Master of Sustainable Tourism and Hospitality Management

Preamble

Pursuant to section 45 of Ministerial Order no. 2285 of 1 December 2021 on full-time programmes at universities (the University Programme Order); section 28(3) and section 30(1) of Ministerial Order no. 35 of 13 January 2022 on admission and enrolment on full-time programmes at universities (*universitetsadgangsbekendtgørelsen*) Ministerial Order no. 2271 of 1 December 2021 on University Examinations and Grading (the Examination Order); and Ministerial Order no. 1125 of 4 July 2022 on the Grading Scale 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.

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Part 1: Programme specific regulations

Degree title and duration

1. Students who successfully complete the programme earn the degree *Master of Sustainable Tourism and Hospitality Management*, in Danish *AO i bæredygtig turismeledelse.*

(2) This programme is governed by the Study Board for cand.soc.

(3) The programme is a one-year full-time programme, corresponding to 60 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. Level of qualification: Master's degree at NQF/EQF Level 7 referring to Second Cycle in the Bologna QF.

(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.

Admission requirements and qualifying degrees

1A. No bachelor degree gives the right to admission to the Master of Sustainable Tourism and Hospitality Management programme.

(2) The following bachelor degrees give access to admission to this programme, see however subsections (4) and (6):

From CBS:

- HA (pro.) - Erhvervsøkonomi og projektledelse
- HA Almen - Almen Erhvervsøkonomi
- BSc in International Business
- BSc in Business Administration & Service Management
- BSc in Business Administration and Digital Management
- HA i Europæisk Business
- HA (psyk.) - Erhvervsøkonomi - Psykologi.

From SDU:

- BSc Global Business Relationships
- Negot i International Turisme.

From RUC, AU and AAU:

- BSc Business Administration
- BSc Erhvervsøkonomi.

(3) Admission to the Master of Sustainable Tourism and Hospitality Management programme requires a qualifying academic bachelor degree. During the education the applicant must have covered the following academic disciplines to a sufficient degree on an overall, individual assessment:

- Min. 15 ECTS-points within social science methodology (with min. 7.5 ECTS-points within quantitative methods/statistics).
- Min. 30 ECTS-points in business administration, within one or more of the following areas: marketing, managerial economics, accounting, strategy, innovation, organisation, management.

(4) The requirements for language skills are available on CBS' homepage: cbs.dk/graduateadmission.

(5) Standard assessments of a number of degrees from CBS or other universities are available on cbs.dk/graduateadmission.

(6) In the event that there are more applicants who fulfil the admission requirements than there are places offered at this programme, the selection shall be made according to criteria laid down in advance and published on cbs.dk/graduateadmission.

(7) Available at cbs.dk/graduateadmission are the application and admission procedures, including deadlines, as well as information about the date when the offer or the rejection of a place of study is made and about the requirement to accept a place of study.

Purpose

2. The 1-year Master of Sustainable Tourism and Hospitality Management programme (STHM) is a theoretical graduate programme eligible for students with a bachelor in science (BSc) or corresponding degree.

(2) The objective of the 1-year master programme is to qualify graduates to analyse and manage complex social and business situations within the tourism and hospitality industries. A focused academic and professional training will prepare graduates with knowledge and skills relevant to the competence needs of a broad range of private enterprises and public organisations within the sector.

(3) Graduates of this programme will be able to develop and support data-driven decision-making processes in organisations by acquiring, producing and applying the latest knowledge from sustainable business development in tourism, leisure, hospitality and other related areas.

(4) Graduates will gain a deep understanding of the consumers of this specific market. They will be able to communicate critical reflections on sustainable tourism challenges and to provide recommendations on solid argumentation, analytical stringency and research-based evidence.

(5) Throughout the programme, students also receive strong digital analytical skills combined with an in-depth understanding of business operations and sustainable strategies in tourism and

hospitality businesses. Their understanding of new business models will enable them to initiate entrepreneurial endeavours and sustainable tourism innovations.

Competency profile

3. The study board has developed a competency profile, which describes the expected learning outcomes of this degree programme, see appendix.

