

Curriculum

Bachelor's Degree Program
International Hospitality Management
2017 to 2019

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1 CURRICULUM FRAMEWORK

This Curriculum for the International Hospitality Management study program has been drawn up by the institutions approved to offer the program.

Parts of the curriculum have been laid down by the institutions together; other parts by EAL alone.

1.1 Objective of the study program

The objective of the Professional Bachelor's Degree Program in International Hospitality Management is to qualify the graduates to independently analyze, assess and reflect on problems and issues as well as manage practice-related and complex assignments related to operations, development, administration and management within the hospitality trade.

The program is designed as an independent extension (top up) of the academy profession programs in Marketing Management and Service, Hospitality & Tourism Management.

The program corresponds to level 6 of the Danish Qualifications Framework for Lifelong Learning, and it is approved by the Danish Ministry of Higher Education and Science and accredited positively by the Danish Accreditation Institution.

1.2 Title and duration

Students who have completed the program are entitled to use the title:

Professional Bachelor in International Hospitality Management

The Danish title is:

Professionsbachelor i International Hospitality Management

The program is placed at level 6 in the Danish Qualifications Framework for Lifelong Learning.

Duration and maximum length of study

The study program is worth 90 ECTS credits. 60 ECTS credits correspond to one year's full-time studies, cf. section 9 of Ministerial Order no. 1047 of 30th June 2016 on Academy Profession Programs and Professional Bachelor Programs (Program Order).

Programs with a prescribed period of study of up to 120 ECTS credits must be completed within a number of years corresponding to no more than twice the prescribed period of study. Other programs must be completed within a number of years corresponding to the prescribed period of study plus two years. The educational institution may exempt students from the latest date of completion of the program, when this is founded in exceptional circumstances.

1.3 Transition provisions

The curriculum in force when students begin their study shall apply until the students graduate.

Students who do not follow the prescribed course of study or who do not graduate within the prescribed period of study, i.e. January 2019, follow the curriculum in force in the semester in which they re-enter the program.

Students who are to resit exams will follow the new curriculum. However, they may apply for permission to sit the exam under the old curriculum by submitting a written application not later than four months prior to the date of the exam.

1.4 Legal framework of the curriculum

The legal framework of the latest version of the following acts and ministerial orders apply to the study program:

- Ministerial Order no. 935 of 25/08/2014: Consolidating act on business academies of professional higher education
- Ministerial Order no. 1147 of 23/10/2014: Consolidating act on academy profession programs and professional bachelor programs
- Ministerial Order no. 1047 of 30/06/2016: Ministerial Order on academy profession programs and professional bachelor programs (the Program Order)
- Ministerial Order no. 903 of 27/06 2017: Ministerial Order on change in Ministerial Order on academy profession programs and professional bachelor programs
- Ministerial Order no. 1500 of 02/12/2016: Ministerial Order on examinations on professionally oriented higher education programs (the Exam Order)
- Ministerial Order no. 107 of 27/01/2017: Ministerial Order on admission to and enrolment on academy profession and professional bachelor programs (the Admission Order)
- Ministerial Order no. 114 of 03/02/2015: Ministerial Order on the grading scale and other forms of assessment
- Ministerial Order no. 1282 of 15/12/2009: Ministerial Order on the bachelor's degree program in International Hospitality Management

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2 ADMISSION TO THE STUDY PROGRAM

2.1 Entry requirements

Entry to the program requires a passed Service, Hospitality & Tourism Management, Marketing Management or other relevant program with at least 120 ECTS credits. There are no area- or program specific entry requirements, cf. appendix to the Admission Order.

2.2 Admission requirements

Fulfilment of the entry requirements in 2.1 are required, but not adequate for admission.

Where the number of eligible applicants, cf. 2.1, exceeds the number of spaces available, EAL lays down and releases additional selection criteria on the grounds of which applicants are accepted as long as spaces are available.

The additional selection criteria will be published at EAL's website.

