Bachelor of International Hospitality Management

Course curriculum
2011 - 2013

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

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1 Introduction

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

The Bachelor of International Hospitality Management programme is aimed at ensuring development of professional competencies, and will provide the graduate with qualifications for further education in the future. 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.

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 critically evaluate practical problems faced by the hospitality industry as well as identify possible solutions and justify one's choice by means of reasoning and evidence. • be able to define, articulate, and communicate problem statements and problem solutions to partners and customers (stakeholders) in an appropriate manner.
Competencies	• 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
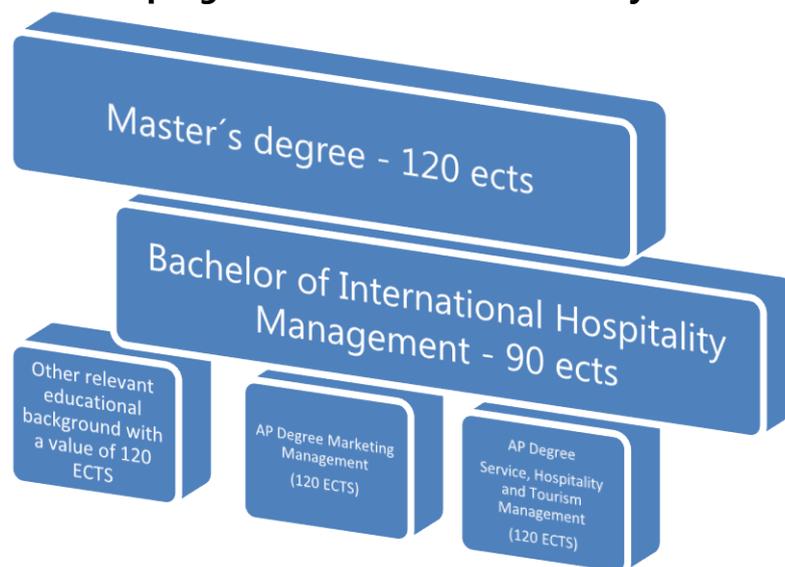
3.1 Admission requirement

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

3.2 Semester structure and ECTS distribution

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

The model chosen at Dania is with work placement on 6th semester as shown below.
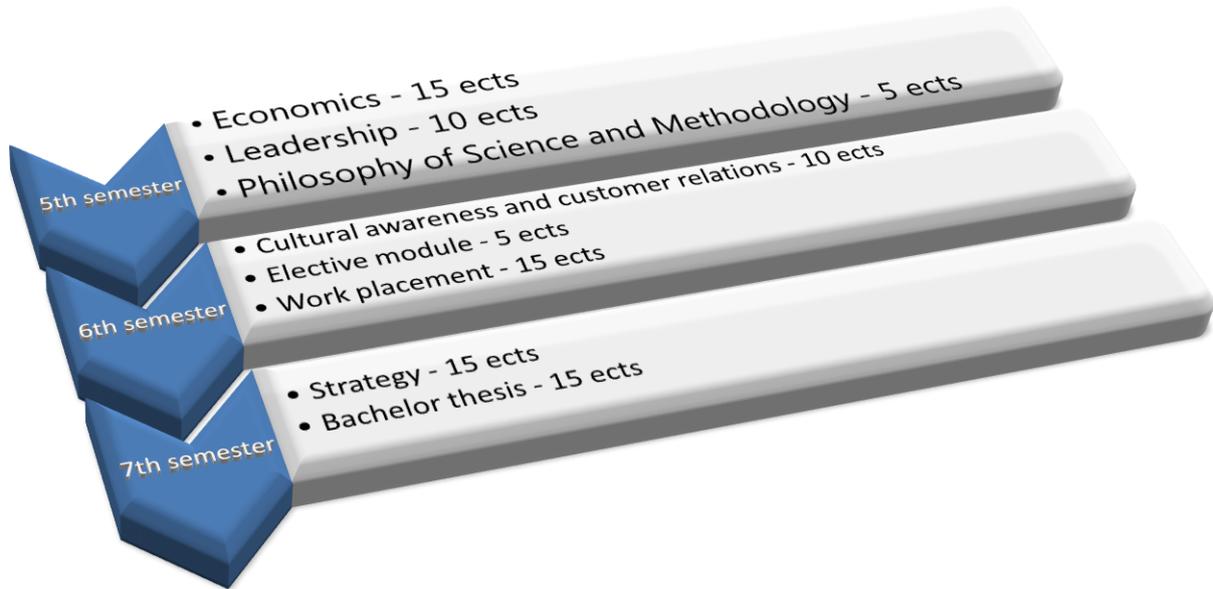
The subjects contain a number of subthemes, the distribution of themes and the assigned ECTS-points are shown below.

