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

Preamble

Pursuant to section 45 of Ministerial Order no. 1119 of 19 September 2025 on Full-time Programmes at Universities and Corporate Masters Programmes (the University Programme Order); Ministerial Order no. 1121 of 19 September 2025 on University Examinations and Assesstments (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 *Bachelor of Science (BSc) in Business Administration and Service Management;* in Danish *bachelor (BSc) i erhvervsøkonomi og service management, HA i service management*.

(2) This programme is governed by The Study Board for Service and Markets.

(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. Level of qualification: Bachelor's degree at NQF/EQF Level 6 referring to First 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.

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 profiles which the students must choose between:

- Culture and Tourism
- Managing Digital Services
- Service Innovation

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.

(3) The BSc in Business Administration and Service Management combines knowledge within business economics and management with knowledge about one of three service sectors (Culture and Tourism, Digital Services 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:

Competency Profile for BSc in Business Administration and Service Management

Purpose and academic profile

The BSc in Business Administration and Service Management (SEM) is an international program, taught in English. SEM enables students to become professionals, entrepreneurs and managers in the service sectors, as well as in other industries where services and innovation are relevant.

The management and innovation of services require creative and strategic thinking, innovative problem-solving skills, and multidisciplinary knowledge from economics, finance and management as well as from other social science domains such as culture. Subsequently, the program’s curriculum is designed to introduce students to theoretical knowledge and practice perspectives, based on state-of-the-art research and informed by critical questions that service sectors are confronted with today. Furthermore, learning at SEM is based on educational activities that stimulate students’ self-learning capacity, critical abilities, analytical skills, capacity for collective knowledge creation and capacity for applying knowledge in practice and to problem-solving. Thus, the program offers a learning environment rich in opportunities for students to explore their potential to become leaders in service sectors worldwide.

Learning outcomes

Upon completion of the programme, graduates are expected to demonstrate the following capabilities:

- To apply management, organizational and socio-economic theories to the complex contexts of private and public service sectors, in order to identify and develop solutions to contemporary business challenges. Specific examples include, but are not limited to: hospitality, travel and tourism sectors, including digital firms, retail and event management organisations, organisations and institutions in culture sectors, R&D departments in service and production companies, government agencies as well as international organisations, marketing, branding and public relations operations, consultancy and digital services.
- To use your competencies and managerial skills to work across the globe and help create value for organisations, communities and society and to secure it for the future generations.
- To critically examine problems manifested by real-life cases in order to identify appropriate levels of investigation and analysis of data.

- To use creative and entrepreneurial skills cultivated through the program to devise innovative solutions (such as new services or strategies) and answer societal and business challenges.
- To employ ethical thinking and practices in strengthening the contributions of service organisations to society as a whole as well as to marginalised groups and the environment.
- To apply knowledge about responsible management in the creation of business solutions.
- To employ reflective skills and critical thinking in addressing complex societal challenges such as climate change, poverty, sustainable development, and social inclusion.
- To demonstrate collegial and collaborative ways of learning and working in multi-cultural teams.
- To demonstrate advanced reasoning skills in communicating ideas, problems and solutions.

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) After the 1st semester, students must choose one of the following three profiles:

Culture and Tourism

This profile on culture and tourism provides the students with the special knowledge to pursue successful careers within the cultural and tourism sectors. Tourism is one of the largest service sectors, and the creative industries are likewise a fast growing international industry. There are many important intersections between these two sectors, including the growing importance of cultural tourism where festivals, heritage, museums and concerts are important tourism magnets. The cultural sector is a special sector, where public subsidies are dominating, and the management of creative workers requires special skills and competences. Tourism businesses need sustainable practices and this specialization focuses on tourism management to care for wellbeing, environments and cultures while still being innovative and competitive. In the profile you will learn about the economics of these sectors, demand, management , socio-cultural dimensions, sustainability and entrepreneurship in four specialized courses.

Managing Digital Services

The profile aims to provide students with specialized knowledge about digital services and how to manage them as a foundation for those who wish to pursue a career in this particular part of the service industry. Over 70 % of global value is created in the service industries. An increasing part of this value relates to digital services, directly or indirectly. The shift in the economy, both globally and locally, calls for a greater understanding of what it means to manage this, as it increases the intangible element inherent in many services. This ranges from purely digital services such as social media platforms, web-based services, online trade and financial services, online gaming and streaming services to the digital backbone of services such as transportation and production. The recent growth in AI will also be addressed by looking beyond the hype at the real potential it carries and the challenges it brings. In the profile, you will learn about the logic and economics of digital services, demand, management, sustainability and entrepreneurship in four specialised courses.

