



# **Curriculum for the Bachelor's Degree Programme in International Hospitality Management 2014 to 2016**

## **National section**

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*Subject to errors and omissions  
EA Lillebaelt/2014 -2016*

## 1. CURRICULUM FRAMEWORK

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

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

### 1.1. Objective of the study programme

The objective of the Professional Bachelor's Degree Programme in International Hospitality Management is to qualify the graduates to independently analyse, 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 programme is designed as an independent extension (top up) of the academy profession programmes in Marketing Management and Service, Hospitality & Tourism Management. Other programmes may be given admission.

The programme 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 programme are entitled to use the title:

**Professional Bachelor in International Hospitality Management**

The Danish title is:

## **Professionsbachelor i International Hospitality Management**

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

### *Duration and maximum length of study*

The study programme is worth 90 ECTS credits. 60 ECTS credits correspond to one year's full-time studies, cf. section 9 of Ministerial Order no. 1521 of 16 December 2013 on Academy Profession Programmes and Professional Bachelor Programmes (Programme Order).

Programmes 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 programmes 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 programme, when this is founded in exceptional circumstances.

### 1.3. Effective date

This Curriculum will come into effect on 1 August 2014 and will apply to students who commence their study programme on 1 September 2014.

### 1.4. 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

2016, follow the curriculum in force in the semester in which they re-enter the programme.

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.

### 1.5. Legal framework of the curriculum

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

- Consolidating act on business academies of professional higher education
- Consolidating act on academy profession programmes and professional bachelor programmes
- Ministerial Order on academy profession programmes and professional bachelor programmes (the Programme Order)
- Ministerial Order on examinations on professionally oriented higher education programmes (the Exam Order)
- Ministerial Order on admission to and enrolment on academy profession and professional bachelor programmes (the Admission Order)
- Ministerial Order on the grading scale and other forms of assessment
- Ministerial Order on the bachelor's degree programme in International Hospitality Management

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## 2. ADMISSION TO THE STUDY PROGRAMME

### 2.1. Entry requirements

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

### 2.2. Admission requirements

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

Where the number of eligible applicants, cf. 2.1, exceeds the number of spaces available, EA LILLEBAELT 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 EA LILLEBAELT's website.

### 3. PROGRAMME CONTENTS

#### 3.1. Programme structure

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

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<sup>1</sup> Weights on the degree certificate which also stipulate the grade point average

As a prerequisite for completing the study programme, 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 programme 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.

The sum of all educational components and other study activities may not exceed the prescribed 90 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 programme's core areas are made up of compulsory educational components worth 55 ECTS and consist of the below components.

#### **Core area: Economics**

15 ECTS credits

Test of academic level – 1 ECTS

Financial management through key figures and annual report – 3 ECTS

Costs and cost-related pricing – 3 ECTS credits

Forecasting and revenue management – 4 ECTS

Budget (the three budgets) and budget control – 4 ECTS

#### **Learning outcomes:**

##### **Knowledge**

The students should have acquired knowledge about

- fundamental accounting principles, enabling students to under-



stand budgets and accounts and reflect on analysis of the corporate key figures;

- investment and financing, and the more complex issues of budgeting;
- 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 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 recognised 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;
- set up alternative proposals for investment and financing; and
- apply yield and revenue management, enabling students to give input for improving the turnover of the company on both the short and long term.

## **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 analyse the company's situation as well as make different proposals for optimising its operations based on forecasting.

## **Core area: Management**

15 ECTS credits

### **MODULE 1:**

Organisational structures – 2 ECTS

HR/competence development – 3 ECTS

Leadership – 2 ECTS

Personnel law – 3 ECTS

### **Learning outcomes:**

#### **Knowledge**

The students should have acquired knowledge about

- the significance of the various types of organisations and organisational structures for competence development and management;
- 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 labour laws, and search for relevant legal sources; and
- the legal practice of the industry as well as the use of the Working Environment Act.

#### **Skills**

The students should be able to

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

- assess and communicate practical and theoretical methods of identifying the organisation'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.

## **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.

## **MODULE 2**

Theory of science and methodology

5 ECTS credits

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 generalisation of data;
- 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; and
- structure and analyse following the principles of academic work.

## **Competences**

The students should be able to independently

- use scientific and methodological approaches in addressing practical problems and issues;
- 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; 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.

### **Core area: Strategy**

15 ECTS credits

Strategic analysis – 3 ECTS

Strategy, concept and product development – 5 ECTS

Strategic implementation and management – 7 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; and
- strategic management.