	Semester 5	Semester 6	Semester 7
Economics	**15 ECTS**		
Optimization and revenue management	4		
Financial management through key figures and annual report	3		
Departmental and activity budgeting	4		
Investments and financing	2		
Distribution of costs	2		
Leadership	**10 ECTS**		
Employment law and work environment system	3		
Human resource management and Leadership	7		
Philosophy of Science and Methodology	**5 ECTS**		

Elective modules Further details are available in the institutions' specific curricula		**5 ECTS**	
Cultural awareness & customer relations (can be taken as an international module)		**10 ECTS**	
The concepts of culture and the hospitality industry Guest/customer behaviour Negotiation techniques Organizational culture		2 3 2 3	
Work placement		15 ECTS	
Work placement and work placement project report		**15 ECTS**	
Business strategy			**15 ECTS**
Strategic analysis Strategy, concept and product development Strategic implementation and management			3 5 7
Final bachelor project and final bachelor examination			**15 ECTS**
TOTAL ECTS	**30 ECTS**	**30 ECTS**	**30 ECTS**

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 training provider 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 what is equivalent to five home assignments (coursework) - minimum 80% must be passed in order to sit the bachelor project and final bachelor examination. Internal individual assessment / pass or fail **Examination:** Four-hour individual written examination • External assessment according to the 7-point marking scale • Weight: written component 1,0 • The assignment is available electronically [1]

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

Leadership	10	**Examination:** One week prior to hand-in deadline the student receives a case study, which forms the basis of the oral examination • The oral exam: takes place after 1-3 weeks after case announcement. • Duration: 20 minutes. • Form: individual examination and assessment • Internal assessment – pass or fail • Weight: written component 0,5; the oral exam 0,5
Philosophy of Science	5	**Examination:** The student writes an individual synopsis that uncovers relevant views and attitudes in connection to a complex problem using theoretical analysis. • Internal assessment – pass or fail • Weight: written component 1,0 • The student receives oral feedback (duration 15 minutes). If the synopsis is assessed as failed, the feedback is used to assign what needs to be improved. The hand in of a new synopsis must be no later than 1 week after feedback, and the process is repeated.
Semester 6		
Cultural awareness and customer relations	10	**Assignments:** During the semester the student receives what is equivalent to four home assignments (one for each subject area) - minimum 75% must be passed in order to sit the bachelor project and final bachelor examination. The institution decides if assignments are to be solved individually or in groups, but the assessment is always individual. The institution also decides whether the function of opponents is to be used. • Internal assessment – pass or fail **Examination:** The students draws a random question connected to either of the four subject areas, and is given 30 minutes of preparation to answer said question. The oral exam is 30 minutes with an offset in a reflection on the course literature. • External assessment according to the 7-point marking scale • Weight: oral 1,0
Elective module	5	**Please consult the institution's specific curriculum and the guidelines found on Fronter**
Business strategy[2]	15	The individual student writes an assignment that is 45,000 characters with spaces. Assignments below 30,000 characters with spaces will be rejected. • External assessment according to the 7-point marking scale • Weight: written 1,0
Semester 7		
Work placement[3]	15	**Examination:** In co-operation with the work placement enterprise, the candidate identifies and defines a problem statement (research question), which should be approved by the appointed supervisor, and produces a project report. During

