be able to demonstrate:

- knowledge of the central concepts of yield and revenue management in the international hospitality context
- acquired skills in making pre- and post-cost calculations according to recognized methods in the industry
- acquired skills in applying the principles of yield and revenue management in order to give input for improving the turnover of the company on both the short and long term
- obtained competencies in analysing the company's situation as well as making and assessing various proposals for optimising its operations

The student will learn how to identify the problem statements, which require revenue management as a method for solution and learn which parameters must be taken into consideration when performing the necessary calculations. Moreover, relevant theory, on the basis of which revenue management calculations and software are built, will be covered. Additionally, marginal income approach and value determination under uncertainty with the help of certain equivalent calculations are included. Examples of the practical use of revenue management will be presented and the subject area is linked to other forms of advanced optimization and budgeting.

D. Budgets (4 ECTS)
At the end of the course, the student will be able to demonstrate:

- knowledge of how to start up a company, including obtaining of a trade license
- acquired skills in preparing departmental budgets and accounts as well as budgets for activity
- obtained competencies in producing budget spending proposals and key figures as part of the company's financial management based on inputs from the company's various departments and activities

Various budget models and budgeting tools will be presented in this part of the course. Additionally, the continuous budget (the rolling business budget) and budget control techniques will be covered. The student in the preparation of the budgets for the existing enterprises will use other subject areas of the Economics course.

E. Pre- and post- calculations (1 ECTS)
At the end of the course, the student will be able to demonstrate:

- knowledge of various principles for pre- and post cost analyses (calculations) and their application within the industry, including marginal income approach
- Obtained competencies in preparing pre- and post-calculations for the relevant businesses in the international hospitality industry, taking the point of departure in advanced optimisation techniques.

4.2 Leadership

Value: 15 ECTS

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

4.2.1 Intended learning outcome

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

- human resource management in general, employment agreements, and legal obligations that influence human resource management within the hospitality sector
- various communication and negotiation techniques
- competence development in the hospitality sector
- stress and conflict management

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

- applying legal provisions in planning within the hospitality sector
- recommending qualifications that individual departments or companies should aim for
- identifying potential conflicts

- identifying what makes a good work environment and developing action plans allowing to improve it

Competencies
At the end of the course, the student will have obtained competencies in:
- planning work distribution with regard to valid rules and regulations
- solving conflicts
- implementing qualification development plans
- developing own personal management styles

4.2.2 Compulsory activities and assessment

Examination: One week prior to the examination, the candidate will receive a case study, which forms the basis of the oral examination.
The viva takes place after 1-3 weeks after case announcement. Duration: 30 minutes.
Form: group examination; individual internal assessment according to the 7-point marking scale
Weight: written component - 50%; the viva - 50%

4.2.3 Core subject areas

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

Employment and labour law (2 ECTS)
The course will quip the student with the knowledge of the fundamental terms and regulations of the employment and labour law applicable in the hospitality industry. It should teach the student to take relevant managerial decisions, based on the identification, description and analysis of the actual problem statements.

Knowledge and understanding
At the end of the course, the student will have demonstrated knowledge of:
- Organisational and legal frameworks associated with the employment and labour law
- Employer/employee relationship as well as the Health and safety at work act
- And insight into the legislation, statutes and employment contracts and their role as well as relevant principles of employment law interpretation
- How to identify valid and relevant sources of legal information
- And understanding of the consequences of ignoring the valid laws and regulations

Skills
At the end of the course, the student will have acquired skills in:
- Describing the consequences of ignoring the valid laws and regulations
- Analysing the legal effects (implication) of the employment and labour law and the consequences of ignoring it
- Using existing sources allowing to identify the problem statements within the areas covered by the employment and labour law

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

- Performing the professional tasks within the frameworks of existing legislation
- Independently assessing the employer/employee relations
- Contributing with one's knowledge of the employment legislation in cross-disciplinary cooperation
- Identifying the need to update the existing knowledge of the employment legislation
- Identifying employment and labour situations, when other legal advisors must be involved

Human resource management (5 ECTS)

The course includes the elements covering recruitment and development of employees, employee loyalty, and employment termination issues specifically in the hospitality context. The recruitment as a core subject area focuses on the internal analysis, i.e. job and personal evaluation, whereas the external analysis takes the point of departure in the labour market situation, which contributes to the recruitment process in the hospitality industry. While covering employee development and loyalty issues, the student will primarily learn how to manage stress and maintain good work environment, since these issues pose a growing challenge for service providers in the hospitality enterprises. Moreover, the topics of **firing employees** and termination of employment are also covered in the module in question.