3 PROGRAM CONTENTS

3.1 Program structure¹

Semester	Exam	Core areas	Educational components	ECTS	Assessment	Grading	Weight ²
1 st Semester	Economics	Economics	Economics	15	Internal	7-point grading scale	2
	Cultural awareness and customer relations	Cultural awareness and customer relations	Cultural awareness and customer relations	10	External	7-point grading scale	2
	Theory of science and methodology	Management	Theory of science and methodology	5	Internal	7-point grading scale	1
2 nd Semester	Management	Management	Management	15	Internal	7-point grading scale	2
	Elective educational component		Elective educational component	5	Internal	7-point grading scale	1
	Strategy	Strategy	Strategy	10	External	7-point grading scale	2
3 rd Semester	Internship	Internship	Internship	15	Internal	7-point grading scale	1
	Final exam project			15	External	7-point grading scale	4

¹ The distribution of ECTS varies on the individual institutions, by common agreement within the national leadership networks see. Education Executive Order § 5.

² Weights on the degree certificate which also stipulate the grade point average

As a prerequisite for completing the study program, students must attend and pass educational components equivalent to a total workload of 90 ECTS credits. A full-time semester consists of educational components, including internship, corresponding to 30 ECTS credits.

The program comprises compulsory educational components worth 55 ECTS credits, electives worth 5 ECTS credits, an internship worth 15 ECTS credits and a bachelor project worth 15 ECTS credits.

All educational components, including the bachelor project, are evaluated and assessed. The educational component is considered passed when students get the grade 02 as a minimum.

3.2 Core areas

The program's core areas are made up of compulsory educational components worth 55 ECTS and consist of the below components.

3.2.1 Core area: Economics (15 ECTS)

Test of academic level – 1 ECTS

Financial management through key figures and annual report – 3 ECTS

Budget and budget control – 4 ECTS

Costs and cost-related pricing – 3 ECTS

Forecasting and revenue management - 4 ECTS

Learning outcomes:

Knowledge

The students should have acquired knowledge about:

- fundamental accounting principles, enabling students to understand budgets and accounts and reflect on analysis of the corporate key figures;
- establishing a company from a managerial economics point of view;
- various calculation method principles and their application within the industry;
- central concepts of yield and revenue management in the international hospitality context, and
- the practice of the international hospitality industry concerning mixed costs and direct/indirect costs and methods for the distribution of these.

Skills

The students should be able to:

- develop department and activity budgets as well as set up accounts for further analysis;
- prepare cost calculations according to recognized methods in the industry as well as calculations for specific industry key figures;

- use different methods for the distribution of mixed and indirect costs;
- substantiate mixed costs and the cost structure within the international hospitality industry;
- apply yield and revenue management, enabling students to give input for improving the turnover of the company on both the short and long term, and
- evaluate internal control systems and substantiate relevant solutions.

Competences

The students should be able to:

- independently develop budget proposals and key figures as part of the company's financial management, based on inputs from the company's various departments and activities; and
- independently analyze the company's situation as well as make different proposals for optimizing its operations based on forecasting.

3.2.2 Core area: Management: Theory of science and methodology (5 ECTS)

Theories of science

Methodology

Data (primary and secondary)

Case studies

Learning outcomes:

Knowledge

The students should have acquired knowledge about:

- important perspectives on knowledge, insight and recognition;
- the definition of knowledge in a socio-scientific context;
- fundamental schools and problem areas within theory of science, in a socio-scientific perspective;
- methodological approaches that support the generation of knowledge;
- central paradigms within the socio-scientific disciplines; and
- the international hospitality management industry's application of theory and method.

Skills

The students should be able to:

- critically assess empirical-analytical studies, including be able to communicate
- what knowledge is, how it is generated, and how it connects to practice;
- reflect on and take part in discussions on the generation of knowledge;
- work on problem areas within theory of science and methodology and integrate the understanding of scientific work and methodology with academic professionalism in project writing;
- collate, adapt and interpret quantitative and qualitative data along with relating critically to existing or new data materials, including having knowledge about measuring scales, as well as be able to judge the relevance, topicality, validity, reliability and scope for generalization of data; and

- make a problem analysis and problem definition, prepare a problem statement and hypotheses as well as make considerations about methods and substantiate the choice of survey methods.