Content and structure

4. STHM was developed in dialogue with representatives from Danish travel trade, hospitality and tourism organisations, and its educational design focuses on addressing present managerial concerns with solid methodological approaches and research-driven solutions. The programme also works in close collaboration with the industry and gives students opportunities to work and meet with practitioners and experts from the field. This approach enables graduates to create a strong network with tourism and hospitality professionals and to position themselves regarding career opportunities.

(2) Sustainability is a foundational feature that runs through the entire programme. Students learn about different traditions and approaches to sustainable management, embracing ecological, ethical and social considerations. They will understand ethical dilemmas and have the leadership values to overcome them. The overarching theme of sustainability informs all four key areas of the programme: consumer studies, business development, digitalisation and data analysis – which are running parallel through the study programme.

(3) For an optimal competence development regarding data-driven sustainable transformation of tourism companies, STHM is grounded in a unique pedagogical approach that combines business, consumer and digital aspects in one education. There is a strong degree of progression between the courses in the first and second semester. Students' analytical skills established during the data hackathon-project will be further developed in the Big Data module. Furthermore, each elective offers an opportunity to specialise deeper in one of the thematic pillars of the programme (consumption, digitalisation and business development). The acquisition of specialist skills are enabled through diverse and innovative teaching activities (e.g., real-life company cases, fieldtrips, innovation projects, data hackathons and other group-oriented learning modules).

(4) The education concludes with a tourism and hospitality project, where students will be able to apply and combine analytical and theoretical perspectives of the previous modules to identify, analyse and solve a practitioner's business problem in a real-life business case.

(5) The programme is divided into four quarters (60 ECTS in total). The table below 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 table.

Mandatory courses

Course	ECTS
Tourism Value Chains and Business Models	5
Advances in Tourist Behaviour	5
Quantitative Research Methods in Tourism and Hospitality	10
Entrepreneurship in Tourism and Hospitality	5
Digitalization in Tourism and Hospitality	5
Big Data in Tourism and Hospitality	5

Course	ECTS
Master's Project	15

Electives - pick 2 out of 3

Course	ECTS
Collaborative Consumption in Tourism and Hospitality	5
Touristic Servicescapes and Spatial Design	5
Change and Digital Transformation in Tourism and Hospitality	5

The courses are embedded within these subject areas:

Consumer studies: is focussing on understanding general consumer (tourist) behaviour and the consumption of places by tourists. In particular, this pillar deals with changing of consumer needs in tourism and hospitality, as well as psychological approaches to explain and predict tourist behaviour (*Advances in Tourist Behaviour*). In addition, the consumer study elective (*Collaborative Consumption in Tourism and Hospitality*) focuses on the joint consumption of touristic offers and how value is co-created by tourists and a broader group of stakeholders.

Business: is a CBS key-competence. This pillar concentrates on operating within the complex value and supply chains characterising the tourism and hospitality industry. Traditional business models are questioned in this regards (*Tourism Value Chains and Business Models*) and new approaches and platform models of value creation are discussed. The second pillar also aims at strengthening students' entrepreneurial approach (*Entrepreneurship in Tourism and Hospitality*) and encourages students to develop a start-up entrepreneurial mind-set, enabling students to recognize and act upon strategic business opportunities, along the value chain of tourism and hospitality industry. In addition, one elective with a business focus (*Touristic Servicescapes and Spatial Design*), will provide the opportunity to specialise in product innovations pertaining to the spatial and physical dimensions of tourism and hospitality offers.

Digitalization: is the third key pillar of the study line, which is justified by the enduring challenge of digital transition in the tourism and hospitality sector. It includes aspects of digital communication, as well as digital changes in business models and value chains (*Digitalization in Tourism and Hospitality*). The tourism and hospitality industry (and some consumers), however, are often unprepared to face these changes and even reluctant to fully embrace the strategic opportunities of digitalisation. Therefore, the elective course for this pillar is about the management of such transformations, ranging from acting upon radical digital disruptions to initiating incremental improvements with digital devices (*Change and Digital Transformation in Tourism and Hospitality*).