Knowledge and understanding

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

- General principles of human resource management, including recruitment and development of employees, employee loyalty and employment termination
- Recruitment models
- Development of individual competencies of employees and maintaining employee loyalty
- Procedures with regard to employment termination

Skills

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

- Identifying recruitment and personnel needs in the company
- Proposing and setting aims for competence development for an organisation, a group of employees, or individual employee
- Identifying what makes a good work environment and developing action plans allowing to improve it
- Applying knowledge obtained to employee development, including use of professional expertise

Competencies

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

- Performing recruitment procedures in practice, based on the company needs and external labour market analyses
- Implementing competence development planning designed for an organisation, or a group of employees or an individual employee
- Developing one's own management style
- Terminating employment in compliance with the existing legislation

Negotiation techniques (3 ECTS)

Knowledge and understanding

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

- Negotiation in general and negotiation techniques

- Negotiation process and stages of negotiation
- The role culture plays in negotiation, including ethical aspects of negotiation
- External factors influencing negotiation
- Conflict management and reconciliation in negotiation process as well as negation as a conflict solving tool

Skills

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

- Negotiating across cultures
- Recognition of conflict situation that might occur at the different stages of negotiation process
- Identifying the role that external environment plays in negotiation
- Understanding of the personality of a counterpart in negotiation
- Verbal and non-verbal communication during negotiation
- Understanding the changes and adjustment of negotiation process

Competencies

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

- Practical application of negotiation techniques in cross-cultural negotiation
- Practical application of conflict management skills, based on the theoretical considerations and the negotiation process itself
- Understanding one's own communication style
- Controlling one's own communication process during negotiation
- Understanding the strategic role that conflict might play in negotiation

Leadership (5 ECTS)

Knowledge and understanding

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

- Various types of organisations and organisational behaviour
- Internal communication in an organisation
- Organisational culture and organisational change
- Various leadership and decision-making styles
- Motivation and empowerment
- Personal and value-based leadership

Skills

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

- Identifying potential conflicts in the organisation
- Understanding working environment in the organisation
- Setting objectives for specific departments within the organisation in compliance with the overall organisational aims

Competencies

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

- Developing a personal leadership style
- Managing conflicts in the organisation
- Implementing competence development plan in the organisation
- Developing one's own personal profile with regard to leadership

- Stimulating and leading culture change in the organisation

4.3 Cultural awareness and customer relations

Value: 10 ECTS

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

Aim

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

4.3.1 Intended learning outcome

Knowledge and understanding

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

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

Skills

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

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

Competencies

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

- carrying out and applying relevant cultural analyses in relation to company development
- communicating and negotiating with people, companies, and organisations across cultures, also while dealing with economical, managerial and legal aspects as well as ethical considerations

4.3.2 Teaching methods and learning styles

The language of tuition is English – this will ensure proper integration of internationalisation principles throughout the course. Teaching will be based on a

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

4.3.3 Compulsory activities and assessment

Compulsory activity: The students will produce a group project report that analyses and evaluates specific cultural aspects in a given situation. The paper, which should not exceed 20-25 pages in length, then becomes the basis of the viva examination.

Examination: One-hour group viva with an individual internal assessment of each group member in accordance with a 7-point marking scale. The marking is the responsibility of the examiners from relevant educational institutions specialised in the international hospitality management. The opponent group, who will be present at the examination, also influences the assessment.
Weight: project report – 50%; the viva – 50%.
The group's ability to assess the work of another group and act as opponents during the examination contributes to the viva with a weight of 20%.

4.3.4 Core subject areas

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

The concepts of culture (2 ECTS)

Knowledge and understanding

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

- The concepts of culture, cultural dimensions, and their application in the hospitality industry
- Various cultural theories and their origin
- The complex nature of cultural analysis
- Relationship between societal values and business practices in the hospitality industry
- The role that culture plays in one's own and other's behaviour in business context

Skills

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

- Identifying cross-cultural dilemmas in the hospitality context
- Analysing the effect of cultural variables in business practices in hospitality industry
- Solving cross-cultural problem statements with the help of theoretical and practical tools

Competencies

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

- Developing cross-cultural effectiveness by means of identifying and analysing cultural dilemmas and reconciling them
- Performing professional tasks in a multi-cultural environment
- Managing professional dilemmas and identifying solutions, which respect cultural differences

Cross-cultural guest and customer relations (8 ECTS)

Knowledge and understanding

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

- Different perception and interpretation of customer relations
- The nature of service excellence in a cultural perspective, including value creation factors
- Customer expectations and factors influencing them
- The concept of authenticity as a source of commoditisation in the hospitality industry
- Cross-cultural communication in business practice in hospitality industry
- Relations as a concept and the role customer and guest relations play in a business context

Skills

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

- Identifying and defining different types of customers
- Managing customer relationships in hospitality context
- Managing perceptions during service delivery
- Facilitating sustainable customer relations
- Identifying value creation factors through analysis

Competencies

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

- Creating new customer value in a business context
- Managing customer relations in a strategic perspective
- Managing customer perception dilemmas
- Performing business communication within or between cultures
- Developing intercultural customer relations
- Designing and developing a culturally adapted service offering, which highlights the value for the customer or the guest

Organisational and employee workplace culture (5 ECTS)

The course covers cultural issues seen from the perspective of an organisation and workforce.