Competences

The students should be able to:

- prepare science-based reports and projects, including communicate research results and suggested solutions, etc., in a clear and easy-to-read report which contains a clear formulation of the problem and methodological consideration along with an assessment of the reliability and validity of the results and prerequisites;
- use scientific and methodological approaches in addressing practical problems and issues; and
- take part in an interdisciplinary collaboration on the development of a study based on scientific principles, including an assessment of the strengths and weaknesses of alternative survey methods.

3.2.3 Core area: Cultural awareness and customer relations (10 ECTS)

The concept of culture and the hospitality industry - 2 ECTS

Guest/customer behavior – 3 ECTS

Organizational culture – 3 ECTS

Negotiation technique – 2 ECTS

Learning outcomes:

Knowledge

The student will be able to demonstrate knowledge of:

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

Skills

The student will have acquired skills in:

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

Competences

The student will have obtained competencies in:

- the ability to act ethically in an intercultural hospitality environment
- the ability to carry out and apply relevant cultural analyses in the hospitality industry

- communicating and negotiating with internal and external stakeholders, companies, and organizations across cultures
- the ability to perform hostmanship in a host-guest interaction setting

3.2.4 Core Area: Management (15 ECTS)

Organizational structures – 2 ECTS

HR/competence development – 3 ECTS

Leadership – 5 ECTS

Employment law – 5 ECTS

Learning outcomes:

Knowledge

The students should have acquired knowledge about:

- the significance of the various types of organizations and organizational structures for competence development and management;
- The company's objectives and how to control, structure, and organize activities pertaining to the objectives;
- The needs of the company for structural and managerial actions in relation to internal and external changes affecting the company;
- theories and methods in relation to the strategic, individual and department competence development as well as be able to reflect on development and staff retention methods;
- personal leadership, including how reflection may support the company's strategy and leadership philosophy;
- the legal framework of the industry, including practice concerning individual and collective labor laws, and search for relevant legal sources; and
- The legal framework of the industry, including individual and collective labour law in an international context
- The methods and theories used to prevent and manage conflicts between groups of employees and between employees and management
- Work-related stress, work-life balance, and managerial challenges associated herewith
- The company's social, environmental, and economic responsibilities (CSR), including the Law on Work Environment
- Various approaches to change management

Skills

The students should be able to:

- assess the impact of different types of organizations on strategic competence development, including pros and cons;

- assess and communicate practical and theoretical methods of identifying the organization's competence gap at strategic, department and individual levels in order to be able to make substantiated choices of relevant solutions;
- assess their own leadership based on theoretical and practical issues as well as substantiate and choose relevant forms of leadership; and
- act within the existing personnel law and other relevant legal frameworks, including make an independent assessment of personnel law conditions and assess the need for and selection of relevant cooperation partners.
- Assessing management's role and impact on the service company's work environment and general organizational culture;
- Assessing the appropriateness of the service company's structure and its relation to management styles in relation to the company's vision, mission, goals, and values;
- Evaluating and defining a strategy for change in relation to the company's needs;
- Recommending methods for the prevention and management of conflicts between groups of employees and between employees and management;
- The ability to search for relevant legal sources.

Competences

The students should be able to:

- handle the impact of complex organisation types on competence development and their own leadership;
- independently develop a competence development plan at organisation, group and individual level within the framework of the professional ethics; and
- identify their own development possibilities and develop their own competences in relation to the company's strategy and their own function area;
- Contribute to the development and implementation of organizational change projects
- Manage the company in a way that satisfies the company's CSR-related responsibilities

3.2.5 Core area: Strategy (10 ECTS)

Strategic analysis - 3 ECTS

Strategy, concept and product development - 5 ECTS

Strategic implementation and management - 2 ECTS

Learning outcomes:

Knowledge

The students should have acquired knowledge about:

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

Skills

The students should be able to:

- analyze the strategic challenges of the company;
- develop strategies for new and existing markets;
- develop and assess practice-oriented concepts and substantiate the chosen solution models;
- communicate a plan for the implementation of the company's strategy.

