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Export and Technology Management 2020 Curriculum

The Bachelor's Degree Programme in Export and Technology Management
Professionsbacheloruddannelsen i Eksport og Teknologi

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This, the national part of the curriculum for the Bachelor's Degree Programme in Export and Technology Management, is issued in accordance with subsection 21(1) of the ministerial order on technical and mercantile academy profession degree programmes and bachelor's degree programmes. This curriculum is supplemented with an institutional part, provided by each individual educational institution providing the programme.

This curriculum was prepared by University College of Northern Denmark (UCN) who is the sole Danish provider of the Bachelor's Degree Programme in Export and Technology Management. The Curriculum has been approved by UCN's board of directors – or alternatively by the Rector as authorised – following consultations with the programme's education committee and with the Chairmanship of External Examiners for the study programme.

Please note that this is a translation of a Danish text. The translation is intended for information purposes only. In the event of any discrepancy between this translation and the original text, the original shall prevail.

1. The programme's goals for learning outcomes

Knowledge

The graduate should have acquired knowledge of:

- 1) practices applied within the technological and commercial subject fields in export companies
- 2) theories and methods applied in export-related parts of economics, marketing, supply chain management, law and international trade, primarily business-to business
- 3) theories and methods applied in manufacturing processes, product development and innovation, as well as the ability to reflect on them
- 4) project management skills and negotiation techniques
- 5) business culture and communication, also in language areas other than Danish
- 6) key industries in, e.g. plastics, iron and other metals, IT and electronics, furniture, foodstuffs and technology such as energy and environmental technology.

Skills

The graduate should have acquired the skills needed to:

- 7) apply methods and tools to collect and analyse information regarding companies' customer basis in the export market and use such analysis results to develop the company's export markets by adapting to customer needs
- 8) develop the export company's service organisation
- 9) communicate in English in export-related contexts
- 10) assess theoretical and practice- and export-related issues, and select solutions and actions
- 11) document, formulate and communicate technical issues and solutions to peers and customers
- 12) develop solutions in cooperation with the customer and the internal technical department.

Competencies

The graduate has acquired the skills needed to:

- 13) independently handle an industrial firm's export tasks; internally as well as abroad
- 14) handle complex, development-oriented issues in production and sales relating to foreign customers
- 15) independently cooperate with technical and commercial staff, internally and abroad
- 16) take part in managerial functions relating to company exports
- 17) demonstrate cultural insight in connection with export tasks
- 18) Identify their own learning needs and develop their own exports-related knowledge and skills.

2. Programme structure

The Curriculum for the study programme comprises two parts:

1. the national part of the Curriculum, and
2. the institutional part of the Curriculum.

The national part of this Curriculum is drawn up by UCN as the sole provider of the study programme in Denmark.

The institutional part is drawn up by the study programme at UCN and is designed with consideration for local and regional needs.

The Curriculum has been approved by UCN in accordance with all applicable regulations, including the Ministerial Order on technical and commercial academy profession degree programmes and professional bachelor's degree programmes (*Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser*).

In the event of any discrepancy between this curriculum and other regulations governing the study programme, the other regulations will take precedence.

The Bachelor's Degree Programme in Export and Technology Management requires passed educational elements equivalent to a workload of 210 ECTS. One semester of full-time study comprises profession-related core areas of study that are carried out as multidisciplinary educational elements, including an internship.

The study programme is made up of 120 ECTS credits worth of national subject elements and 40 ECTS credits worth of institutional (local) subject elements and an internship (30 ECTS credits) and the bachelor's degree project (20 ECTS).

2.1 Distribution and timing of national and local subject elements, internship and exams

All educational elements, including the final bachelor's degree project, will be assessed as indicated in the section on exams.

Semester	National subject elements	Local subject elements	ECTS	Assessment	Designation
1		Academic aptitude exam	0	Internal	
	The company and its internal systems		30	Internal	The company and its internal systems <i>(First internal exam)</i>
2	Market understanding		30	External	Market understanding <i>(First external exam)</i>
3	Market strategy		30	External	Market strategy <i>(Second external exam)</i>

4	The selling organisation		30	Internal	The selling organisation <i>(Second internal exam)</i>
5	Internship		30	Internal	Internship <i>(Third internal exam)</i>
6		Smart factory	10	Internal	Smart factory <i>(Fourth internal exam)</i>
		Digital Marketing in Industrial Application	10	Internal	Digital Marketing in industrial application <i>(Fifth internal exam)</i>
		Elective educational element	10	Internal	Elective subject element <i>(Sixth internal exam)</i>
7		Global supply chain	10	Internal	Global supply chain <i>(Seventh internal exam)</i>
	Bachelor's degree project		20	External	Bachelor's degree project <i>(Third external exam)</i>
Total ECTS credits			210		

All exams are assessed according to the 7-point grading scale. When the minimum grade of 02 is achieved, an educational element is considered passed.