Knowledge and understanding

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

- the differences between various professional and national cultures and how they are manifested in practice in the hospitality industry
- the complex nature of an organisational culture, including the understanding of how it affects the whole organisation, a group of employees or individual

employees and the role culture play in the organisation's operations and development

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

- Assessing and applying various cultural models with regard to leadership and development within hospitality industry
- Assessing organisational culture (at the organisational, group or individual levels) with regard to the organisation's values and chosen strategy

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

- Developing action plans and proposing initiatives aimed at the development of the organisational culture, including identification the parameters ensuring successful implementation of the strategy and expression (implementation) of the values
- Applying appropriate means and styles of communication, taking the professional and national cultures into consideration
- Negotiating with organisations, business and individuals with different cultural background

4.4 Business strategy

Value: 15 ECTS

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

4.4.1 Business strategy – intended learning outcome

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

- the infrastructure of the international hospitality industry and its impact on the development of individual companies
- relevant development models and tools within the hospitality sector
- development and implementation of strategy

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

- assessing the relevance of strategies for the individual company or organisation, and identifying and communicating the success factors contributing to the development of the company and the individual employees

- entering into dialogue with the management and employees regarding the company's strategic challenges
- identifying cooperation possibilities through entering alliances/networks with other stakeholders

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

- analysing strategic challenges of an organisation
- developing strategies for the new markets
- developing new concepts
- developing a business plan for the implementation of a new strategy

4.4.2 Teaching methods and learning styles

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

4.4.3 Compulsory activities and assessment

In groups of 2-5 persons, the students will produce a 20-25-page paper, analysing a problem statement for the international hospitality enterprise. The paper in question will then become the basis of the individual viva.
The viva: individual oral examination based on the paper produced; external assessment based on the 7-point marking scale.
Duration of the viva: 30 minutes
Weight: written component - 50%, the viva - 50%

4.4.4 Core subject areas

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

<u>The concept of strategy and strategic analysis (5 ECTS)</u>
The student will get a basic understanding of the concept of strategy and the challenges that international hospitality industry is facing today.

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

- Various schools of strategy theory , including the historical development of the strategic challenges in the hospitality industry
- General models for strategy development
- Theories of thought and approaches to the analysis of an organisational context and structure

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

- Reflecting on the various approaches to strategy development and the link between the strategy and enterprise's business model

- Analysing the external environment of an enterprise
- Diagnosing strategic capability of an enterprise as a part of an internal analysis

Competencies
At the end of the course, the student will have obtained competencies in:
- Independently planning and completing strategy development process, taking point of departure in the theory presented during the course
- Initiating and putting strategy in action on the basis of the analysis and evaluation of an enterprise from the strategic perspective

Strategy, concept and product development (6 ECTS)
This course is aimed at enabling the student to successfully evaluate opportunities for development as well as develop new markets and innovative concepts.

Knowledge and understanding
At the end of the course, the student will be able to demonstrate knowledge of:
- Various schools of thought and approaches to strategy development
- Strategy as seen from the cultural perspective
- Business-level strategies
- Corporate-level strategies
- Various theoretical approaches and methods of product and concept development, including value innovation

Skills
At the end of the course, the student will have acquired skills in:
- Assessing and applying strategic considerations at business and corporate levels
- Applying creative and innovative approaches to the analysis and development of the of the service offerings and concept of a hospitality enterprise

Competencies
At the end of the course, the student will have obtained competencies in:
- Developing a strategy complying with an enterprise's mission, visions, values and aims
- Developing new markets and concepts from the strategic perspective
- Developing innovative concepts and products for an international hospitality enterprise with the value creation as a central point

Strategy in action (4 ECTS)
Knowledge and understanding
At the end of the course, the student will be able to demonstrate knowledge of:
- Choice of approach when putting strategy in action
- Performance management
- Change management

Skills
At the end of the course, the student will have acquired skills in:
- Implementing strategic decisions, taking into account strategic considerations and change management principles

Competencies

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

- Independently planning and implementing (through an action plan) strategy in action

4.5 Elective module

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

5 WORK PLACEMENT

Value: 15 ECTS

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

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

5.1 Aim of the work placement

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

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

The placement must contribute to achieving the objectives of the programme, described in Section 2.1 in terms of obtained knowledge and understanding, skills, and competencies.

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

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

5.2 Work placement academic supervisor

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

5.3 Work placement company search and placement provider approval

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

5.4 Work placement contract

Once the work placement host has been identified and approved, the company and the student draw up a contract according to common standards. Contract template is to be provided by the training institution prior to the placement commencement.