Service Innovation

Businesses today are operating in increasingly competitive environments that favor change, novelty and social care as sources of value. The profile on service innovation is designed to complement knowledge acquired through the SEM program (strategy, marketing, accounting organizational behaviour, etc) by providing specialized knowledge and skills that enable a more specific understanding of societal and organizational conditions for entrepreneurship and innovation. Through specialized courses students will be introduced to foundations of innovation theory, located at the junction between technology development, organization and markets, and invites them to explore how the specificity of services constitutes powerful avenues for novelty and innovation. The vast repertoire of theoretical and practical knowledge mobilized through this profile allows students to conceptualize innovation-related issues and to critically reflect on them in a theoretically informed manner.

Each profile contains a package of four 7.5 ECTS courses. See the profile courses in the table below.

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

(4) 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.

(5) The tables below list the structure of the programme and the ECTS credits of the individual courses.

Elective courses/internship

(6) 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.

(7) 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.

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

(9) 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 of quarter courses with exams at the end of each quarter; and/ or semester courses with exam at the end of each semester.

1st Year

1st semester

Course	ECTS
Service Management Foundations	7.5
Introduction to Management Studies	7.5
Method l. Philosophy of science and qualitative methods	7.5
Marketing and Service Management Operations	7.5

2nd semester

Course	ECTS
Managerial Economics	15
Method ll. Statistics and quantitative methods	7.5

2nd semester Profile courses

Course	ECTS
Culture and Tourism:	
Sustainable Management of Culture and Tourism Services, 1st Year Project	7.5
Managing Digital Services:	
Contemporary Issues in Digital Services, 1st Year Project	7.5
Service Innovation:	
Sustainability and Service Innovation, 1st Year Project	7.5

2nd Year

3rd semester

Course	ECTS
Corporate Finance	7.5
Organizational Behavior	7.5
Macroeconomics	7.5

3rd semester Profile courses

Course	ECTS
Culture and Tourism:	
The Economics of Culture and Tourism	7.5
Managing Digital Services:	
Gamification	7.5
Service Innovation:	
Co-creation, Adoption and Diffusion of Service Innovations	7.5

4th semester

Course	ECTS
Financial Accounting	7.5
Strategy in a Service Perpective	7.5

4th semester Profile courses

Course	ECTS
Culture and Tourism:	
Contemporary Issues for Culture and Tourism Demand	7.5
Entrepreneurship in Culture and Tourism, 2nd Year Project	7.5
Managing Digital Services:	
Managing Coding in Service Management	7.5
Digital Entrepreneurship, 2nd Year Project	7.5
Service Innovation:	
Service Design	7.5
Entrepreneurship & Service Innovation, 2nd Year Project	7.5

3rd Year

5th semester

Course	ECTS
Electives/Internship	30

6th semester

Course	ECTS
Public regulations	7.5
Management Control Systems	7.5
Bachelor Project	15

Examinations

5. The below table lists the exams of the programme. The course descriptions are available in the online course catalogue. Direct links are inserted in the below table.

1st year

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS
1st semester				
Service Management Foundations	Active participation	Pass / Fail	Internal exam	7.5
Introduction to Management Studies	Oral exam	7-point grading scale	External exam	7.5
Method I. Philosophy of science and qualitative methods	Home assignment - written product	7-point grading scale	Internal exam	7.5
Marketing and Service Management Operations	Written sit-in exam on CBS' computers	7-point grading scale	Internal exam	7.5
2nd semester (including all profile courses)				
Managerial Economics	Written sit-in exam on CBS' computers	7-point grading scale	Internal exam	15
Method II. Statistics and quantitative methods	Written sit-in exam on CBS' computers	7-point grading scale	Internal exam	7.5
Culture and Tourism:				
Sustainable Management of Culture and Tourism Services, 1st Year Project	Oral exam based on written product	7-point grading scale	External exam	7.5
Managing Digital Services:				
Contemporary Issues in Digital Services, 1st Year Project	Oral exam based on written product	7-point grading scale	External exam	7.5
Service Innovation:				
Sustainability and Service Innovation, 1st Year Project	Oral exam based on written product	7-point grading scale	External exam	7.5