Competences

The students should be able to:

- handle decisive success factors for the individual company or organization as well as communicate the company's strategy with a view to developing the company or organization;
- be part of a professional cooperation with management and staff members about the strategic challenges of the company;
- be part of alliances/networks with other relevant players with a view to developing the company; and
- handle the operationalization of the company's strategy in practice.

3.3 Elective educational components

The program's elective educational components consist of study activities worth 5 ECTS.

See description at Fronter

3.4 Internship

The internship is a full-time internship with a workload of 37 hours a week. The aim of the internship is that, upon completion of the internship period, the students should be able to assess and include theories for solving practice-oriented problems that are relevant to the program and the final bachelor project.

Students who begin the top-up program will normally already have gone through a compulsory internship period of three months, worth 15 ECTS credits, as part of their qualifying exam (AP program). An internship of another three months (15 ECTS credits) thus still remains to be completed in the top-up program.

During the internship, students work with professionally relevant issues and acquire knowledge of relevant job functions. The students will be associated with one or more companies during the internship. As a rule, the internship is unpaid. The students themselves must actively apply for internships, and EAL ensures the framework of the internship.

On completion of the internship – no matter the intended goals for the internship – the students are expected to have acquired the following knowledge, skills and competences:

Knowledge

The students should have acquired knowledge about:

- how to reflect on the company's methods and practice with respect to the theory introduced through the program.

Skills

The students should be able to

- collect data and choose relevant solutions to the work tasks; and
- communicate professional issues and solutions to colleagues and business partners.

Competences

The student will have obtained competencies in:

- independently address complex development-oriented tasks;
- independently take part in professional and interdisciplinary cooperation in the company; and
- identify their own professional and personal goals during the internship.

The internship is concluded with an exam – see the exam catalogue.

The internship is worth 15 ECTS credits.

3.5 Rules for completion of the internship

Requirements of the parties involved

The internship company provides a contact person who must be at the student's disposal for the duration of the internship. The contact person and the student together draw up an internship agreement which states the student's tasks and assignments during his/her internship period. The tasks and assignments should meet the learning outcomes of the internship.

The internship should be planned so as to take the student's prior knowledge, training and qualifications into consideration.

The internship agreement is to be submitted to the educational institution for approval.

The student draws up a written report, stating how the learning outcomes of the internship have been met.

The educational institution has appointed a number of internship supervisors for International Hospitality Management who will be discussion partners for the students during the entire internship period, and who will also act as examiners for the internship report.

Upon completion of the internship period, both the student and the internship company will have to participate in an evaluation of the internship period. The students must participate in this evaluation in order to sit the internship project exam.

Roles and responsibilities of the parties involved

Student	Company	The individual institution
Applies for an internship	Provides a contact person for the intern	Ensures satisfactory internship settings Appoints internship supervisor
The student and internship company together draw up an internship agreement that takes the learning outcomes into account		Discusses the internship agreement with the students Approves submitted internship agreements that meet demands
The student and the internship company cooperate during the internship		
Prepares a written report that reflects on the fulfilment of the learning outcomes	The contact person and the internship supervisor support the students for the duration of the internship	
Sits the exam		Conducts the exam

3.6 Learning and teaching methods

Various learning and teaching methods are practiced, such as lectures, class teaching, guest lectures, assignment exercises, presentations (including student presentations), cases, workshops, company visits, seminars and projects as well as study visits in organizations affiliated with the study program.

The purpose of the learning and teaching methods is that, through the approaches chosen by the institution, students acquire knowledge, skills and competences within the program’s core areas, and that they apply these in accordance with the program’s learning outcomes.

4 INTERNATIONALIZATION

4.1 Study abroad

All full-time studies at EA Lillebaelt will be organized in a manner that allows students the opportunity to take at least one of the study program components abroad within the nominal length of study. The possibility of studying abroad pertaining to the International Hospitality Management program include:

- Entire 2nd Semester
- The internship

Educational elements taken abroad can be approved for credit transfer provided that they are compatible with and meet the requirements regarding contents and level stipulated in this curriculum.