Data analysis: is a key skill set that is imperative for future entrepreneurs and employees working in the tourism and hospitality industry. Future business (and governmental) decisions require data-based evidence from different sources and modalities of data. Data mining and new tracking technologies provide more sensitive and accurate tools to understand, influence and manage consumer needs and behaviour. A data-driven analysis of value chains and business relationships may also identify new entrepreneurial opportunities. Strategic data competencies are strongly connected to the digital change (digitalization) that takes place in all parts of our lives, including tourism and hospitality. The fourth pillar of the programme will develop quantitative method skills that are essential to deal with the data-driven transformation of the tourist and hospitality businesses (*Quantitative Research Methods in Tourism and Hospitality*). Evidently, the digitalization leads to a new type of data and the aim is here to equip students to work with these novel data opportunities (*Big Data in Tourism and Hospitality*). As this pillar builds specific analytical skills and competences

to master quantitative and digital datasets, both courses are mandatory (and not part of the electives).

Sustainability: provides a conceptual and value-based foundation for the entire programme. It is a fundamental underlying paradigm that is a vital part of all courses. Sustainability is defined in a broad sense and includes, besides ecological aspects, also ethical and social considerations. It acknowledges that tourism consumption cannot destroy resources, but must contribute to balanced and equitable development for all parts. It means that government and business stakeholders cannot offer value on the expense of residents, employees or the biosphere. It includes aspects of stakeholder management and sustainable business models. The digitalization is hereby a catalyst (and for some aspects also a solution) of this development. Finally, it also includes ecological aspects of sustainability and new ways to transforming into a sustainable tourism and hospitality industry in this regards.

Master's project

4A. The master's project must document skills in applying scientific theories and methodologies to a clearly defined academic topic. The project can be made on the basis of a collaboration between the student and one or more relevant companies. The project must finalise the programme. However, the student is allowed to not have passed up to two courses by the time the project is passed.

(2) The Programme Director, or the person the Programme Director has empowered to do so, approves the research question of the master’s project and at the same time determines a submission deadline for the project and a plan for the project supervision. See also section 19(7).

(3) It is not possible to withdraw from the exam once the contract has been approved. If the student does not submit within the deadline, the student has used one examination attempt, unless a dispensation has been granted under section 14(7).

(4) If the student does not submit the project by the deadline, the Programme Director, or the person the Programme Director has empowered to do so, approves a modified problem formulation within the same field and lays down a new two-month deadline for submission at the same time. If the student does not submit the thesis by the new deadline, the student may be granted a third examination attempt, see the Examination Order, in accordance with the same rules which applied to the second examination attempt.

(5) The rules in subsection (4) also apply for a master’s project for which the student has not obtained at least the grade 02, see the Grading Scale Order.

Examinations

5. The programme consists of the examinations listed below. The learning objectives and the regulations of the individual examinations are prescribed in the online course catalogue. Direct links to the individual examinations are inserted in the table below.

Exams for mandatory courses

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS
Tourism Value Chains and Business Models	Home assignment - written product	7-point grading scale	Internal exam	5

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS
Advances in Tourist Behaviour	Written sit-in exam on CBS' computers	7-point grading scale	Internal exam	5
Quantitative Research Methods in Tourism and Hospitality	Oral exam based on written product	7-point grading scale	Internal exam	10
Entrepreneurship in Tourism and Hospitality	Oral exam based on written product	7-point grading scale	External exam	5
Digitalization in Tourism and Hospitality	Oral exam based on written product	7-point grading scale	Internal exam	5
Big Data in Tourism and Hospitality	Home assignment - written product	7-point grading scale	Internal exam	5
Master's Project	Oral exam based on written product	7-point grading scale	External exam	15

Exams for electives (2 out of 3)

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS
Collaborative Consumption in Tourism and Hospitality	Oral exam based on written product	7-point grading scale	Internal exam	5
Touristic Servicescapes and Spatial Design	Oral exam based on written product	7-point grading scale	Internal exam	5
Change and Digital Transformation in Tourism and Hospitality	Oral exam based on written product	7-point grading scale	Internal exam	5

Prerequisites for registering for the exam – compulsory activities

5A. The following course has compulsory activities, 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
Quantitative Research Methods in Tourism and Hospitality	1

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.