2nd year

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS
3rd semester (including all profile courses)				
Corporate Finance	Written sit-in exam on CBS' computers	7-point grading scale	Internal exam	7.5
Organizational Behavior	Active participation	Pass / Fail	Internal exam	7.5
Macroeconomics	Written sit-in exam on CBS' computers	7-point grading scale	External exam	7.5
Culture and Tourism:				
The Economics of Culture and Tourism	Oral exam	7-point grading scale	External exam	7.5
Managing Digital Services:				
Gamification	Oral exam	7-point grading scale	External exam	7.5
Service Innovation:				

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS
Co-creation, Adoption and Diffusion of Service Innovations	Oral exam	7-point grading scale	External exam	7.5
4th semester (including all profile courses)				
Financial Accounting	Written sit-in exam on CBS' computers	7-point grading scale	Internal exam	7.5
Strategy in a Service Perspective	Active participation	Pass / Fail	Internal exam	7.5
Culture and Tourism:				
Contemporary Issues for Culture and Tourism Demand	Active participation	Pass / Fail	Internal exam	7.5
Entrepreneurship in Culture and Tourism, 2nd Year Project	Oral exam based on written product	7-point grading scale	External exam	7.5
Managing Digital Service:				
Managing Coding in Service Management	Active participation	Pass / Fail	Internal exam	7.5
Digital Entrepreneurship, 2nd Year Project	Oral exam based on written product	7-point grading scale	External exam	7.5
Service Innovation:				
Service Design	Active participation	Pass / Fail	Internal exam	7.5
Entrepreneurship & Service Innovation, 2nd Year Project	Oral exam based on written product	7-point grading scale	External exam	7.5

3rd year

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS
5th semester				
Electives	see the individual course descriptions	see the individual course descriptions	see the individual course descriptions	30
6th semester				
Public Regulations	Active participation	Pass / Fail	Internal exam	7.5
Management Control Systems	Oral exam	7-point grading scale	External exam	7.5
Bachelor Project	Oral exam based on written product	7-point grading scale	External exam	15

The exams amount to 180 ECTS credits in total.

Internship - (optional)

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS
Internship	Home assignment - written product	7-point grading scale	Internal exam	15

Prerequisites for registering for the exam – compulsory activities

There are no compulsory activitites as prerequisites for registering for the exam in the programme.

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 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 activities

13. In addition to the examinations referred to in section 5, which form part of the overall examination result, courses may include compulsory activities. This 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 completed. It is a requirement for participation in the final examination of the course that the required number of compulsory activities have been submitted/completed and approved by the teacher before a specified deadline. Further provisions regarding the number, form and other conditions of the activities are set out in the course description for the individual course.

(2) The student's effort is assessed as *"approved/not approved"* based on whether the assignment has been attempted/answered or whether the activity has been carried out. A blank or irrelevant submission does not count as participation in the activity.

(3) If the student does not fulfil the requirements for participation in the examination, one examination attempt is used, cf. section 14(6), however see subsections (4)–(5).

(4) A student who, after expiry of the deadline set out in subsection (1), lacks approval of one or more activities in relation to the required number of approved activities in the course may, following an individual assessment and to a reasonable extent, be given one or more additional assignments or participate in one or more additional activities prior to the ordinary examination (first examination attempt) in the final examination of the course. This is subject to the condition that the student has participated in all set activities, unless the lack of submission/participation is due to exceptional circumstances such as illness. If necessary for practical reasons, this may involve a different type of activity or resubmission of a previously non-approved piece of work in a revised form.

(5) A student who, prior to the re-examination (second examination attempt) in the final examination of the course, still lacks approval of one or more activities in relation to the required number of approved activities in the course, may, to a reasonable extent, be given additional assignments or activities prior to the re-examination. This is subject to the condition that the student has participated in all set activities, unless the lack of submission/participation is due to exceptional circumstances such as illness.

(6) A student who has not participated in any of the compulsory activities is not eligible to be given additional activities prior to either the ordinary examination or the re-examination. The student will have used one examination attempt and will be deregistered from the re-examination.

(7) A student who is to participate in a re-examination under a later programme regulation is not subject to any requirements for compulsory activities that may have been introduced in the course after the first time the student was registered for the course.

