# SEM - Bachelor of Science (BSc) in Business Administration and Service Management

**Preamble**

Pursuant to section 33 of Ministerial Order no. 1061 of 30 June 2016 on Bachelor and Master's (Candidatus) Programmes at Universities (the University Programme Order); section 29 of Ministerial Order no. 1062 of 30 June 2016 on University Examinations and Grading (the Examination Order); and section 20 of Ministerial Order no. 114 of 3 February 2015 on the Grading Scale and other forms of assessment of educations within the sphere of the Ministry of Higher Education and Science (the Grading Scale Order), the Dean of Education, acting on a proposal prepared by the study board, has approved the following programme regulations.

# Part 1: Programme specific regulations

**Degree title and duration**

**1.** Students who successfully complete the programme earn the degree *Bachelor of Science (BSc) in Business Administration and Service Management* in Danish *bachelor (BSc) i erhvervsøkonomi og service management, HA i service management*, and have the right to use the Danish abbreviation *HA(sem.)* after their name.

(2) This programme is governed by The Study Board for the Bachelor of Science (BSc) in Business Administration and Service Management.

(3) The bachelor programme is a three-year full-time programme, corresponding to 180 ECTS credits. The deadline for completing the programme is the rated time of study + one year after the student commenced the programme. Leave periods, if any, are not included in this time frame.

(4) The programme duration refers to the number of student full-time equivalents according to which the programme is structured. A full-time equivalent corresponds to one year of work by a full-time student and corresponds to an annual workload of 1650 working hours corresponding to 60 ECTS credits (European Credit Transfer System). The workload includes scheduled classes, preparation for classes, completion of written assignments, other teaching activities, independent study as well as preparation for, and participation in examinations.

**Purpose**

**2.** The Business Administration and Service Management Programme is a theoretical programme at bachelor level. It is a Danish education on an international level taught completely in English.

(2) The programme offers three concentrations which the students must choose between:

- Tourism and Hospitality
- Arts and Culture
- Service and Innovation

(3) The programme aims to provide the students with the necessary qualifications to function as administrators and managers in those service sectors that the profiles are targeting.

The BSc in Business Administration and Service Management combines knowledge within business economics and management with knowledge about one of three service sectors (Tourism and Hospitality, Arts and Culture or Service Innovation in general). The context of the specific service sectors is important because Service Management graduates learn to think not only in profit and costs, but also in how to make the right decisions and investments based on the goals set by the company or organization. The successful graduate will be able to work directly in positions and with tasks within the sectors noted above as well as in businesses and agencies that interact with these sectors.

(4) The programme aims at developing and enhancing the student’s ability to visualize the strategic and economic potential of businesses and institutions within the relevant sectors. Furthermore, it

aims at accumulating knowledge and generating skills so that the firm’s potential can be fully realized through marketing, product development and teamwork.

(5) This will take place on the basis of readings of relevant literature, lectures with student interaction, case studies, student projects and independent study. By combining different pedagogical methods the programme will develop the students' personal skills, making the candidates able to communicate professionally and co-operate successfully with people with different backgrounds, and the ability to work across disciplines and in a project-orientated and process-oriented manner will be developed.

**Competency profile**

**3.** The Study Board has developed a competency profile, which describes the expected learning outcomes of this degree programme. It is available on CBS’ website, more specifically here.

**Content and structure**

**4.** The bachelor programme is comprised of a number of mandatory courses, 30 ECTS worth of elective courses, two year-based projects (one for each of the first two years), and a final bachelor project. The two initial projects have a weight of 7.5 ECTS each, whereas the bachelor project is weighted at 15 ECTS.

(2) A curriculum for each course is to be found in the syllabi that are approved by the Study Board.

(3) The teaching methods within the BSc in Service Management programme cover a combination of

lectures, exercises, seminars, tutorials, workshops, case studies, group work, class discussions, dialogue and presentations in class.

(4) The tables in ss. 4A-4C list the structure of the three concentrations of the programme and the ECTS credits of the individual courses.

*Elective courses/internship*

(5) In addition to the compulsory BSc SEM courses, the student must complete elective courses totalling 30 ECTS before graduation. The electives’ syllabi must be relevant to the BSc SEM profile and cannot overlap with the syllabi of compulsory BSc SEM courses. All electives must be approved by the Study Board.

(6) Elective courses are normally taken in the fifth semester. This semester may also be spent studying abroad or participating in an internship programme. An internship is credited with 15 ECTS.

(7) The Study Board’s detailed rules and guidelines on elective courses and internship programmes, available on MyCBS, must be observed.The exam regulations for internship are found in the course catalogue.

## Tourism and Hospitality

**4A.** The course descriptions are available in the online course catalogue. Direct links are inserted in the below tables of the six semesters. Each semester consists quarter courses with exams at the end of each quarter; and/ or semester courses with exam at the end of each semester.

| Course | ECTS |
|---|---|
| Service Management Foundations: Tourism and Hospitality | 7.5 |
| Introduction to Management Studies: Tourism and Hospitality | 7.5 |
| Method l. Philosophy of science and qualitative methods | 7.5 |
| Service Economics: Tourism and Hospitality | 7.5 |

| Course | ECTS |
|---|---|
| Managerial Economics | 15 |
| Method ll. Statistics and quantitative methods | 7.5 |
| Tourism Marketing, 1st year project: Tourism and Hospitality | 7.5 |

| Course | ECTS |
|---|---|
| Financial Accounting | 7.5 |
| Organizational Behavior: Tourism and Hospitality | 7.5 |
| Management Control Systems | 7.5 |
| Strategy in a Service Perspective: Tourism and Hospitality | 7.5 |

| Course | ECTS |
|---|---|
| Macroeconomics | 7.5 |
| Tourism Supply and Operations Management: Tourism and Hospitality | 7.5 |
| Corporate Finance | 7.5 |
| Contemporary Issues in Tourism Demand, 2nd year project: Tourism and Hospitality | 7.5 |

| Course | ECTS |
|---|---|
| Electives | 30 |

| Course | ECTS |
|---|---|
| Public Regulations: Tourism and Hospitality | 7.5 |
| Tourism Social Entrepreneurship and Sustainability | 7.5 |
| Bachelor Project | 15 |