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[2] Notice: Strategy can be placed on 7th semester depending on the institution
[3] Notice: Work placement can be placed on 6th semester depending on the institution

		the work placement the student also maintains a learning journal, to be submitted on completion of the placement. The learning journal will reflect the learning goals and outcomes of the placement. The learning journal and project report becomes the basis of the oral exam in work placement. • Internal assessment – pass or fail • Weight: written 0,5; the oral exam 0,5 • Duration of the oral exam: 30 minutes
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 oral exam examination. • The oral exam: external assessment in accordance with the 7-point marking scale • Duration 60 minutes • Weight: written 0,7; the oral exam 0,3 • One overall mark is awarded 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 Institution. Even if the project is written by a group of students the assessment is still individual and it should be apparent who is responsible for writing the respective parts of the project. Size of the project: 1 student: 105,000 characters with spaces – projects below 75,000 characters with spaces will be rejected. 2 students: A maximum of 150,000 characters with spaces and a minimum of 105,000.

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).

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.

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[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

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 can be found in Chapter 6.

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
- establishing a company, including how to obtain a trade license
- various principles for cost analyses (calculations) and their application within the industry
- central concepts of yield and revenue management in the international hospitality context
- mixed costs and (in-)direct costs and methods for the distribution of these

Skills
At the end of the course, the student will have acquired skills in:
- developing departmental- and activity budgets and accounts for further analysis

- preparing cost calculations according to recognized methods in the industry and calculations for specific industry key figures
- using different methods for the distribution of mixed and indirect costs
- creating well-founded alternative proposals for investment and financing
- applying the principles of yield and revenue management in order to give input for improving the turnover of the company on both the short and long term

Competencies

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

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

4.1.2 Core subject areas

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

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

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

Competencies

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

4.2.2 Core subject areas

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

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

4.3 Philosophy of science and methodology
Value: 5 ECTS

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

Knowledge and understanding

At the end of the course, the student will be able to demonstrate:
- An insight into important perspectives on knowledge and insight

- A well founded understanding of what knowledge is in a social science context
- A basic understanding of fundamental schools and problem areas within philosophy of science, in a social scientific perspective
- an understanding of methodological approaches that support the generation of knowledge
- a knowledge and understanding of the central paradigms within the social scientific disciplines
- an understanding of methodology

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

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

4.4 Cultural awareness and customer relations
Value: 10 ECTS

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

Aim

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

4.4.1 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, e.g.

Skills

At the end of the course, the student will have acquired skills in:
- applying the knowledge of culture in comparative studies of national cultures
- applying and assessing cultural models and concepts as well as ideas for management and development within a hospitality company or organisation
- applying and assessing rhetorical patterns as well as verbal and non-verbal communication

Competencies

At the end of the course, the student will have obtained competencies in:
- carrying out and applying relevant cultural analyses in relation to company development
- communicating and negotiating with people, companies, and organisations across cultures, also while dealing with economical, managerial and legal aspects as well as ethical considerations

4.4.1 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.

4.4.2 Core subject areas

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

4.5 Business strategy

Value: 15 ECTS
The course will be held on 6th or 7th semester depending on the institution.

Aim

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

4.5.1 Business strategy – intended learning outcome

Knowledge and understanding

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

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

Skills

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

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

Competencies

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

- analysing strategic challenges of an organisation
- developing strategies for the new as well as old markets
- developing new concepts
- developing a business plan for the implementation of a new strategy and relating this to a strategic management perspective

4.5.2 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.