The work placement contract has the purpose of:

- ensuring acceptable quality level of the placement though building understanding between the parties, including advising work placement providers of the training institution's expectations as for the responsibilities and demands for the host
- clarifying that the responsibility for the successful placement from the beginning lies with both parties, and the host is expected to allocated time to work and cooperate with the student (e.g. explain or provide information about the business, its core objectives, daily operation, etc)
- ensuring that the student is allowed access to/to solve tasks within relevant areas and avoiding situations when the placement is deemed irrelevant
- ensuring that the placement is an on-the-job training and learning for the student
- ensuring that the student is allowed to review, understand and learn the business practices, rather than merely perform daily tasks

The contract will contain the academic outcome (see Section 5) and specification of the placement provider's responsibilities.

The following must appear from the contract:

- Work placement provider's contact details (full postal address, phone numbers with country codes, homepage and e-mail addresses) and full contact details of the contact person in the company
- Description of the work responsibilities and tasks to be performed by the student, including time frames and deadlines
- The title and problem statement (research question) of the work placement project report
- Intended learning outcomes: the student sets the objectives for personal development and identifies the areas the knowledge of which should be boosted during the placement (to be reflected in the work placement learning journal)
- The ways of staying in touch with the work placement academic supervisor and/or the training institution: by what means and how often the student intends to get in touch (NB It is solely the student's responsibility to agree upon the time of the tutorial(s) with the appointed supervisor!)
- Meetings with the contact person in a placement company: what types of 'one-to-one'[5] sessions the student intends to organise with a contact person and how often

5.5 Requirements to the work placement company

The work placement company is expected

- To allocate time to work with the student during the meetings, scheduled by the student
- To provide evaluation of the student's performance, which becomes a part of the overall assessment of the work placement:
    - Evaluation of the work placement project report in accordance with a 7-point marking scale, which takes place prior to the project report submission at the training institution.
    - Evaluation questionnaire reflecting on the student's on-the-job contribution. The questionnaire will be sent by the training institution
- To be able to participate in a dialogue with a work placement academic supervisor, if necessary

5.6 Work placement learning journal

In connection with the placement, the student should maintain a work placement-learning journal. Besides being a useful tool allowing following the student's own learning process, the learning journal forms the basis for the dialogue with an appointed work placement academic supervisor.

The learning journal must include the following:

1. Intended learning aims and outcomes of the placement (to be approved by the work placement academic supervisor *prior* to commencement of the placement)

[5] A 'one-to-one' session is a meeting between the student and the contact person in a host company, where the student prepares an agenda for discussion. It is the student's responsibility to identify how many sessions should be held during the placement. The agenda, reflections and the outcome of the sessions should be then presented in the learning journal. The meetings in questions also become a part of the overall evaluation of the work placement.

2. The student's reflections on the process of achieving of the set aims and objectives and how the student tackles it
3. Agenda, personal reflections and minutes of the 'one-to-one meetings with the contact person:
    a. The agenda is to be produced by the student and may, for instance, include the following points:
        i. The student's performance evaluation: the status
            1. Daily performance: what tasks does the student perform well / what can be done better?
            2. Work placement project report: what is good and what can be done better?
        ii. Ongoing problems and questions of the daily operation and project report

The work placement-learning journal must be submitted together with a work placement report and it acts as a basis of the dialogue between the academic supervisor and the student. The learning journal should not exceed five (5) standard pages in length.

5.7 Work placement project report

In the course of the work placement period, the student will produce a work placement project report with analysis of a specific business problem and subsequently proposals for a solution to it. For instance, the student may choose to focus the paper on the development of a specific service offering, a product, customer services, internal work processes, an employee event or similar aspect of hospitality business.

The student in cooperation with the host company and the educational institution must draft the title of the paper. The report is to be submitted to the education provider within a fortnight after completion of the placement.

Besides the analysis and evaluation of the possible solutions to the identified problem statement, the report should include the student's considerations as for the methodology, planning and reflections on the gained experience. The paper will be measured against specified criteria, i.e. whether:

- the student is capable of solving practical business problems
- the student is capable of solving problems by means of applying the knowledge that has been previously learnt in theory in the fifth and sixth semesters
- the student is capable of running and managing a project

Once produced, the paper should either:

1) provide an analysis and evaluation of the initiated activity or activities
   or
2) provide an analysis and evaluation of viable solutions to the business problem identified.

The work placement project report must not exceed 20 standard pages in length. The minimum requirement for assessment is delivery of at least 15 standard pages.

5.8 Compulsory activities and assessment

The student must submit the work placement project report and the work placement-learning journal as two separate documents on the day when the project report is due. This is necessary because the learning journal will contain confidential information, which will be used solely by the student and the academic supervisor and is not to be evaluated by the work placement provider (the work placement host only evaluates the project report prior to its official submission).

5.9 Work placement project report

Internal assessment according to the 7-point marking scale.

The marking is performed by the academic supervisor (60% of the marking) and the placement host (40% of the marking[6]) and one aggregate mark is awarded.

5.10 The viva in work placement

The viva should reflect on the set learning goals and outcomes of the placement. The work placement-learning journal and the evaluation questionnaire measuring the student's performance during the placement by the host company[7] will become the basis of the viva in work placement, which is designed to reveal if the work placement has been passed or failed. The duration of the viva is 30 minutes including deliberation: the student is expected to prepare a 10-minute presentation / speech and prepare for a 20-minute examiner-led discussion. The viva will be assessed internally by the appointed work placement academic supervisor on the pass or fail basis.