## Arts and culture

**4B.** The course descriptions are available in the online course catalogue. Direct links are inserted in the below tables of the six semesters. Each semester consists quarter courses with exams at the end of each quarter; and/ or semester courses with exam at the end of each semester.

| Course | ECTS |
|---|---|
| Service Management Foundations: Arts and Culture | 7.5 |
| Introduction to Management Studies: Arts and Culture | 7.5 |
| Method l. Philosophy of science and qualitative methods | 7.5 |
| Service Economics: Arts and Culture | 7.5 |

| Course | ECTS |
|---|---|
| Managerial Economics | 15 |
| Method ll. Statistics and quantitative methods | 7.5 |
| Art and Culture Marketing, 1st year project: Arts and Culture | 7.5 |

| Course | ECTS |
|---|---|
| Financial Accounting | 7.5 |
| Organizational Behavior: Arts and Culture | 7.5 |
| Management Control Systems | 7.5 |
| Strategy in a Service Perspective: Arts and Culture | 7.5 |

| Course | ECTS |
|---|---|
| Macroeconomics | 7.5 |

| Course | ECTS |
|---|---|
| Management of Cultural projects, processes and organizations: Arts and Culture | 7.5 |
| Corporate Finance | 7.5 |
| Cultural economics and politics, 2nd year project: Arts and Culture | 7.5 |

| Course | ECTS |
|---|---|
| Electives | 30 |

| Course | ECTS |
|---|---|
| Public Regulations: Arts and Culture | 7.5 |
| Cultural Entrepreneurship: Arts and Culture | 7.5 |
| Bachelor Project | 15 |

### Service and Innovation

**4C.** The course descriptions are available in the online course catalogue. Direct links are inserted in the below tables of the six semesters. Each semester consists quarter courses with exams at the end of each quarter; and/ or semester courses with exam at the end of each semester.

| Course | ECTS |
|---|---|
| Service Management Foundations: Service and Innovation | 7.5 |
| Introduction to Management Studies: Service and Innovation | 7.5 |
| Method l. Philosophy of science and qualitative methods | 7.5 |
| Service Economics: Service and Innovation | 7.5 |

| Course | ECTS |
|---|---|
| Managerial Economics | 15 |
| Method ll. Statistics and quantitative methods | 7.5 |
| Service Marketing, 1st year project: Service and Innovation | 7.5 |

| Course | ECTS |
|---|---|
| Financial Accounting | 7.5 |
| Organizational Behavior: Service and Innovation | 7.5 |
| Management Control Systems | 7.5 |
| Strategy in a Service Perspective: Service and Innovation | 7.5 |

| Course | ECTS |
|---|---|
| Macroeconomics | 7.5 |
| Prediction Markets and Crowdsourcing for Firm Innovation: Service and Innovation | 7.5 |
| Corporate Finance | 7.5 |
| Service Development and Design, 2nd year project: Service and Innovation | 7.5 |

| Course | ECTS |
|---|---|
| Electives | 30 |

| Course | ECTS |
|---|---|
| Public Regulations: Service and Innovation | 7.5 |
| Service Innovation and sustainability | 7.5 |
| Bachelor Project | 15 |

### Examinations

**5.** The below table lists the structure of the programme and the ECTS credits of the individual courses. The course descriptions are available in the online course catalogue. Direct links are inserted in the below table.

***Course structure for Tourism and Hospitality***

### 1st year

| Exam name | Exam form | Gradingscale | Internal/external exam | ECTS | Weight |
|---|---|---|---|---|---|
| 1st semester | | | | | |
| Service Management Foundations : Tourism and hospitality | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Introduction to Management Studies | Oral exam based on written product | 7-step scale | Internal exam | 7.5 | 7.5 |
| Method I. Philosophy of science and qualitative methods | Oral exam based on written product | 7-step scale | Internal exam | 7.5 | 7.5 |
| Service Economics | Oral exam based on written product | 7-step scale | External exam | 7.5 | 7.5 |
| 2nd semester | | | | | |
| Managerial Economics | Written sit-in exam | 7-step scale | Internal exam | 15 | 15 |
| Method II. Statistics and quantitative methods | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Tourism Marketing, 1st Year Project | Oral exam based on written product | 7-step scale | External exam | 7.5 | 15 |

### 2nd year

| Exam name | Exam form | Gradingscale | Internal/external exam | ECTS | Weight |
|---|---|---|---|---|---|
| 3rd semester | | | | | |
| Financial Accounting | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Organizational Behavior: Tourism and hospitality | Oral exam based on written product | 7-step scale | External exam | 7.5 | 7.5 |
| Management Control Systems | Oral Exam | 7-step scale | External exam | 7.5 | 7.5 |
| Strategy in a Service Perpective: Tourism and hospitality | Oral exam based on written product | 7-step scale | External exam | 7.5 | 7.5 |
| 4th semester | | | | | |
| Macroeconomics | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Tourism Supply and Operations Management | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Corporate Finance | Home assignment - written product 30%<br>Written sit-in exam 70% | 7-step scale<br>7-step scale | Internal exam<br>Internal exam | 7.5 | 7.5 |
| Contemporary Issues in Tourism Demand, 2nd Year Project | Oral exam based on written product | 7-step scale | External exam | 7.5 | 15 |

### 3rd year

| Exam name | Exam form | Gradingscale | Internal/external exam | ECTS | Weight |
|---|---|---|---|---|---|
| 5th semester | | | | | |
| Electives | see the individual course descriptions | see the individual course descriptions | see the individual course descriptions | 30 | see the individual course descriptions |
| 6th semester | | | | | |
| Public regulations: Tourism and hospitality | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Tourism Social Entrepreneurship and Sustainability | Oral exam based on written product | 7-step scale | Internal exam | 7.5 | 7.5 |
| Bachelor Project | Oral exam based on written product | 7-step scale | External exam | 15 | 60 |

The exams amount to 180 ECTS credits in total.