Students wishing to study abroad have to apply for credit transfer before the period is initiated in due time to receive a pre-approval of credit transfer. The decision as to whether the educational elements can be approved for credit transfer rests on EA Lillebaelt's evaluation of the contents and standards offered by the educational institution or host company.

When the period abroad is completed, students who have received a pre-approval of credit transfer have to document that they have successfully completed the pre-approved educational elements. As part of the pre-approval process, students shall accept EA Lillebaelt's right to obtain information relevant to the final credit transfer following the period of study abroad. A pre-approved educational element will be regarded as successfully completed, if the student has passed the element in accordance with the regulations in effect at the hosting educational institution.

5 EXAMS

5.1 General rules

At exams at EA Lillebaelt, the following rules apply:

- The ministerial order no. 1500 of 02/12/2016 on examinations (the Examination Order)
- The ministerial order no. 262 of 20 March 2007 on the grading scale and other forms of assessment (the Grading Scale Order)

In addition, the latest version of EA Lillebaelts examination regulations

Requirements and details on the specific examinations, including examination period, form and materials, the use of aid during examination, etc., are available in the "Catalogue of examinations and other tests for International hospitality management".

5.2. The different exams

In the following an overview of exams are submitted. In the Exam Catalogue each of the exams are described into depth.

For overall rules and regulations about the exam see “rules and regulations regarding exams at EA Lillebaelt” at Fronter.

Each student must sit 3 externally assessed exams and 5 internally assessed exams.

- Economics, internally assessed exam, 7-point grading scale
- Management, internally assessed exam, 7-point grading scale
- Theory of science and methodology, internally assessed exam, 7-point grading scale
- Cultural awareness and customer relations, externally assessed exam, 7-point grading scale
- Elective educational component, internally assessed exam, 7-point grading scale
- Strategy, externally assessed exam, 7-point grading scale
- Internship, internally assessed exam, 7-point grading scale
- Final exam project, externally assessed exam, 7-point grading scale

5.3. Other requirements for completion of activities

Besides the examinations mentioned above, students are required to attend and have a number of obligatory study activities approved in order to attend the exam and continue their studies, cf. the Examination Order section 9 and section 5, subsection 2.

5.3.1 Mandatory activities: Requirements for Participation and Submissions

In order to attend the exams, students must have a number of mandatory learning activities approved. In case the mandatory learning activity is not approved, the student cannot attend the exam, which counts as an attempt at the exam. The student is automatically signed up for the re-examination; however, the student must still pass the mandatory learning activity, as it is the prerequisite for attending the exam. The mandatory learning activities vary, depending on the educational elements. Examples of mandatory learning activities include requirements for participation, presentations, assignments, etc.

5.3.1.1 The semester project

The classes in Theory of Science, Culture and Economy are focusing on a semester project. As part of a group you will identify and come with solutions to solve issues for a company or an organization.

The project ends with a presentation and the “Best in Class” presentations will present their project to the company at the location of the company. More information at Fronter.

5.3.1.2 Economics

More information at Fronter

5.4 Bachelor's degree project requirements

The objective of the bachelor's degree project is to document the students' understanding of practice as well as centrally applied theory and method in relation to a practical problem or issue based on a specific assignment within the field of the program. The problem or issue, which must be central to the study program and the profession, must be formulated by the students in the problem statement and research question, possibly in collaboration with a private or public company. The bachelor project must be interdisciplinary and must contain financial scenarios for the consequences of the suggested solutions to the problem or issue. The Lillebaelt Academy of Higher Education must approve the problem statement and research question.

The bachelor project exam is conducted as an external examination, which, together with the internship exam and other program examinations, should document that the program's learning outcomes have been achieved.

The exam is made up of a project and an oral examination. The results of the two will be combined to provide the student with a single grade. The exam will not take place until the students have passed the final internship exam as well as the other exams of the program.