The work placement and the learning journal should be assesses with a 'pass' mark before the student is allowed to sit the final bachelor examination.

6 Bachelor project and examination

6.1 Bachelor project and final bachelor examination aim

The Bachelor programme in the International Hospitality Management culminates in the development and submission of a final bachelor project and a subsequent final bachelor examination at the end of the seventh semester. The bachelor project should demonstrate the student's ability to combine theoretical, practice- and development-orientated elements and communicate it through a solid methodological (read: at both academic and professional levels) foundation. The project is a research into and an

[6] The allowed number of examination attempts is three. NB The evaluation of the work placement itself (the viva) is not a part of the work placement project report evaluation, since it is assessed on the pass or fail basis. Yet, the viva should be assessed with a 'pass' mark in order to sit the final bachelor examination.

[7] In the case when the questionnaire was not returned by the host company in due time, evaluation of the work placement cannot take place. It is the student's responsibility to ensure that the host company provides necessary evaluation prior to the examination, yet the student may send an application for special consideration about taking the examination without evaluation questionnaire to the Academy. If the permission is granted, two internal examiners from the institution will be appointed for the viva.

analysis of a practical (existing) problem, which is carried out in cooperation with an enterprise/organisation[8].

The bachelor project is normally produced on an individual basis. However, by exception, the students may send application for special consideration if they wish to write a group bachelor project to the Programme director. The paper must demonstrate the student's interdisciplinary knowledge and academic perspective.

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

6.2 Prerequisites

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

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

6.3 Assessment: final bachelor examination

The viva in the final bachelor examination takes the point of departure in the bachelor project. The student's performance is assessed externally. A single overall mark will be given to each student for his/her attainment in the written component (bachelor project report) and the viva according to the 7-point marking scale. The assessment of the bachelor project report will comprise 70% of the final mark, while the assessment of the viva is 30%. Further details are available in Annex 1 of the curriculum.

7 General rules and regulations for examinations and assessments[9]

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

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

[9] Rules according to the general exam rules of the Academy, which students also have to oblige to.

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

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

If the student would like to withdraw from the standard examinations/assessments, he/ she must send a written explanation to the Examination secretary at least a fortnight prior to the starting date of the examination[10]. The student is then allowed to sit the missed exams only during the scheduled exam session in the following semester or year.

7.1 Standard format for written assignments and reports

All written assignments must comply with the standard format regulations and MUST NOT exceed the length limits, specified in the number of pages. One standard A4 page must not contain more than 2400 characters with spaces.

The total character count for the original paper includes the text, figures with legends and tables (unless presented in the form of the images). Cover page, table of contents, list of references (bibliography) and annexes are not included in the total number of words, but come as additions. In the case, the student includes annexes to the original paper, the annexes are not to be directly evaluated, yet they serve as a source of additional information to the references made in the main body of the paper.

Written work that amounts to less than 50% of the specified number of characters is rejected, and the re-examination cannot take place until the next scheduled examination session.

The exact character count MUST be printed on the cover page of every written assignment or project report.

The above rules are applicable to ALL written assignments, e.g. project reports.

7.1.1 Use of the official front page master

Each written assignment and project handed in must have the official front page as first page. If the official front page is not the cover page, the paper will be rejected.

The master page for projects and assignments can be retrieved from Studynet.

7.2 Group size

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

[10] Dates when examination material (e.g. examination task description) is handed out.

7.3 Feedback on work assessed

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

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

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

7.4 Examination and assessment schedule

For the student enrolled on a programme in February 2011 the examination schedule, including the schedule for re-sits, is shown in Annex 2 (subject to possible amendments):

In connections with all exams and assessments, the following rules apply:

The following time deadlines apply:

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

The maximum number of assessment attempts allowed for a student is three. If the student fails all three attempts, it is not possible to continue at the programme.

If there are special circumstances the student can apply in writing for a re-take of the semester, and if the programme manager believes that the student has a possibility (read: skills and capacity) to successfully undertake the studies and pass examination(s) again, the student will be offered to undertake the studying in the semester once more.

Please note that the institution is not obliged to offer a place in a new semester to the student who has failed three ordinary exam attempts.

7.5 Examination appeal

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

7.6 Use of textbooks, study aids and other devices during examination

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

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

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

If the student is caught in possession of or while using any unauthorized equipment, the student's participation in the examination will be suspended[11].

7.7 Conduct with regard to written assignments

When developing a written assignment the student is expected to support the discussion topics by referring to the relevant sources. The source(s) of any map, photograph, illustrations, Internet publications, tables, statements and testimonials or similar must be clearly indicated. The student should also be able to present ideas from the textbooks by means of paraphrasing.

That means that the student MUST refer appropriately to the work of others and give the sources of information and ideas.