8.-10. (Not in use.)

Part 2: General regulations for master's (AO) programmes

11. The teaching is organised in collaboration with 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 activities

13. Besides the examinations listed in section 5, which are included in the final grade point average, on some courses there are one or more compulsory activities. That means that as part of the teaching, one or more written assignments must be submitted and/or one or more oral presentations or other compulsory activities must be carried out. 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 activities have been submitted/carried out and have been approved by the teacher. What is evaluated is the student's effort; i.e. whether the student has made a try at solving/answering the assignment or has participated in the activity. A blank or irrelevant submission is not regarded as having participated in the activity. Students who do not fulfil the requirements for participating in the examination have used an examination attempt, see section 14(4). Further specifications regarding the number of compulsory activities, format etc. are stated in the course description of the individual course.

(2) A student who, within the deadline determined under subsection (1), is short on having one or more activities approved as regards the required number of approved activities in the course may, to a reasonable extent, be given one or more extra assignments/participate in one or more extra activities, prior to the ordinary examination (1st examination attempt) in the final examination in the course, see however subsection (3). However, it is a precondition that the student has participated in all set activities, unless it can be documented that lack of submission/participation was caused by illness or similar circumstances. If necessary for practical reasons, a different type of activity may be decided.

(3) In courses where the number of set activities during the teaching period is higher than the number of activities that are required to be approved (x number of y number set activities must be approved), the student may not be given extra assignments/participate in extra activities prior to the ordinary examination in the final examination in the course; this also applies in cases of illness or similar circumstances.

(4) A student who, prior to the re-exam (2nd examination attempt) in the final examination in the course, is still short on having one or more activities approved as regards the required number of approved activities in the course may, to a reasonable extent, be given extra assignments/participate in extra activities prior to the re-take examination. However, it is a precondition that the student has participated in all set activities, unless it can be documented that lack of submission/participation was caused by illness or similar circumstances. Further specifications regarding the number of compulsory activities, format etc. are stated in the course description of the individual course.

(5) For a student who is to participate in a re-exam under programme regulations which are entered into force after the first time the student was registered for the course in question, the student shall not be subject to any new requirements about compulsory activites resulting from the newer programme regulations.

Registration for and withdrawal from courses and exams

14. CBS registers the student for the 60 ECTS comprising the entire study. At the end of the study year the student will be registered for any not yet completed courses in order to finish the programme in due time cf. section 1(3).

(2) 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 extraordinary 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 14(5) in the Examination Order , 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, cf. section 14(6) in the Examination Order. Deadlines for submitting dispensation applications are determined on the student intranet.

(3) 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 the list with the offered electives on cbs.dk.

(4) 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 9(1) in the University Programme Order), unless an exemption has been granted pursuant to subsection (2). Students who do not fulfil the requirements for participating in the examination as laid down by the university, see section 13(1) have used an examination attempt, see section 27(1), unless an exemption has been granted pursuant to subsection (5).

(5) The university may grant exemptions from the rules set out in subsection (4) where 1) the students is an elite athlete, or where 2) there are extraordinary 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.

(6) When a student has used one or more exam attempts in a mandatory course, the student cannot deregister from the course, see s. 13(2) of the University Programme Order section 9(1).

(7) The university may grant an exemption to the rule stipulated in subsection (6) if warranted by extraordinary circumstances. When assessing whether extraordinary circumstances apply, none of these circumstances can be taken into consideration: prolongation of the period of study; academic aptitude; and the student's desires as regards the academic content of the degree programme. In addition, in order for an exemption to be granted, the extraordinary circumstance must be both directly linked to the course in question and, over a longer period of time, be preventing the student from completing the mandatory course.

(8) When a student has used one or more exam attempts in an elective course, the student cannot deregister from the course, see s. 10(2) of the University Programme Order.