Learning outcomes for the final exam project:

Knowledge

The students should have acquired knowledge about

- the general trends in the industry
- theory, methodology and practice within the international hospitality industry.

Skills

The students should be able to

- assess practice-oriented problems and issues and set up economic scenarios for the consequences of suggested solutions
- communicate professional issues and solution models to colleagues and business partners.

Competences

The students should be able to

- independently take part in interdisciplinary collaborations with colleagues and business partners;
- be part of complex development-oriented practice-based problems or issues
- develop the company and its organization based on its strategic challenges.

5.5 Bachelor report requirements

- The bachelor project may NOT exceed the maximum number of characters stipulated below.
- The number of characters is inclusive of figures and tables, etc., but exclusive of cover page, table of contents, reference list and appendices.
- Characters are including spaces.
- The project must as all other exam projects and reports be uploaded at Wiseflow
- Appendices may be enclosed to substantiate projects. However, they are not included in the assessment of the assignment, which means that lecturer and examiner are not under an obligation to read them.
- Writing and spelling skills as well as the ability to use the correct technical terms form part of the assessment (weight 10 percent).
- The exact character count MUST be printed on the cover page of the project. If the number of characters is not indicated, the assignment is rejected, and the exam may not take place until the next scheduled exam.
- The final examination project report must amount to between 75 % and 100 % of the maximum number of characters. Assignments that total less than 75 % of the number of characters laid down or which exceed the maximum, will be rejected, and the students must register for exam again.

Scope of final exam project:

Final exam project	Maximum number of characters in the exam paper, including spaces
1 student	max. 100.000 characters
2 students	max. 150.000 characters

6 OTHER RULES FOR THE PROGRAM

6.1 Credit transfer³

6.1.1. Transfer to a partner institution in Denmark

Some students have good experiences applying for the Cand. Negot. (Tourism) education in Kolding. This education is an international master degree.

Bachelors of International Hospitality Management can also apply for:

- Experience Economy at Aarhus University (M. Sc)
- Tourism at Aalborg University (M. Sc)

As a Bachelor of International Hospitality Management you must expect to do extra ECTS to be admitted to the Master of Science educations in Denmark

6.1.2. Credit transfer for educational components

It is possible to apply for credit transfer for exams based on completed and passed educational components from other programm that match up to subjects, educational components and internship components in the International Hospitality Management program.

The credit transfer application is assessed individually by the individual institution, based on a professional assessment of whether the learning outcomes of the educational component match up to the learning outcomes of the International Hospitality Management program.

6.2 Exemption

It is at any time possible to apply for exemption from the rules and provisions laid down in this Curriculum. The application must be submitted in writing in due time and will be considered individually by the individual institution.

6.3. Effective date

This national section of the curriculum, which is valid for all providers of the program, will come into force on 1st of September 2016 and will apply to all students who start on the program on 1st of September 2016 as well as for students registered in or eligible for credit transfer for this Curriculum after 1st of September 2016.

*The steering committee for the Bachelor's Degree Program in International Hospitality Management,
September 2015*

³ See section 18(2) of Programme Order.

Appendix (not part of the curriculum):

Description of expected learning outcome for graduates at bachelor level (Qualifications Framework for Lifelong Learning, level 6):

Bachelor level	
Persons who obtain degrees at this level:	
Knowledge	<ul style="list-style-type: none"> • Must have knowledge of theory, methodology and practice within a profession or one or more fields of study. • Must be able to understand and reflect on theories, methodology and practice.
Skills	<ul style="list-style-type: none"> • Must be able to apply the methodologies and tools of one or more fields of study and to apply skills related to work within the field/fields of study or a profession. • Must be able to assess theoretical and practical problems and to substantiate and select relevant solutions. • Must be able to communicate professional issues and solutions to peers and non-specialists as well as to collaboration partners and users.
Competences	<ul style="list-style-type: none"> • Must be able to handle complex and development oriented situations in study or work contexts. • Must be able to independently participate in professional and interdisciplinary collaboration with a professional approach. • Must be able to identify own learning needs and to organize own learning in different learning environments.

Source: www.ufm.dk