National part of the Curriculum

3. National subject elements

The study programme features four national subject elements each worth 30 ECTS credits, totalling 120 ECTS credits. In addition, the national part of the Curriculum features an internship (30 ECTS credits) and a bachelor's degree project (20 ECTS). For the timing of the national subject elements, the internship and the bachelor's degree project, please see sections 2.1 and 6.

3.1 First national subject element: The company and its internal systems

3.1.1 Content

The objective of the first subject element is to ensure that the student achieves an understanding of the internal workings of the company as a basis for its business strategy.

This subject element introduces the student to internal company analyses, including the company's logistic, financial and organisational conditions. The student will also achieve knowledge of fundamental product development and innovation processes as well as materials properties and production processes. Furthermore, the student will achieve fundamental knowledge of marketing planning.

The student will acquire methodical and problem-oriented report-writing skills and will be able to identify and resolve practice-related issues. The student will also gain knowledge of quantitative and qualitative analyses.

The student will build a professionally relevant vocabulary relating to the fields of particular interest within each semester. In addition, students will achieve an insight into their own behaviour and their influence on other in business contexts.

3.1.2 Learning objectives

Knowledge

The student has acquired knowledge of:

- corporate IT systems
- corporate supply chain
- organisational structure and processes
- the theories associated with corporate business strategy
- general marketing concepts
- quantitative and qualitative methods
- basic concepts of accounting
- an understanding of creative and innovative processes
- the product development process
- design, construction and production relating to materials selection.

Skills

The students should be able to:

- identify a relevant problem based on a practical issue
- substantiate his/her choice of methods and theories
- analyse corporate key values, types of management and culture
- evaluate supply chain activities and prepare improvement proposals relating to marketing strategies
- assess theoretical and practice-related issues of marketing while showing regard for the company's strategic platform, competencies and resources
- apply methods and theories for segmentation, selection of target groups and positioning.
- evaluate the contribution margin with a view to break-even analyses and financial control
- evaluate corporate accounts with regard to profitability, earning capacity, capital adjustment, soundness, liquidity and cash flow
- evaluate activity budgets, liquidity budgets and balance budgets
- prepare hand-drawn sketches based on a variety of sketch/outlining methods
- calculate and understand methods related to statics and strength of materials
- qualify a choice of material and quality in relation to the design, construction and functionality with primary focus on wooden materials.

Competencies

The students should be able to:

- communicate professionally in the context of this semester's learning
- perform problem-orientated work
- work with relevant elements of marketing strategy
- use spreadsheets as an analysis tool for the subjects taught in the programme
- analyse a company's internal conditions, including the company's logistic, financial and organisational conditions.

3.1.3 ECTS weight

The first national subject element, The company and its internal systems, is worth 30 ECTS credits.

3.2 Second national subject element: Market understanding

3.2.1 Content

The objective of the second subject element is to ensure that the student gains an understanding of the company's markets and insight into specific market conditions that influence concept and product development in the company.

The student will be capable of analysing markets for marketing purposes. This is to include the student's achievement of an understanding of culture and cultural differences and how these influence the company's business opportunities.

The student will acquire a holistic view of the company's strategic competitive situation, its opportunities and basis for initiating international marketing activities and exploiting its product development potential.

The student will acquire skills in systematic product development including the use of CAD systems and qualifying their choice of materials. Furthermore, the student will gain project management skills.

The student will also achieve knowledge of important macroeconomic factors within a commercial context.

The student will build a professionally relevant vocabulary and develop skills for presenting messages orally and in writing.

3.2.2 Learning objectives

Knowledge

The student has acquired knowledge of:

- cultural norms and values
- interpersonal communication and personal competencies
- targeted communication
- the company's competitive opportunities
- the concept of competition
- market-related conditions that impact the company's opportunities and threats
- marketing-mix
- macro-economic conditions that affect the company's marketing situation
- the international organisations within global financing and statistical data collection
- various project types and their characteristics
- and basic understanding of product development and an understanding of user involvement in product development
- and a basic understanding of quality management and quality improvement
- problem-solving relating to the quality concept.

Skills

The students should be able to:

- identify cultural characteristics in a commercial context
- take different national cultures into account while communicating and acting
- present messages orally and in writing
- describe, analyse and assess the company's external relations as well as partner relations
- apply models and theories for segmentation, selection of target groups and positioning
- apply the concept of competition, competitor intelligence and competition benchmarking
- assess the company's strategic situation, the opportunities open to it and the basis for initiating marketing activities and exploiting product development opportunities
- assess specific market conditions affecting the company's business development
- assess, describe and analyse significant key figures of national economy with a view to market assessment, including the factors that form part of or affect the GDP, currency rates, interest rate levels, the balance of payments, inflation and unemployment rates
- apply enterprise resource planning systems (ERP) and can independently create master data
- perform market- and user-orientated product development
- use tools for systematic product development
- prepare simple constructions in CAD systems
- read and understand technical documentation
- use a 3D printer to make a simple model drawn using 3D CAD software
- apply and maintain quality concepts and quality organisation
- use and substantiate their choice of project management tools, including relevant IT systems.