(9) The university may grant an exemption to the rule stipulated in subsection (8) if warranted by extraordinary circumstances. When assessing whether extraordinary circumstances apply, none of these circumstances can be taken into consideration: prolongation of the period of study; academic aptitude; and the student's desires as regards the academic content of the degree programme. In addition, in order for an exemption to be granted, the extraordinary circumstance must be both directly linked to the course in question and, over a longer period of time, be preventing the student from completing the elective course.

Re-exams

15. Students are automatically registered for the re-exam (2^{nd} and 3^{rd} examination attempt) when the student has not passed the exam in question. Within a deadline, the student can withdraw from a re-exam (2^{nd} and 3^{rd} examination attempt), see subsection (5). However, it is not possible to withdraw from the 2^{nd} and 3^{rd} examination attempt as regards the master's project. 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 (2^{nd} 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 (2^{nd} 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 (2^{nd} 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, 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 master's project.

Study start test

16. The student must pass the study start test in order to continue on the programme. An online-course will be available prior to the study start test, and the student will be able to take the online-course as many times as needed. The purpose of the study start test and the online course is to make the students acquainted with academic integrity and provide them with an introduction to source management and correct referencing. In order to pass the study start test, the student must show that he/she knows the rules on academic conduct.

(2) The study start test is held within the first to 2 months from the beginning of the programme. The study start test is a multiple-choice test, and the student has 2 attempts to pass the exam. The re-take will be held within the first 3 months from the beginning of the programme and is also a multiple-choice test.

(3) The student is automatically registered for the study start test. If the student does not participate in the exam, he/she fails the exam and has used one attempt. If a student fails the study start test, he/she will be able to participate in the re-take. If the student does not participate in the re-take, he/she has used one attempt. If the study start test is not passed after 2 attempts, the university will cancel the student's enrolment.

(4) The university may grant exemptions from subsection (1) and (2) when warranted by extraordinay circumstances.

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

17. If an extraordinary re-examination is arranged or offered in accordance with section 30 of the Examination Order (regarding examination irregularities) or the offer of a re-evaluation/re-examination is given in accordance with section 38 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 14(2) of the University Programme Order.

(2) A student who has a registered CVR number in a start-up company with relevance for the student's studies or is able to document that he/she has been enrolled in one of the programmes which are offered by Copenhagen School of Entrepreneurship (CSE) or the like is considered an entrepreneur under 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, it must be stated in the group product which parts of the product the individual student has written, so that individual assessments can be made of the individual students' performances. It must be stated both in the table of contents and at the introduction of the parts of the product which the individual student is responsible for. The individual student's student number is to be noted, not the student's name. The introduction, the problem statement, methodology sections, and the conclusion – including any subconclusions – can be written jointly. If it within the given exam format makes sense to write other relevant sub-elements of the assignment jointly, it must be described in the exam regulations in the course description for the course.

(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, see however subsection (7). When the examination in question contains both a written and an oral part, both parts must then be taken as an individual examination.

(7) The student can choose to write the master's project individually. When the master's project has been made by a group, the student can choose to have an individual oral exam.

(8) 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.

(9) If the written element is of a limited extent and only serves as a basis for a broader oral examination in the syllabus (e.g. as at an oral exam based on a synopsis) it will usually be the oral element that constitutes the central basis of the evaluation. The written element will usually only have a marginal effect on the grade.

(10) If the written element clearly constitutes a greater part of the effort, and is therefore the element most central in achieving the learning objectives for this exam (e.g. as a final written exam with oral defense), it will usually be this element that constitutes the central basis of the evaluation. The oral element will usually only have a marginal effect on the grade.

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 about online oral exams*
- Rules on good academic conduct, see section 4 of *Copenhagen Business School's rules and regulations on academic conduct, including penalties.*

(2) Audio and video recordings of an examination or of the examiners' discussion of a student's performance are not allowed, unless such recordings are considered an integral part of the examination process. Such recordings will then be made by CBS.