### *Course structure for the Arts and Culture concentration*

### 1st year

| Exam name | Exam form | Gradingscale | Internal/external exam | ECTS | Weight |
|---|---|---|---|---|---|
| 1st semester | | | | | |
| Service Management Foundations: Arts and culture | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Introduction to management studies: Arts and culture | Oral exam based on written product | 7-step scale | Internal exam | 7.5 | 7.5 |
| Method I. Philosophy of science and qualitative methods | Oral exam based on written product | 7-step scale | Internal exam | 7.5 | 7.5 |
| Service economics: Arts and Culture | Oral exam based on written product | 7-step scale | External exam | 7.5 | 7.5 |
| 2nd semester | | | | | |
| Managerial Economics | Written sit-in exam | 7-step scale | Internal exam | 15 | 15 |
| Method II. Statistics and quantitative methods | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Art and Culture Marketing, 1st Year Project | Oral exam based on written product | 7-step scale | External exam | 7.5 | 15 |

## 2nd year

| Exam name | Exam form | Gradingscale | Internal/external exam | ECTS | Weight |
|---|---|---|---|---|---|
| 3rd semester | | | | | |
| Financial Accounting | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Organizational behavior: Arts and culture | Oral exam based on written product | 7-step scale | External exam | 7.5 | 7.5 |
| Management Control Systems | Oral Exam | 7-step scale | External exam | 7.5 | 7.5 |
| Strategy in a service perspective: Arts and culture | Oral exam based on written product | 7-step scale | External exam | 7.5 | 7.5 |
| 4th semester | | | | | |
| Macroeconomics | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Management of Cultural projects, processes and organizations | Oral exam based on written product | 7-step scale | Internal exam | 7.5 | 7.5 |
| Corporate Finance | Home assignment - written product 30%<br>Written sit-in exam 70% | 7-step scale<br>7-step scale | Internal exam<br>Internal exam | 7.5 | 7.5 |
| Cultural Economics and Politics, 2nd Year Project | Oral exam based on written product | 7-step scale | External exam | 7.5 | 15 |

## 3rd year

| Exam name | Exam form | Gradingscale | Internal/external exam | ECTS | Weight |
|---|---|---|---|---|---|
| 5th semester | | | | | |
| Electives | see the individual course descriptions | see the individual course descriptions | see the individual course descriptions | 30 | 30 |
| 6th semester | | | | | |
| Public regulations: Art and culture | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Cultural entrepreneurship | Oral exam based on written product | 7-step scale | Internal exam | 7.5 | 7.5 |
| Bachelor Project | Oral exam based on written product | 7-step scale | External exam | 15 | 60 |

The exams amount to 180 ECTS credits in total.

### *Course Structure for the Service and Innovation concentration*

## 1st year

| Exam name | Exam form | Gradingscale | Internal/external exam | ECTS | Weight |
|---|---|---|---|---|---|
| 1st semester | | | | | |
| Service Management Foundations: Service and innovation | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |

| Exam name | Exam form | Gradingscale | Internal/external exam | ECTS | Weight |
|---|---|---|---|---|---|
| Introduction to Management Studies: Service and Innovation | Oral exam based on written product | 7-step scale | Internal exam | 7.5 | 7.5 |
| Method I. Philosophy of science and qualitative methods | Oral exam based on written product | 7-step scale | Internal exam | 7.5 | 7.5 |
| Service Economics: Service and innovation | Oral exam based on written product | 7-step scale | External exam | 7.5 | 7.5 |
| 2nd semester | | | | | |
| Managerial Economics | Written sit-in exam | 7-step scale | Internal exam | 15 | 15 |
| Method II. Statistics and quantitative methods | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Service Marketing, 1st Year Project | Oral exam based on written product | 7-step scale | External exam | 7.5 | 15 |

## 2nd year

| Exam name | Exam form | Gradingscale | Internal/external exam | ECTS | Weight |
|---|---|---|---|---|---|
| 3rd semester | | | | | |
| Financial Accounting | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Organizational Behavior: Service and innovation | Oral exam based on written product | 7-step scale | External exam | 7.5 | 7.5 |
| Management Control Systems | Oral Exam | 7-step scale | External exam | 7.5 | 7.5 |
| Strategy in a Service Perspective: Service and innovation | Oral exam based on written product | 7-step scale | External exam | 7.5 | 7.5 |
| 4th semester | | | | | |
| Macroeconomics | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Prediction Markets and Crowdsourcing for Innovation | Home assignment - written product | 7-step scale | Internal exam | 7.5 | 7.5 |
| Corporate Finance | Home assignment - written product 30%<br>Written sit-in exam 70% | 7-step scale<br>7-step scale | Internal exam<br>Internal exam | 7.5 | 75 |
| Service Development and Design, 2nd year project | Oral exam based on written product | 7-step scale | External exam | 7.5 | 15 |

## 3rd year

| Exam name | Exam form | Gradingscale | Internal/external exam | ECTS | Weight |
|---|---|---|---|---|---|
| 5th semester | | | | | |
| Electives | see the individual course descriptions | see the individual course descriptions | see the individual course descriptions | 30 | see the individual course descriptions |
| 6th semester | | | | | |
| Public regulations: Service and innovation | Written sit-in exam | 7-step scale | Internal exam | 7.5 | 7.5 |
| Service Innovation and Sustainability | Oral exam based on written product | 7-step scale | Internal exam | 7.5 | 7.5 |
| Bachelor Project | Oral exam based on written product | 7-step scale | External exam | 15 | 60 |

The exams amount to 180 ECTS credits in total.