#### **Skills**

The students should be able to

- analyse 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;
- analyse the company's strategic leadership perspective; and
- 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 organisation as well as communicate the company's strategy with a view to developing the company or organisation;
- 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 operationalisation of the company's strategy in practice and relate this to the strategic management perspective.

## **Core area: Cultural awareness and customer relations**

10 ECTS credits

The concept of culture and the hospitality industry – 2 ECTS

Guest/customer behaviour – 3 ECTS

Organisational culture – 3 ECTS

Negotiation technique – 2 ECTS

## **Learning outcomes:**

### **Knowledge**

The students should have acquired knowledge about

- how the organisational context is manifested in practice in the hospitality industry. This will include specific company culture, professional culture, functional culture, and department culture;
- concepts, theories, and models for cultural understanding and

- their application within the hospitality industry; and
- communication techniques used with guests, customers, suppliers, stakeholders, etc.

## **Skills**

The students should have acquired knowledge about

- 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; and
- applying and assessing rhetorical patterns as well as verbal and non-verbal communication.

## **Competences**

The students should be able to

- carry out and apply relevant cultural analyses in relation to company development; and
- communicate and negotiate with people, companies and organisations across cultures, also while dealing with economic, managerial and legal aspects as well as ethical considerations.

### 3.3. Elective educational components

The programme's elective educational components consist of study activities worth 5 ECTS. See more in the institutional section.

### 3.4. Internship

The internship is a full-time internship with a workload of 30 hours a week, exclusive of internship project and log. 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 programme and

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

### **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 students should be able to

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

The internship is concluded with an exam.

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 in-

stitution for approval.

The student draws up a written internship 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*

<b>Student</b>	<b>Company</b>	<b>The individual institution</b>
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	May be invited for the exam	Conducts the exam

### 3.6. Learning and teaching methods

Various learning and teaching methods are practised, 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 organisations affiliated with the study programme.

The purpose, contents, etc., for the individual compulsory educational components, including profession-oriented activities, internship and the final bachelor project, are described further in section 3.2.

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 programme's core areas, and that they apply these in accordance with the programme's learning outcomes

#### 4. OVERVIEW OF EXAMS

Each student must sit three externally assessed exams and five 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

##### 4.1. 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 programme. The problem or issue, which must be central to the study programme 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. University College Northern Jutland 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 programme examinations, should document that the programme'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 programme.

### **Learning outcomes for the final exam project:**

#### **Knowledge**

The students should have acquired knowledge about

- the general trends in the industry; and
- 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; and
- 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; and
- develop the company and its organisation based on its strategic challenges.

## **4.2. Bachelor report requirements**

The final exam project may NOT exceed the maximum number of characters stipulated below.

The number of characters are inclusive of figures and tables, etc., but exclusive of cover page, table of contents, reference list and appendices.

Characters are including spaces.

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.<sup>2</sup>

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:

<b>Final exam project</b>	<b>Maximum number of characters in the exam paper, including spaces</b>
One student:	100,000 characters
Two students:	150,000 characters

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<sup>2</sup> When submitting written assignments, the students are expected to hand in an electronic version of the assignment as well. The rules on this are stipulated in the institutional section of this Curriculum.

## 5. OTHER RULES FOR THE PROGRAMME

### 5.1. Credit transfer<sup>3</sup>

#### 5.1.1 Transfer to a partner institution in Denmark

The institutions expect to establish common credit transfer agreements for the programme. However, such agreements are not available at present.

#### 5.1.2 Credit transfer for educational components

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

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 programme.

### 5.2. 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.

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<sup>3</sup> See section 18(2) of Programme Order.

### 5.3. Effective date

This national section of the curriculum, which is valid for all providers of the programme, will come into force on 1 September 2014 and will apply to all students who start on the programme on 1 September 2014 as well as for students registered in or eligible for credit transfer for this Curriculum after 1 September 2014.

*The steering committee for the Bachelor's Degree Programme in International Hospitality Management, September 2014*



## 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"> <li>• Must have knowledge of theory, methodology and practice within a profession or one or more fields of study.</li> <li>• Must be able to understand and reflect on theories, methodology and practice.</li> </ul>
Skills	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Must be able to assess theoretical and practical problems and to substantiate and select relevant solutions.</li> <li>• Must be able to communicate professional issues and solutions to peers and non-specialists as well as to collaboration partners and users.</li> </ul>
Competences	<ul style="list-style-type: none"> <li>• Must be able to handle complex and development oriented situations in study or work contexts.</li> <li>• Must be able to independently participate in professional and interdisciplinary collaboration with a professional approach.</li> <li>• Must be able to identify own learning needs and to organise own learning in different learning environments.</li> </ul>

Source: [www.ufm.dk](http://www.ufm.dk)