(3) It is stipulated in the examination regulations of the individual examination what the maximum number of pages is for a given written product. This pertains to the examination forms written home assignment and oral exam based on a written product. In addition, the following applies for the written product with these two examination forms:

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. The table of contents, 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 22 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 via dispensation.cbs.dk no later than 2 months before the exam is to take place.

Conducting virtual examinations and examinations abroad

23. The university may conduct oral exams as virtual examinations.

(2) The Programme Director decides, when warranted by special extraordinary circumstances, whether - an oral exam can be conducted as an online oral exam.

(3) When an examination is conducted as a virtual exam CBS' rules about online oral exams apply.

23a. 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 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. 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 and Science

(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) If an elective course has partial exams, the pass requirements for the specific elective course apply.

(8) 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.

(9) If a student participates in an extraordinary re-take in accordance with section 21(3) in the Examination Order, the highest grade applies – see however section 42 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 extraordinary circumstances. The question of academic aptitude may not be included when assessing whether extraordinary 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 51 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 on studieordninger.cbs.dk and in the study administrative rules (SAR).

Exemption from the programme regulations

31. The university may, when warranted by extraordinary 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 and Science

Credit transfer

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

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

(6) Credit transfer of master's project is not possible when the project is the basis of the awarding of a different title in another master's (AO) programme.

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 Study Board via credit.cbs.dk. 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 9 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 programme 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 and Science 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 in the programme in September 2022 or later.

(2) The 2021 Programme Regulations are repealed as of 1 September 2022.

42. Students who began their studies under the 2021 Programme Regulations, or according to the transition regulations in those regulations were transferred to the 2021 Programme Regulations, are transferred to these 2022 Programme Regulations, so that these are effective for the remainder of the programme.

Appendix

Competency profile for Master of Sustainable Tourism and Hospitality Management

Purpose and academic profile

The graduates of this program will be able to develop and support datadriven decisionmaking processes in tourism and hospitality organizations. They gain a deep understanding of the travellers' consumer behaviour; will be able to critical reflect on sustainable tourism challenges (NN3 & NN4); be able to drive and support the digitalization of the industry; and have analytical skills (NN2) combined with an in-depth understanding of business operations (NN1). The understanding of new business models will enable them to initiate entrepreneurial endeavours and sustainable tourism innovations (NN3). The awareness and understanding of ethical dilemmas and the leadership values taught, will enable graduates to overcome these challenges (NN5).

The program helps graduates to work in international teams inside and outside of academia (NN6), being critical in thinking and constructive in collaboration. The aim is to implement an understanding of sustainability to the tourism and hospitality industry, making a change in our ecosystem and teach others to do the same (NN8). In doing so, our graduates aim to produce prosperity and protect the prosperity of future generations (NN7) and to create value from both global connections (tourists) and for local (host) communities (NN9).

Graduates will be able to hold jobs with analytical tasks (market analyst, digital strategist, platform manager, and other management positions within tourism and hospitality); either as self-employed entrepreneurs or employed in private tourism and hotel companies and consulting houses. Career opportunities for graduates also include development operations and networking tasks (sustainable operations, relationship manager) in tourism organizations, such as Destination Management Organizations (DMOs) or NGOs (NN6).

Competencies

Upon graduation, the candidate is able to:

• Work with a deep theoretical and practical knowledge of the design, planning, implementation and evaluation of sustainable business strategies aimed at tour-ism and hospitality companies, including entrepreneurial endeavours and sus-tainable tourism innovations.

• Have an in-depth knowledge of the psychological and cultural driving forces of tourism consumption as well as the tourism industry's value chains and business models.

• Analyse different ambiguous data streams with a focus on deriving meaningful facts and insights, valuable results and sustainable knowledge in order to support tourism companies' data-driven business processes and functions.

• Show a holistic understanding of sustainable tourism, including ecological, ethical and social aspects and the ability to understand its wider context and necessity – including a global and local perspective.

• Work independently and in teams, including interdisciplinary groups and in local, national and international environments.

• Use a general skill set of digital strategies to support and foster the industries digitalization – creating change and teach others how to do so.