## Internship - (optional)

| Exam name | Exam form | Gradingscale | Internal/external exam | ECTS | Weight |
|---|---|---|---|---|---|
| Internship | Home assignment - written product | 7-step scale | Internal exam | 15 | 15 |

**Prerequisites for registering for the exam – compulsory activities**

**5A.** The following courses have compulsory assignments or requirements about active class participation, see section 13. Further specifications and regulations are listed in the relevant course description in the online course catalogue, see the below link(s).

| Course | Number of mandatory activities |
|---|---|
| Strategy in a Service Perspective: Tourism and Hospitality | 2 |
| Strategy in a Service Perspective: Arts and Culture | 2 |
| Strategy in a Service Perspective: Service and Innovation | 2 |

**Body of external examiners**

**6.** This degree programme is covered by the body of external examiners for the business administration programmes.

**Pass requirements**

**7.** The general pass requirements are stipulated in section 26.

(2) In order to pass the combined examination in Corporate Finance, which consists of two partial examinations, the grade of the individual partial examinations must be ‘00’ as a minimum.

**8.-10.** (Not in use.)

## Part 2: General regulations for bachelor programmes

**11.** The teaching is organised in a collaboration between the Programme Director, the course coordinators and the teachers. The Study Board approves the organisation of the teaching.

**Teaching and examination language**

**12.** Examinations are conducted in English; see however subsection (2).

(2) If a course has been taught in a language other than English, the examination is conducted in that language.

(3) The Study Board may decide to deviate from the rules stipulated in subsections (1)-(2), except when documenting the student's skills in a specific other language is part of the objective of the examination.

(4) The provisions in subsections (1)-(2) apply to oral and written sit-in examinations and to all types of written take-home assignments (seminar papers, projects etc.) subject to assessment.

**Prerequisites for participating in the exam: compulsory assignments and requirements about active class participation**

**13.**Besides the examinations listed in section 5, which are included in the final grade point average, on some courses it is a requirement that one or more assignments are submitted, as part of the teaching (so-called compulsory assignments). In order for students to participate in the final examination of the course in question, it is a condition that, within a set deadline, the required number of compulsory assignments have been submitted and that the assessment 'Approved' has been achieved. Further specifications regarding the number of compulsory assignments, format etc. are stipulated in the examination regulations of the individual courses.

(2) If a student does not, within the set deadline, fulfil the requirement of achieving the result 'Approved' for the required number of compulsory assignments for a specific course, the student has the right to submit extra assignments. However, it is a condition that the student has submitted all set assignments, unless failure to submit was caused by illness or a condition equalled with illness.

(3) Besides the examinations listed in section 5, which are included in the final grade point average, on some courses there is a requirement of class participation in order to participate in the exam in the course; it must be a well-defined part of the teaching (e.g. presentation seminars, case projects etc.). Further specifications are stipulated in the examination regulations of the individual courses, see also section 27(3).

**Registration for and withdrawal from courses and exams**

**14.** During the month of April, the student is obliged to make the annual registration for the coming year of study, see section 7(1), in the University Programme Order. On the basis of this registration, CBS will register the student for the 60 ECTS comprising this year of study, and in addition to this CBS will make a semestrial registration for the student to any not completed courses from previous years of study.

(2) The students register for electives via the Self Service. Students not registered for mandatory courses and electives for a total of minimum 60 ECTS in a year of study, must register for electives,

including summer school courses, corresponding to the lacking ECTS in the coming year of study, resulting in the student being registered for a minimum of 60 ECTS in the coming year of study.

(3) Within a withdrawal period, the students can withdraw from courses they are registered for if the registration made under subsection (1) is more than 60 ECTS for a year of study/ 30 ECTS for a semester, so that the individual student is registered for a total of 60 ECTS for a year of study/30 ECTS for a semester. There is a withdrawal period before both the spring semester and the autumn semester.

(4) Failure to make the annual registration, see subsection (1), will result in the student being deregistered from the programme, under section 32(6) of Ministerial Order no. 257 of 18 March 2015 on Admission and Enrolment on Bachelor Programmes at Universities ( *Bacheloradgangsbekendtgørelsen*).

(5) The student can be deregistered from one or more courses or course elements where 1) the students is an elite athlete, or where 2) there are special circumstances, including impairment, and where the student will be unable to fulfil the registration requirement, or where 3) the student is an entrepreneur, see section 18, or where 4) the student is the chairperson of a voluntary organisation under *Dansk Ungdoms Fællesråd (DUF)* and where the student will be unable to fulfil the registration requirement. Deadlines for submitting dispensation applications are determined on the student intranet.

(6) When selecting students for elective courses, a draw is made among the students who fulfil the conditions for taking the elective course in question if there are more applicants for the course than there are available places. For certain electives the selection is not made by lot, but on the basis of a motivational essay; this will be stated on list with the offered electives on cbs.dk.

(7) Students are automatically registered for an examination or examinations when they are registered for a course or course element with which one or more examinations are associated. Withdrawal from the ordinary exam (1st examination attempt) is not possible, and students have used an examination attempt, see section 27(1), unless an exemption has been granted pursuant to subsection (8). Students who do not fulfil the requirements for participating in the examination as laid down by the university, see section 13(1) and (3) have used an examination attempt, see section 27(1), unless an exemption has been granted pursuant to subsection (8).

(8) The university may grant exemptions from the rules set out in subsection (7) where 1) the students is an elite athlete, or where 2) there are special circumstances, including impairment, or where 3) the student is an entrepreneur, see section 18, or where 4) the student is the chairperson of a voluntary organisation under *Dansk Ungdoms Fællesråd (DUF)*, see the University Programme Order. Deadlines for submitting dispensation applications are determined on the student intranet.

**The first-year exam**

**14A.** Pursuant to sections 17-19 of the Examination Order, the special provisions in subsections (2)-(6) apply to the first-year exam.

(2) Before the end of the first year of studies, the student must sit the examinations listed as first-year examinations in section 5**,** in order to continue on the programme.