To refer to a specific quote or data, the student must remember to:

- place quotes between quotation marks
- indicate the title of the book
- indicate the author's last name and initials
- indicate page number (if relevant)

Unacknowledged use of other people's work is 'cheating' and is seen as plagiarism. When the student submits his/her written assignment, the student MUST **sign** it on the front page, declaring the work to be his/her own, except where sources are acknowledged.

7.8 Application for special consideration

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

[11] See Section 7.9 for further details.

7.9 Academic misconduct

In the case of alleged academic misconduct (including plagiarism, cheating or collusion), the case will be investigated and a formal statement will be obtained from the student(s) and examiner/lecturer.

Should the Academy conclude that there has indeed been a case of misconduct; the student will be expelled immediately from exam, and in case of it being, a subsequent case expelled from the programme entirely.

8 Internationalisation

The international dimension **constitutes** an **integral part** of the International Hospitality Management Programme, which clearly **reflects** a sustained **globalization trend.**
That is why in order to successfully launch and provide the training in question, it is imperative to allow access to/inherit practice of the best European specialist hospitality education institutions.

The developers of the curriculum in question drew their inspiration for the framework of this programme and its content from the best practice of these hospitality schools.
One of the main objectives for working with internationalisation is to help contribute to the professional development and creative thinking of the students and in general during the tuition.

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

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

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

8.1 Credit transfer and postgraduate programmes

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

B Institutional specific curriculum

9 The content of the institutional part

The institutional part of the course description for the BA describes the requirements, rules and regulations applicable for the planning and execution of the programme at Dania and thus describes the areas where the requirements and rules are specific for the programme.

As will appear from the national core description, there are some of the areas under the institutional part, which the institutions offering the programme have chosen to form in cooperation, and thereby make mandatory for all institutions.

10 Elective module

Value: 5 ECTS

In the second semester (6th), the student is to elect and participate in an elective module in the form of a study group with fellow students[12].

The purpose of the study group is to absorb in a topic of interest of relevance for the profession and the educations subjects.

The subjects are chosen from an elective catalogue, which the institution publicizes in the end of first (5th) semester.

In the elective catalogue the exact topic, knowledge, skill and competence for the exact modules are described.

In connection with the study group the student are appointed a tutor. The tutor assists the study group in structuring and encircling the topic.

Evaluation

The evaluation of the study group take form of a seminar, in which each student prepare a synopsis on the basis of a both practical and theoretical problem area / subject in connection with the topic of the study group.

11 Work placement - rules

The rules for work placement are elaborated in the national core description, and in Dania's guidelines for work placement at the BA, which elaborate further on the rules and learning outcome.

[12] To set up a study group, as a main rule, not less than 4 students have to chose the same topic

12 Further internal and external assignments and compulsory projects.

The additional compulsory assignments and projects at the programme at Dania are named Compulsory assignments (CA) and their exact placement in the semester appears in the annual programme.

There is one CA at each semester and the students will get an elaborating text with guidelines and further description, in connection with the CA.

The CA has to be approved for the student to attend the exams in the end of the semester.

13 Parts of the educations which can be taken abroad

The Academy supports the student in finding relevant educational offers abroad at foreign educational institutions, which is equivalent to the learning objectives for the semester taken abroad.

The Academy can approve, that elements taken and passed at another institution, equivalent to specific elements of the programme, is approved. As a starting, it is therefore possible to take all semesters abroad.

The second semester (6thsemester) containing the elective, customer and guest awareness and work placement are especially designed for going abroad. Furthermore, the work placement can, as a separate element, be taken abroad.

13.1 Conditions for taking elements abroad

In connection with taking elements of the education abroad, it is important that the conditions below are meet:

- the elements taken abroad has to be preapproved in writing by the institution[13] before the student goes abroad
- it is a prerequisite that students taking educational elements at a educational institutional abroad, sent a written application to the academy stipulating which elements is going to be taken abroad, the exact curriculum for the elements and which elements of the BA programme corresponds with the elements taken abroad.

In connection with going abroad the student are responsible for complying with rules and regulations including regulation stated by Danish Agency for International Education (iu.dk).

[13] The information / application has to be handed good time (at least 3 months before going abroad), it is to be expected that the academy needs 1-2 months to evaluate the application

14. Requirements for Written Assignments and Projects

The requirements, rules and regulations concerning assignments, projects, compulsory projects etc. is described in chap. 5 and 6.

In connection with each activity, further requirements will be listed in the guidelines, which the student can collect from the intranet. The guidelines will clarify the requirements and give further guidelines and advises.

15. Applied Instruction and Work Types

The academy structures the programme in accordance with the national core curriculum and the institutional specific part.

The Academy is obliged to secure that there are a national merit between each semester, so that students wishing to change to another institution offering the programme, can do this. Students who wishes to change institution, must do this before the following semester starts.