4.5.3 Core subject areas

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

Business strategy		15 ECTS	
Strategic analysis		3	
Strategy, concept and product development		5	
Strategic implementation and management		7	

4.6 Elective module

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

5 WORK PLACEMENT

Value: 15 ECTS

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

The work placement period has the value of 15 ECTS credits and takes place in the sixth semester. Work placement is a full-time equivalent of a job performed in a business setting, with a workload of 37 hours per week, during which the student also produces a work placement report and maintains a work placement learning journal. Scheduling the work placement in the sixth semester allows the student to acquire professional competence and apply theory and methodology in a real-life business setting and also to assess and reflect on the practical issues that are relevant to the bachelor project and final bachelor examination.

The student who is enrolled on the bachelor programme will normally have completed a compulsory 3-month work placement with the value of 15 ECTS credits as a part of their AP degree (or similar). To successfully complete a bachelor degree, the student should therefore complete another 3-month (15 ECTS-credit) placement.

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

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 4.1 in terms of obtained knowledge and understanding, skills, and competencies.

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

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

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 Institution who takes a decision on whether or not a placement host can be approved.

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 analysis of a practical (existing) problem, which is carried out in cooperation with an enterprise/organisation[5]. The bachelor project should be of interdisciplinary character and must contain financial implications of the problem.

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

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

will be given to each student for his/her attainment in the written component (bachelor project report) and the oral exam according to the 7-point marking scale. The assessment of the bachelor project report will comprise 2/3 of the final mark, while the assessment of the oral exam is 1/3.

7 General rules and regulations for examinations and assessments[6]

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

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

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

If the student would like to withdraw from the standard examinations/assessments, he/ she must send a written explanation to the Examination secretary at least a fortnight prior to the starting date of the examination[7]. The student is then allowed to sit the missed exams only during the scheduled examination session in the following semester or year.

7.1 Group size

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

7.2 Feedback on work assessed

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

In the case when the feedback cannot be announced right after the completion of the oral exam, 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.

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

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

7.3 Examination and assessment schedule

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

National plan for examinations and assessment 2011-2013			
	Assignment is announced / To be approved	**Deadline for submission**	**Examination**
Economics – home assignments	Consult the institution's programme for details	Consult the institution's programme for details	Consult the institution's programme for details
Economics – four-hour written examination	Thursday January 19th 2012		At 9.00
Second attempt: Economics – four-hour written examination	Thursday February 16th 2012		At 9.00
Third attempt: Economics – four-hour written examination	Thursday March 15th 2012		At 9.00
Leadership – home assignment / project report	Consult the institution's programme for details	Consult the institution's programme for details	Consult the institution's programme for details
Leadership – case-based internal assessment	To be announced Monday January 9th 2012	Is handed in Monday January 16th 2012	The oral exam: week 4+5
Second attempt: Leadership – case-based internal assessment	Consult the institution's programme for details	Consult the institution's programme for details	Consult the institution's programme for details
Third attempt: Leadership – case-based internal assessment	Consult the institution's programme for details	Consult the institution's programme for details	Consult the institution's programme for details
Philosophy of Science and Methodology – internal assessment	Consult the institution's programme for details	Consult the institution's programme for details	Consult the institution's programme for details
Cultural awareness and customer relations – external exam			Exam week 12+13
Second attempt: Cultural awareness and customer relations – external exam			Week 17+18
For students at an institution where the work placement is placed on 6th semester:			Week 36+37
Third attempt:			Week 44+45