(3) For bachelor programmes starting 1 September, the result of the first attempt to pass an examination must be announced to students before 1 August the following year. If the ordinary

examination is not passed, the student shall automatically be registered for the re-take examination in the same examination period, not later than August however, and the result of this must be announced to the student before the end of September. For bachelor programmes starting 1 February, the result of the first attempt to pass an examination must be announced to students before 1 February the following year.

(4) If the student has not passed the first-year exam in accordance with subsection (5), the student will have no further attempts, see section 27(1).

(5) The examinations referred to in subsection (2) must be passed before the end of the programme's second year (2 years after enrolment on the programme) for the student to be allowed to continue on the programme. The general pass requirements are stipulated in section 26, and any programme specific pass requirements are stipulated in section 7.

(6) The Study Board may grant exemptions from the deadlines stipulated in subsections (2)-(5) if warranted by special circumstances.

**Re-exams**

**15.** Students are automatically registered for the re-exam (2nd and 3rd examination attempt) when the student has not passed the exam in question. Within a deadline, the student can withdraw from a re-exam (2nd and 3rd examination attempt), see subsection (5). If the student has not withdrawn within the deadline, the student has used and examination attempt, see section 27(1).

(2) On programmes with two annual examination periods (semester examinations), students who have not passed an ordinary examination are automatically registered for the re-exam (2nd examination attempt) in the same examination period or immediately thereafter.

(3) On programmes with more examination periods than in subsection (2), students who have not passed an ordinary examination are automatically registered for the re-exam (2nd examination attempt), which will be held as soon as possible; however, no later than six months after the ordinary examination.

(4) The rules on automatic registration for a re-exam (2nd examination attempt) are dispensed with if the student is not offered the opportunity to fulfil the requirements laid down pursuant to section 13(1) and (3) before the second examination attempt is held. The student is registered for the next examination attempt as soon as possible.

(5) The deadline for withdrawal from an examination is 1 month before the start of the examination in question. However, a student who awaits an assessment is exempt from this deadline as regards the re-exam of the course in question.

(6) For the requirements regarding documentation etc. concerning illness during an examination are laid down reference is made to CBS' rules regarding illness in connection with an examination. Attention must be paid to the documentation deadline stated in those rules.

(7) Re-exams are subject to the learning objectives of the ordinary examination of the examination in question.

(8) Re-exams are conducted according to the examination regulations of the ordinary examination of the examination in question, except when:

1. the examination regulations for the examination in question explicitly contain differing provisions for the re-exam, or
2. it is a written examination and the number of registered candidates for the re-exam warrants that it may most appropriately be held as an oral examination.

(9) It is not possible to determine another examination form for the re-exam of the bachelor project.

**Study activity requirement**

**16.** The student must pass minimum 30 ECTS each year of study in order to be able to continue the programme (study activity requirement). The student must have three examination attempts, see section 27(1), in the courses or course elements that are included in the study activity requirement.

(2) The Director of the Study Administration may grant an exemption from the study activity requirement, see subsection (1), if the student is an elite athlete or if there are special circumstances, including impairment.

**Extraordinary re-exams and offers of re-assessment / re-exam**

**17.** If an extraordinary re-examination is arranged or offered in accordance with section 21 of the Examination Order (regarding examination irregularities) or the offer of a re-evaluation/re-examination is given in accordance with section 36 or 41 of the Examination Order (regarding complaints about the exam), the re-examination is subject to the learning objectives of the ordinary examination of the examination in question.

(2) Examinations under subsection 1 can be conducted in accordance with the regulations of the re-exam if the examination is an offer of an extraordinary re-exam.

**Entrepreneurs**

**18.** Students who are entrepreneurs in parallel with their studies must document that they are either self-employed with a turnover and productive assets or are part of an entrepreneurial environment, e.g. university incubators and regional growth environments, cf. section 8 (2) of the University Programme Order.

(2) Students who have a registered CVR number or are able to document that they have been enrolled in one of the programmes who are offered by Copenhagen School of Entrepreneurship (CSE) or the like are considered entrepreneurs in pursuance of subsection (1). The student must follow the registered entrepreneurship programme in accordance with the continuous requirements of the programme.

**Examination forms**

**19.** Examinations are organised as individual examinations or as group examinations. The specific examination form of a given examination, including whether it is an individual or a group examination, or a mixture of the two, is stated in the relevant course description, see links in section 5.

(2) At both individual and group examinations the student’s individual performance must be assessed, and grading must be individual, see subsections (3)-(4).

(3) At oral group examinations the individual student must be examined in such a way that it is ensured that the student's individual performance is assessed.

(4) If a written product is produced by more than one student, and if there is no oral defence of the product, the students must show what their individual contributions are, and in such a way that it is ensured that individual assessment is possible.

(5) For group examinations, see subsection (1), rules about those of the following factors that are relevant for the examination form in question must be stated in the regulations of the individual examination:

1. maximum group size
2. the allotted time at the oral examination – see subsection (3)
3. requirements regarding individual contributions – see subsection (4).

(6) Where it is stipulated in the regulations of a given examination that it is a group examination, it is stated in the course description if the students can choose to take the examination as an individual examination instead. When the examination in question contains both a written and an oral part, both parts must then be taken as an individual examination.

(7) When it is an oral exam based on a written product, the following applies to all variations:

1. Submission of the written product is a requirement to be able to attend the oral examination.
2. Both the written product and the oral presentation count in the assessment.
3. The assessment is an overall evaluation of the written product and the oral presentation.

**Examination rules**

**20.** All students have an obligation to familiarise themselves with and to observe the examination rules of the examinations which they participate in, including the general rules that apply to the individual examination. Those rules are in particular:

- The examination rules, as stipulated in the relevant course description, see links in section 5.
- *Rules about written sit-in examinations at CBS, including rules about electronic aids*, see section 21(3).
- Rules on good academic conduct, see section 4 of *Copenhagen Business School's rules and regulations on academic conduct, including penalties*.