Registration for and withdrawal from courses and exams

14. CBS registers the student for the 60 ECTS credits comprising the coming year of study, and in addition CBS makes 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 credits in the coming year of study, resulting in the student being registered for a minimum of 60 ECTS credits in the coming year of study.

(3) Within a withdrawal period, the students could 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) 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 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.

(5) 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.

(6) 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 (7). 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 (7).

(7) The university may grant exemptions from the rules set out in subsection (6) 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.

(8) When a student has used one or more exam attempts in a mandatory course or elective, the student cannot deregister from the course, see s. 56(1) 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, for an exemption to be granted, the extraordinary circumstance must be both directly linked to the course in question and, over a longer period, be preventing the student from completing the mandatory course.

The first-year exam

14A. Pursuant to section 29 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 extraordinary circumstances.

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). 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 (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, reference is made to CBS's 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 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 bachelor project individually. When the bachelor 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 university 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's 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 university 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 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's 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 written examinations, the result must be announced within 4 weeks after the activity is conducted, see however subsection

(2). When special circumstances warrant it, the university can set aside the deadlines stipulated in subsections (1). 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. If no such requirements are stipulated in section 7 the overall course must be passed. Thus, a partial grade can be -03 or 00 if the total grade according to subsection 4 is at least 02.

(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 retakes an examination or another type of assessment, 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) and section 16(3). 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 and letter according to the ECTS-scale.

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's *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's 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 extraordinay 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) Pre-approval of a programme element to substitute an element is granted according to a professional assessment, and if the student has not already used an exam attempt in the element.

(3) 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.

(4) 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.

(5) 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.

(6) 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 credits 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 credits 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's guidelines on CBS's 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. 826 of 16 June 2023 on credit transfer in university study programmes (meritbekendtgørelsen).

(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 Act no 579 of 1 June 2014 on Assessment of Foreign Qualifications etc.

(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 may be appealed 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’s 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 2026 or later, and for students who are transferred to these Programme Regulations, see section 42.

(2) The 2025 Programme Regulations are repealed as of 1 September 2026.

42. Students who began their studies under the 2025 Programme Regulations are transferred to these 2026 Programme Regulations, so that these 2026 Programme Regulations are effective for the remainder of the programme.

43. Students who began their studies under the 2024 Programme Regulations or according to the transition regulations in those regulations were transferred to the 2024 regulations shall complete the remainder of their studies under chapter 1, s. (4A)-(5) in the 2024 Programme Regulations, cf. subsection (2)-(7)

(2) Exams pertaining to the 2nd year of the 2024 Programme Regulations will be offered for the last time in the academic year 2026/2027 and in accordance with the course description for 2025/2026, see subsection (3).

(3) The number of students registered for the exams, when these are offered for the last time, may warrant that the exams in *Organizational Behavior, Strategy in a Service Perspective,Management of Cultural Projects, Processes and Organizations, Social Practice in Innovation and Services* and *Sustainable Tourism Supply and Innovation* will be held as an oral exams.

(4) Students who have not yet passed the exam in Financial Accounting will have to take the exam when it is offered in the summerterm 2027.

(5) Students who have not yet passed the exam in Corporate Finance will have to the exam when it is offered in the winterterm 2026/2027.

(6) Teaching pertaining to the 3rd year will be offered for the last time in the academic year 2026/2027. Exams will be offered for the last time in the academic year 2027/2028, see subsection (7).

(7) The number of students registered for the exams, when these are offered for the last time, may warrant that the exams in *Public Regulations, Service Innovation and Sustainability*, *Tourism Social Entrepreneurship and Sustainability* and *Cultural Entrepreneurship: Arts and Culture* will be held as an oral exam in accordance with the re-exam regulations for the 2026/2027 course description.

Remaining structure and examininations for the concentration Tourism and Hospitality

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS
5th semester				
Electives	see the individual course descriptions	see the individual course descriptions	see the individual course descriptions	30
6th semester	See indvidual course description	See indvidual course descriptio	See indvidual course descriptio	30
Public regulations: Tourism and hospitality	Written sit-in exam on CBS' computers	7-point grading scale	Internal exam	7.5

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS
Tourism Social Entrepreneurship and Sustainability	Home assignment - written product	7-point grading scale	Internal exam	7.5
Bachelor Project	Oral exam based on written product	7-point grading scale	External exam	15

Remaining structure and examinations for the concentration Arts and Culture

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

Remaining structure and examinations for the concentration Service and Innovation

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