The instruction is amongst other things, concentrated around relevant business practice and applied theory. Business practice is broadly understood as problems and focus areas in service functions in public and private held companies, as well as companies within production with a large amount of incorporated service.

The International hospitality Industry will form the basis for the themes and subjects presented in the instruction/lessons e.g., it is thus important to notice that the core elements imply that students get a broad knowledge within the service industry.

The instruction and learning methods contain, class room teaching, lectures, group work, dialogue teaching, exercises, mentoring, workshops, fieldwork, case work, presentations, seminars, guest lecturers, projects, and internship.

All methods giving the students qualifications and skills within cooperation and innovation, and making students able to work independently.

16. Guidelines for Differentiated Instruction

The teaching is not differentiated, as a starting point, which means that the teaching the all students receive is the same. In the subjects, lectures will thus differentiate in the daily teaching when needed.

17. Rules on Transfer of Credit

All rules regarding transfer of credit is negotiated on a national level – see chap. 8.

18. Rules on the Students' Obligation to Participate

At the Danish Academy of Business and Technology it is a prerequisite (compulsory) for being an active student that: students participate in all lectures, take all the ordinary tests, exams, compulsory tests, and activities relevant to each semester.

This means that we keep status for participation, and attendance for all lectures is in itself mandatory.

If students are absent because of illness, they must personally inform the administration office or coordinator on the same day.

If a student has been, absent several times or have to high an absent rate, he or she will be called in for an interview, where the study activity is evaluated. If the attendance does not improve after this, the student will not be regarded as an active student, and relevant authorities will be informed. Ultimately, the student may be expelled from the Academy.

The academy must, by law, inform the Immigration Authorities if non-EU students are not active students, and the consequence may be that the residence permit is revoked and the student must leave the country.

19. Regulations on materials in foreign language

In connection with the programme, the main rule is that all compulsory projects, tests and exam is held in the language in which the classes and subjects has been held.

As student, one shall expect that the literature be completely in English. A student is obliged to buy the necessary dictionaries.

20 Operation date

This course description for the BA programme in International Hospitality Management at Dania, Danish Academy of Business and Technology in Randers is valid from February 1st 2011.

Mai Britt Pilkjær Jacobsen
programme manager

Annex 1 Bachelor project and examination

The Bachelor programme in the International Hospitality Management culminates in the development and submission of a bachelor project report and a subsequent final bachelor examination at the end of the third semester (seventh extension semester).

Aim

The bachelor project should demonstrate the candidate's ability to identify, define and tackle a research problem, which stems from the specific international hospitality enterprise or any other enterprises, operating in the hospitality sector. For the research in question, the candidate is expected to choose and apply an appropriate methodological approach and the paper should demonstrate the candidate's interdisciplinary knowledge and perspectives.

Admission to the bachelor project and final examination: prerequisites

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

Contents

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

The candidate should also demonstrate that he/she could enter into professional and cross-disciplinary cooperation and take responsibility within the framework of professional ethics. Moreover, the candidate must show that he/she can handle complex and development-oriented situations at both operational and academic levels.

The overall theme for the bachelor project is to be defined by the candidate in cooperation with an assigned project supervisor and a work placement company, as the bachelor project is a research into and an analysis of a practical (existing) problem. The research question together with the project title should be submitted to the appointed supervisor for approval.

In exceptional situations, the bachelor project can be based on an industry-related business problem, which is not related to the work placement. In this case, the research question must be defined in cooperation between the candidate and the training provider. The appointed supervisor must approve both project title and the research question.

The bachelor project report is normally produced on an individual basis, as it is based on the experience each candidate obtained during his/her work placement. However, by exception, the candidates, who did their work placement at the same enterprise, may be granted a permission to produce a group research paper. Please send your application for special consideration to the Programme director.

Guidance and tutorials

A fundamental principle behind the research in question is that the candidate establishes and maintains a good contact with an appointed supervisor prior to and during research and development of the bachelor project report. The candidate and his/her supervisor must therefore establish a clear understanding of how their cooperation is going to be arranged. When the candidate needs supervision, a time should be booked for a tutorial. The candidate is then expected to prepare an overview (preferably in writing) of the issues to be discussed. A student should agree with his/her supervisor the bachelor project development plan including suggested time for the tutorials and book the tutorials in good time.

Please remember that the supervisor's role is to offer guidance and advice on the outstanding issues during the bachelor project. It is solely the candidate's responsibility to utilize that offer and to define the issues for the discussion/guidance.

General framework

Please consult the institution's specific curriculum specifies the submission date. The bachelor project report must be submitted in three copies (two hardcopies and one electronic copy on a CD-Rom or other types of memory devices) at the Academic administration office.

If the candidate does not give permission to publish his/her paper at the library and make it available to others, than the parties involved in the project development and evaluation, the paper will be marked as 'confidential' and will be destroyed on the completion of the oral examination. Such action takes place to maintain confidentiality of the content.