(2) Students are not permitted to make audio and/or picture recordings during an examination or the examiners' discussion of a student's performance.

(3) It is stipulated in the examination regulations of the individual examination what the maximum number of pages is for a given written product. In addition, the following applies:

1. In the page count the front page, the bibliography and any appendices are not included. Appendices are not part of the assessment.
2. All pages must have a margin of min. 3 cm in top and bottom and min. 2 cm to each of the sides. The font must be minimum 11 points.
3. Tables, diagrams, illustrations etc. are not included in the number of characters, but will not justify exceeding the maximum number of pages.
4. On average, one page must not contain more than 2,275 characters (including spaces).

(4) Upon digital submission the student declares that the submitted product complies with the rules for good academic conduct, form requirements and maximum size, via a digital declaration of authorship.

(5) Any violation of rules and regulations under subsections (1)-(2) will be sanctioned in accordance with *Copenhagen Business School's rules and regulations on academic conduct, including penalties.*

(6) Violation of form or layout requirements stipulated in subsection (3)-(4) or form requirements laid down under section 19(4) may result in a rejection of the exam paper, see section 24(3) of the Examination Order. If the exam paper is rejected, it will not be assessed, and the student will have used an exam attempt.

**Examination aids**

**21.** The examination aids that students are allowed to bring with them to written sit-in examinations are specified in the examination regulations of the individual examination/course.

(2) Unless otherwise stated in the examination regulations, see subsection (1), no examination aids, whether written or technical, are allowed in the examination room, except simple writing and drawing utensils.

(3) In cases where the examination regulations, see subsection (1), stipulate that electronic aids can be brought to the examination room, the provisions stipulated in *Rules about written sit-in examinations at CBS, including rules about electronic aids* apply.

**Examinations under special circumstances**

**22.**The Study Board may decide to deviate from the examination regulations stipulated for the individual examination with the purpose of allowing students with special needs to sit examinations under special circumstances. Such exemption can be granted to students who are physically or mentally disabled, to students whose mother tongue is not Danish, and to students who have similar difficulties when this is considered necessary in order to place them on even terms with their fellow students in the examination situation. It is a condition that it does not change the academic level of the examination.

(2) When it is stipulated in the objectives of the examination in question that the student's spelling and writing skills are included in the assessment, the Study Board may grant exemption from this to a student who is able to document a relevant and specific impairment.
(3) Students who wish to apply for permission to sit an exam under special circumstances according to subsection (1) or apply for an exemption according to subsection (2) must submit an application, including the necessary documentation, to the Programme Office no later than 2 months before the exam is to take place.

**Sitting examinations abroad**

**23.** The university may conduct examinations at a Danish representation or at other locations abroad, provided the reason for doing so is that the student is unable to participate in the university's examinations in Denmark for practical or financial reasons and if the student and the exam location reach an appropriate agreement. Danish examinations held abroad must comply with all the other rules laid down in the Examination Order.

(2) The Programme Director decides whether the examination can be conducted abroad and appoints or approves invigilators and other persons to organise the practical aspects of conducting the examination abroad.

(3) The university defrays the special costs associated with conducting examinations abroad.

(4) The Ministerial Order on Payment for the Services of Civil Servants Serving Abroad (Bekendtgørelse om betaling for tjenestehandlinger i udenrigstjenesten) applies to conducting examinations at Danish representations abroad.

(5) The university may ask the student to pay part or all of the costs incurred by the university to conduct the examination abroad. However, it is a condition that the student confirms in writing in advance his or her willingness to pay the costs in question, on the basis of an estimate made by the university of the expected costs. The university may make it a condition for conducting the examination that the amount is paid in advance.

(6) When an examination is conducted abroad, the conditions and regulations in CBS' guidelines for examinations conducted abroad apply.

**Assessment**

**24.** Examinations are either internal or external:

- Internal examinations are assessed by one or more teachers (internal examiners) appointed by CBS from among the teachers at the university or from other universities that offer the same or similar study programmes.
- External examinations are assessed by one or more internal examiners and one external examiner (in Danish: censor) appointed by the Danish Agency for Higher Education.

(2) It is stipulated in the exam regulations of the individual examination whether it is an internal or an external examination, see link in section 5.

(3) Assessment of the examinations is carried out in accordance with the Grading Scale Order.
(4) Compulsory assignments and class participation, see section 13, are assessed by the teacher(s) of the specific course.The assessment type 'Approved/Not approved' is used.

**Announcement of results**

**25.** In connection with examinations where the result is not announced immediately after the examination, the result must be announced within 4 weeks after the examination has been held, see however subsection (2). The month of July is not included in the calculation of these 4 weeks.

(2) In connection with bachelor projects, master's (candidatus) theses and master's projects, the result must be announced no later than 6 weeks after the project/thesis has been submitted.

(3) When special circumstances warrant it, the Programme Director can set aside the deadlines stipulated in subsections (1) and (2). If the assessment cannot be completed by the fixed deadline, the student(s) must be notified as soon as possible and be informed about the reason for the delay and when the result will be announced.

**Pass requirements and exam attempts**

**26.** Each examination must be passed separately. An examination shall be passed when the student achieves a grade of at least 02 or the assessment ‘Pass’.

(2) Each examination can be retaken separately. However, passed examinations cannot be retaken.

(3) If a grade consists of several partial grades for various categories of performance (partial examinations), the grade shall be the average of the partial grades, rounded off to the nearest grade on the grading scale, see however subsection (4). The grade shall be rounded up if the average is half-way between two grades.

(4) If the partial grades are given different weights when the combined grade is to be calculated, this is stipulated in the exam overview in section 5. If so, the grade shall be the sum of the individual grades, each multiplied by the weighting of the grade, divided by the sum of the weightings and then rounded off to the nearest grade on the grading scale. The grade shall be rounded up if the average is half-way between two grades.