Cultural awareness and customer relations – external exam For students at an institution where the work placement is placed on 6th semester:			Week 40+41
Work placement project report submission	Consult the institution's programme for details	Consult the institution's programme for details	Consult the institution's programme for details
Work placement learning journal submission	Is due on the same date when the work placement report is to be submitted	Is due on the same date when the work placement report is to be submitted	Is due on the same date when the work placement report is to be submitted
Work placement: the oral exam	Consult the institution's programme for details	Consult the institution's programme for details	Consult the institution's programme for details
Business strategy - external exam **For students at an institution where the Business strategy is placed on 7th semester:**	Introduction is given no later than 3 weeks before hand in. Introduction is given no later than 3 weeks before hand in.	Thursday May 3rd 2012 at 12.00 am. Thursday November 1st 2012 at 12.00 am.	
Second attempt: Business strategy - external exam For students at an institution where the Business strategy is placed on 7th semester:		Thursday May 24th 2012 at 12.00 am. Thursday November 22nd 2012 at 12.00 am.	
Third attempt: Business strategy - external exam For students at an institution where the Business strategy is placed on 7th semester:		Thursday November 22nd 2012 at 12.00 am. Thursday December 13th 2012 at 12.00 am.	
Bachelor project - external exam	Approval of Problem formulation: No later than Friday November 9th 2012	Monday January 7th 2013 at 12.00 am	Week 4+5
Second attempt: Bachelor project - external exam	Approval of Problem formulation: No later than Monday February 4th 2013	Tuesday April 2nd 2013 at 12.00 am.	Week 16+17

* 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.

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 normally allowed for a student is three. If the student fails all three attempts, the student will be invited to an interview with the Institution. If the Institution 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. The student would need to send an application for this procedure. 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.

7.4 Examination appeal

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

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

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

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

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

If the student is caught in possession of or while using any unauthorized equipment, the student's participation in the examination will be suspended[8].

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[8] See Section 7.9 for further details.

7.6 Application for special consideration

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

7.7 Academic misconduct

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

8 Internationalisation

The international dimension constitutes an integral part of the International Hospitality Management Programme, which clearly reflects a sustained globalization trend.
That is why in order to successfully launch and provide the training in question, it is imperative to allow access to/inherit practice of the best European specialist hospitality education institutions.
The developers of the curriculum in question drew their inspiration for the framework of this programme and its content from the best practice of these hospitality schools.
One of the main objectives for working with internationalisation is to help contribute to the professional development and creative thinking of the students and in general during the tuition.

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

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

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

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 has 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[9].

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 publicities in the end of first (5th) semester.

In the elective catalogue the exact topic, knowledge, skill, and competence for the module 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 subject in connection with the topic of the study group.

11 Work placement
With regard to the work placement, the specific guidelines can be found on Fronter.

Below some of the overall conditions are described.

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[9] To set up a study group not less than 4 students have to chose the same topic

11.1 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 4.1) and specification of the placement provider's responsibilities.

11.2 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 subject of the paper must be drafted by the student in cooperation with the host company and the educational institution. 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

11.3 The oral exam in work placement

The oral exam 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[10] will become the basis of the oral exam in work placement, which is designed to reveal if the work placement has been passed or failed. The duration of the oral exam 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 oral exam 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.

12 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 (6[th]semester) 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.

12.1 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[11] before the student goes abroad
- it is a prerequisite that students taking educational elements at a educational institutional abroad, send 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.

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[10] In the case when the questionnaire was not returned by the host company in due time, evaluation if 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 Institution. If the permission is granted, two internal examiners from the institution will be appointed for the oral exam.

[11] 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

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).

Further regulations and application forms can be found on Fronter

13 Requirements for Written Assignments and Projects

The requirements, rules and regulations concerning assignments, projects, compulsory projects etc. is described in the institutions guidelines for written projects and the exam regulations.

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.

In the following, some of the conditions are mentioned.

13.1 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 make a reference 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 last (front) page, declaring the work to be his/her own, except where sources are acknowledged.

13.2 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.

Each project and assignment MUST have the official front page cover, where students signs, thereby confirming that no unlawful actions has been taken.

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

14 Applied Instruction and Work Types

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

15 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.

16 Rules on Transfer of Credit

All rules regarding transfer of credit has been made on a national level – see chap. 7.

17 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 attendance for all lectures in itself is mandatory.

If students are absent because of illness i.e. for a longer period, they must personally inform the administration office or coordinator.

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.

18 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. Students is obliged to buy the necessary dictionaries.

19 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 September 1st 2011.

Mai Britt Pilkjær Jacobsen
programme manager