Since the bachelor project development constitutes an integral part of the final bachelor examination, it is generally expected that the candidate **will** complete and submit his/her bachelor project report by or close to the research period end date**. If the candidate fails to complete the bachelor project by the official submission date, the candidate is recorded as absent from the examination.**

If the candidate requires time additional to the research period for completion of the bachelor project because of illness, he/she will be asked to notify the training provider with a documented explanation, i.e. a full medical certificate from the doctor. The Programme director can grant an extension to the candidate's submission deadline subject to approval.

If the reason for a delayed submission is other than illness, applications for extension will be considered on a case-by-case basis. Decision re possible extension will be then taken.

If the candidate fails to submit the bachelor project report in due time or obtains a mark lower than a minimum pass mark, i.e. 02, the candidate should then develop a new project report.

Executive summary
The bachelor project report should include a one-page executive summary (also known as an abstract). What mainly distinguishes an executive summary from a conclusion is its content. The executive summary is a mini-version of the whole work on the bachelor project, which gives a brief summary of the research question(s), main sections covering the research and the conclusion of the paper.

Bachelor project report length
Bachelor project reports vary significantly in length depending upon the nature of the work, the defined research questions and the number of students developing the paper. The project report is considered to be complete, if it shows evidence of substantial and relevant research and original thought, followed by a professional findings and viewpoint, supported by evidence and reasoning. The total page count for the original paper, including executive summary and excluding front page, table of contents, list of references (bibliography) and appendices, should comply with the following:

Examination/ assessment	Maximum number of pages	Minimum number of pages
Bachelor project report, if written by one student	50 pages	35 pages
Bachelor project report, if written by two students	70 pages	50 pages

Written work that does not live up to the above requirement for the length will be rejected. One standard A4 page should not contain more than 2400 characters with spaces.

*NB: The **number of characters must** be written on the front page of the bachelor project report (by use of the master page)*

Final bachelor examination
The viva in the final bachelor examination takes the point of departure in the bachelor project. The internal and external examiners assess the candidate's performance. A single overall mark will be given to each student for his/her attainment in the written component (bachelor project report) and the viva (project defence) according to the 7-point marking scale.

The bachelor project report is to be assessed in cooperation between the supervisor and the external examiner prior to the viva, yet the overall mark is only announced on the completion of the viva. During the viva, the candidate is expected to deepen subject

knowledge and the examiners will be looking for the arguments, substantiated conclusions and clarity.

On the completion of the viva, deliberation takes place. The external examiner and the supervisor will then announce the candidate's overall mark for the final bachelor examination. The assessment of the project report will comprise 70 % of the final mark, while the assessment of the viva – 30%.

The viva

The duration of the viva is 60 minutes per candidate, including deliberation and mark announcement. *For instanc*e, the following time frame may apply:

C. 20 min.:	The student presents the paper: *NB Please note that the panel of examiners <u>does not</u> expect a superficial presentation, i.e. retelling, of what has been written in the paper, but a deeper analysis of the work done. In that connection, the candidate should consider the presentation to be his/her chance to set the viva in the right direction.*
C. 30. min.:	Questioning and discussion (questions are identified and asked by the panel of examiners)
C. 10. min.:	Deliberation and mark announcement

In the case of group bachelor project, the candidates are still to take the viva individually.

Annex 2 Plan for examinations and assessments 2011-2013

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

Plan for examinations and assessment Feb. 2011-2013			
	Assignment is announced / To be approved	**Deadline for submission**	**Examination**
Economics – home assignments	Consult the institution's annual programme	Consult the institution's annual programme	Consult the institution's annual programme
Economics – four-hour written exam	**15 June 2011**		**At 9.00**
Second attempt: Economics – four-hour written exam	Consult the institution's annual programme		
Third attempt: Economics – four-hour written exam	Consult the institution's annual programme		
Management – case-based examination	**May 25 2011**	June 1 2011	The viva: week 25
Second attempt: Management – case-based examination	Consult the institution's annual programme		
Third attempt: Management – case-based examination	Consult the institution's annual programme		
Cultural awareness and customer relations – project report submission	**Week 39/40 (see annual programme)**	**Week 41 2011 (see annual programme)**	**Week 43**
Cultural awareness and customer relations	Consult the institution's annual programme		
Work placement project report submission	Consult the institution's annual programme		
Work placement learning journal submission	Is due on the same date when the work placement report is to be submitted – see annual programme		
Work placement: the viva	Consult the institution's annual programme		
Strategy* – project report submission	Consult the institution's annual programme		
Strategy – individual viva	Consult the institution's annual programme		
Second attempt: Strategy – individual viva	Consult the institution's annual programme		
Third attempt: Strategy – individual viva	Consult the institution's annual programme		
Bachelor project submission			4 June 2012
Final bachelor examination: the viva			Weeks 25-26 2012

Re-sit date is to be agreed upon on the individual basis			

***** In the case when the project report cannot obtain a 'pass' mark, additional tutorials on how to improve the paper will be scheduled. If the paper cannot be improved, the institution concerned will schedule a new examination date.