(5) If an examination consists of partial examinations, each partial examination can be retaken separately. However, passed partial examinations and not-passed partial examinations that are part of a passed examination cannot be retaken.

(6) Any requirements about a certain grade on the grading scale being required as achieved in one or more partial examinations are stipulated in section 7.

(7) The calculation of the overall grade point average is based on the weights of the individual grades, which are listed in the table in section 5.

(8) If a student retakes an examination or another type of assessment, the highest grade applies – see however section 37(4) of the Examination Order.

**27.** Students have a maximum of three attempts in passing each examination, see however subsection (2). The Study Board may grant more attempts, if warranted by special circumstances. The question of academic aptitude may not be included when assessing whether special circumstances apply.

(2) No later than 16 months after the end of the teaching of the course, the student must participate in the third examination attempt if the course is no longer offered.

(3) Students who are to have their class participation assessed a second time may require an examination instead. However, where class participation includes practical exercises, it cannot be replaced by an examination.

**Diploma**

**28.** CBS issues a diploma to students who have completed their study programme, in accordance with the requirements stipulated in section 31 of the Examination Order. The diploma is issued to the graduate no later than 2 months after the announcement of the result of the final examination. July is not included in the calculation of these 2 months.

(2) Students who leave the programme without having completed it are entitled to receive a transcript documenting the completed parts of the programme, with the relevant number of ECTS credits stated.

**Leave**

**29.**A student may be granted leave from the programme on personal grounds. The specific rules for obtaining leave and the provisions that apply to students while on leave are stipulated in CBS' *Rules regarding leave on bachelor and master programmes at CBS*.

**Programme regulations**

**30.**The programme regulations and various regulations etc. referred to in this document are publicly available on CBS' website, more specifically onstudieordninger.cbs.dk and in the study administrative rules (SAR).

**Exemption from the programme regulations**

**31.** The university may, when warranted by special circumstances, grant exemptions from those rules in the programme regulations which are solely laid down by the university.

(2) An exemption from the programme regulations that requires an exemption from a ministerial order may be brought before the Danish Agency for Higher Education.

**Credit transfer**

**32.** Programme elements passed at another university are regarded as equivalent to corresponding programme elements covered by these study regulations.

(2) The Study Board may grant approval for students to substitute passed programme elements from another Danish or foreign programme of the same level, for programme elements covered by these regulations.

(3) Decisions under subsections (1) and (2) are made on the basis of a professional assessment.

**33.** Students who, as part of their studies, wish to complete programme elements at another university or another institution of higher education in Denmark or abroad may apply to their home university for pre-approved credit transfer for planned programme elements.

(2) Approval of pre-approved credit transfer pursuant to subsection (1) may only be granted if, in connection with the application for preapproved credit transfer, the student undertakes to submit to the home university the necessary documentation to show whether the programme elements have been passed or failed upon completion of the programme elements for which pre-approved credit transfer has been granted. Students must also consent to the home university requesting the necessary information from the host institution if students are unable to procure the documentation themselves.

(3) Once documentation is available that the student has passed the programme elements for which pre-approved credit transfer has been granted, the home university administratively approves the transfer of the credit to the relevant programme at the university.

(4) In cases where the programme elements for which pre-approved credit transfer has been granted are, for example, not offered by the host institution, the university may, upon the student's request, change the approval of pre-approved credit transfer pursuant to subsection (1). The student is responsible for and is obliged to take the initiative to compose a proposal for a study plan. The university offers academic support if requested by the student. In special cases, the chair of the study board may approve changes to the study board’s decisions about pre-approved credit transfer.

(5) Decisions under subsections (1) and (4) are made on the basis of a professional assessment.

**34.** Programme elements which students wish to have transferred from other programmes will be transferred on the basis of the normalised workload specified in ECTS points and stipulated in the relevant degree regulations. Due to the structure of the programme, discrepancies may occur between the equivalent number of ECTS credits and the actual amount of ECTS transferred, as the number of ECTS credits for the programme must total the number of ECTS credits stated in section 1(1).

(2)If the programme element in question is assessed according to the 7-point grading scale or the 13-point grading scale at the academic institution at which the examination was taken, and if this programme element equates or replaces a programme element which according to the exam regulations of these study regulations is assessed according to the 7-point scale or the 13-point scale, the grade will be transferable, but converted into the 7-point scale if assessed according to the 13-point scale. In all other cases, the assessment will be transferred as ‘Pass’. Examinations transferred as ‘Pass’ are not included in the calculation of the final grade point average.

**35.** Applications for pre-approval or credit transfer must be sent to the Programme Office, addressed to the Study Board, on a special form and with the necessary documentation enclosed. See guidance on credit transfer applications on the student intranet.

(2) Concerning complaints about credit transfer decisions, see part 3.

## Part 3: Complaints

**Complaints about examinations etc.**

**36.** A student is entitled to file a complaint about an examination or other assessment. Concerning the specific rules and procedures, including deadlines, for filing written and reasoned complaints reference is made to the rules in part 7 of the Examination Order and to CBS' guidelines on CBS' student intranet.

**Complaints about decisions concerning credit transfer**

**37.** Complaints about decisions made by the Study Board on whether education qualifications acquired at another Danish University may replace parts of the programme (credit transfer) as well as complaints about the decisions made by the Study Board on whether Danish or foreign education qualifications, not yet passed, may replace parts of the programme (pre-approval of credit transfer), may be brought before the Appeals Board for decisions on credit transfer, see Ministerial Order no. 1517 of 16 December 2013 on the Appeals Board for decisions on credit transfer in university study programmes.

(2) The deadline for filing a complaint is 2 weeks from the date when the complainant was informed of the decision. The complaint must be addressed to the Appeals Board for decisions on credit transfer but sent to the President of CBS; the reasoned complaint should be sent to CBS Legal, Solbjerg Plads 3, 2000 Frederiksberg. It is also possible to send the complaint to: legal@cbs.dk. CBS has the option to process the application again. If the decision is upheld, CBS will forward the complaint to the Appeals Board, accompanied by a statement. CBS will give the complainant the opportunity to comment on the statement within a time limit of 1 week. The complainant's comments, if any, will be enclosed when the complaint is forwarded to the Appeals Board. The Appeals Board will make the final administrative decision.

**38.** Complaints about decisions made by the Study Board on whether education qualifications acquired abroad may replace parts of the programme (credit transfer) may be brought before the Qualifications Board, see Assessment of Foreign Qualifications etc. Act.

(2) The deadline for filing a complaint is 4 weeks from the date when the complainant was informed of the decision. The complaint must be addressed to the Appeals Board for decisions on credit transfer but sent to the President of CBS; the reasoned complaint should be sent to CBS Legal, Solbjerg Plads 3, 2000 Frederiksberg. It is also possible to send the complaint to: legal@cbs.dk.. CBS has the option to process the application again. If the decision is upheld, CBS will forward the complaint to the Qualifications Board, accompanied by a statement. CBS will give the complainant the opportunity to comment on the statement, within a time limit of 1 week. The complainant's comments, if any, will be enclosed when the complaint is forwarded to the Qualifications Board. The Qualifications Board will make the final administrative decision.

**Complaints about other decisions**

**39.** Complaints about decisions made by the Study Board or the Programme Director according to these study regulations have to be filed with the President of CBS. The deadline for filing a complaint is 2 weeks from the date when the complainant was informed of the decision.

(2) A decision made by CBS according to subsection (1) may be appealed by the complainant to the Danish Agency for Higher Education when the complaint is concerned with an error of law or

procedure. The deadline for lodging an appeal is 2 weeks from the date when the complainant was informed of the decision. The reasoned appeal should be addressed to the agency but sent to CBS Legal, Solbjerg Plads 3, 2000 Frederiksberg. It is also possible to send the complaint to: legal@cbs.dk. CBS will forward the appeal to the agency, accompanied by a statement. CBS will give the complainant the opportunity to comment on the statement, with a time limit of at least 1 week. The complainant's comments, if any, will be enclosed with the other case files when the appeal is forwarded to the agency.

(3) Moreover, students are referred to CBS' Guidelines regarding students' right to file a complaint about decisions made by study boards, programme directors and programme administration.

**Complaints about the teaching etc.**

**40.** Complaints about the teaching, academic supervision or other issues concerning the organisation of the degree programme can be brought before the Study Board.

## Commencement and transition regulations

**41.** These Programme Regulations are effective for students enrolled on the programme in September 2016 or later, and for students who are transferred to these Programme Regulations, see section 42.

(2) The 2015 Programme Regulations are repealed as of 1 September 2016, see however section 42.

**42.** Students who began their studies under the 2015 Programme Regulations or according to the transition regulations in those regulations were transferred to the 2015 regulations are transferred to these 2016 Programme Regulations, so that these are effective for the remainder of the programme, see however subsection (2).

(2) The deadline for completing the programme stated in section 1(3) only extends to students enrolled on 1 September 2014 or later. For students enrolled before 1 September 2014, section 1(3) of the 2013 Programme Regulations applies.

(3) The course Tourism Business and Economics is replaced by the course Tourism Social Entrepreneurship and Sustainability. All students that have not passed the course are transferred to the new course. See the table below.

(4) The course Service Innovation Lab is replaced by the course Service Innovation and sustainability. All students that have not passed the course are transferred to the new course. See the table below.

| **Old course** | **Replaced by new course**<br>(Links to the 2016/2017 course descriptions can be found in section 4 and 5) |
|---|---|
| Tourism Business and Economics | Tourism Social Entrepreneurship and Sustainability |
| Service Innovaton Lab | Service Innovation and sustainability |

## Part 4: Group credit transfer

**43.** Under section 32 (2) a group credit transfer (a so-called 'blokmerit') of a total of 60 ECTS credits can be given to a student who, before commencing this bachelor programme, has completed successfully one of the following degree programmes:

- Serviceøkonom (AK)
- AP degree in Hospitality and Tourism Management
- Markedsføringsøkonom (AK)
- AP degree in Marketing Management

(2) For the degree Serviceøkonom (AK) / AP degree in Hospitality and Tourism Management the credit transfer covers the following courses:

*Tourism and Hospitality concentration:*

Organizational Behavior: Tourism and Hospitality (7.5 ECTS)

*Arts and Culture concentration:*

Organizational Behavior: Arts and Culture (7.5 ECTS)

*Service and Innovation concentration:*

Organizational Behavior: Service and Innovation (7.5 ECTS)

*For all concentrations:*

Service Economics (7.5 ECTS)

Financial Accounting (7.5 ECTS)

Method II. Statistics and quantitative methods (7.5 ECTS)

Electives (30 ECTS)

Total: 60 ECTS

(3) For the degree Markedsføringsøkonom (AK)/ AP degree in Marketing Management the credit transfer covers the following courses:

*Tourism and Hospitality concentration:*

Tourism Marketing, 1st year project (7.5 ECTS)

Organizational Behavior: Tourism and Hospitality (7.5 ECTS)

*Arts and Culture concentration:*

Art and Culture Marketing, 1st year project (7.5 ECTS)

Organizational Behavior: Arts and Culture (7.5 ECTS)

*Service and Innovation concentration:*

Service Marketing, 1st year project (7.5 ECTS)

Organizational Behavior: Service and Innovation (7.5 ECTS)

*For all concentrations:*

Financial Accounting (7.5 ECTS)

Method II. Statistics and quantitative methods (7.5 ECTS)

Electives (30 ECTS)

Total: 60 ECTS

(4) As it is a group credit transfer, it is not possible to be granted this credit transfer once one of the courses included in the group credit transfer has been passed.

(5) The examinations listed in subsection (1) are not included in the grade point average which will be calculated for the BSc in Service Management programme.

(6) 15 September 2015 is the deadline for applying for group credit transfer.