Competencies

The students should be able to:

- communicate professionally in the context of this semester's learning
- identify cultural threats and opportunities in the company's markets (existing and potential)
- analyse markets and communicate relevant market information to recipients within the company
- analyse the company's competitive situation
- make competitor analysis and benchmarking
- analyse the company's marketing mix
- prepare a country-specific report on the macro-economic situation for the assessment of a specific export market
- qualify their choice of material and quality relating to design, construction and functionality with primary focus on plastics and wooden materials.

3.2.3 ECTS weight

The second national subject element, Market understanding, is worth 30 ECTS credits.

3.3 Third national subject element: Market strategy

3.3.1 Content

The objective of the third subject element is to qualify the student to manage the development of corporate market strategies.

This includes the student's understanding of cultural consideration in corporate communication. Furthermore, the student will acquire the skills needed to develop communication material that is directed towards specific target groups and cultures.

The student will achieve an understanding of the concept of quality. In addition, the student will acquire skills in the creation and development of services and the application of quality management tools and the preparation of technical documentation.

The student will also be capable of making qualified decisions, including making critical evaluations of the validity and reliability of data and information.

The student will build a professionally relevant vocabulary relating to the fields of particular interest to the profession.

3.3.2 Learning objectives

Knowledge

The student has acquired knowledge of:

- corporate communication, internal and external
- market communication and cultural factors influencing market communication
- fundamental philosophy of science and methods
- various market types and their influence on pricing
- international markets and their conditions with a view to exports
- investment analysis and forms of financing
- an understanding of services as part of the product and sales concept
- relevant tools and techniques for measuring quality, construction and production

- and an understanding of the structure of the ISO quality management system.

Skills

The students should be able to:

- work with open issues and include relevant topics in analyses and assessments
- apply qualitative and quantitative methods
- select and apply relevant scientific methods and tools
- plan the company's external communication material
- perform targeted communication
- plan and design a range of marketing initiatives, including the preparation of export strategies
- prepare business plans
- evaluate pricing in different market structures
- assess and list preconditions for an investment and make calculations to serve as the basis for an investment decision
- apply enterprise resource planning systems (ERP) and autonomously create inventory and routings
- address different project management approaches
- make relevant models and prototypes relating product development
- analyse, develop, design, assess and convey a service
- analyse and apply construction-related aspects and risks relating to design, functionality and production
- draw up technical documentation as a part of the company's production strategy
- use tolerance limits in technical product specifications
- use quality management tools and standards
- use quality improvement models within the company.

Competencies

The students should be able to:

- communicate professionally in the context of this semester's learning
- communicate professionally with customers from different cultures
- analyse customers and suppliers with a view to profit and business potential
- prepare a Go-To-Market Strategy
- use export management tools
- develop and take part in creative product development processes
- plan and implement a project in a professional context using relevant tools and methods.

3.3.3 ECTS weight

The third national subject element, Market strategy, is worth 30 ECTS credits.

3.4 Fourth national subject element: The selling organisation

3.4.1 Content

The purpose of the fourth subject element is to continue to qualify the student and, in relation to export markets, to qualify him/her to draw up plans of action for production and commercial departments.

This subject element aims to qualify the student to implement a sales/supplier-related activity. The student will learn to take a negotiating process through all its phases/stages. The student will build the competencies to analyse and prioritise customers and suppliers.

The student will gain skills to enable him/her to work with the innovation, handling a product development process and to draw up production documentation. Furthermore, the student should be able to apply the principles of quality assurance.

The student will build a professionally relevant vocabulary and develop skills for presenting messages orally and in writing.

3.4.2 Learning objectives

Knowledge

The student has acquired knowledge of:

- legal conditions governing international trade
- negotiation techniques
- and basic knowledge of Operations Management
- concepts, methods and theories of Operations Management and organisation, including the operational process and operating strategies
- theories and models about management styles
- sales management and sales models
- Finite Element Method (FEM) for the assessment of a product's solid-mechanical elasticity and strength.

Skills

The students should be able to:

- apply different negotiation techniques in a buying and selling situation
- analyse management models in relation to an issue, and substantiate and select a relevant solution model
- plan a sales/supplier visit
- analyse processes and evaluate organisational structure at all levels
- analyse an organisation using relevant Operations Management theories
- prepare plans of action for production and sales within a specific industry
- assess the choice of applicable law and choice of forum, contract law, law pertaining to the sale of goods, copyright law, product liability and marketing law in B2B contracts
- make price calculations using enterprise resource planning systems (ERP)
- use analysis tools for processing ERP data
- perform product optimisation
- take different approach to working on product development
- work with innovation and implement innovative initiatives
- using CAD systems; build and handle constructions consisting of several component parts
- identify and analyse a company's quality costs
- apply principles of LEAN and Six Sigma.

Competencies

The students should be able to:

- organise, plan and conduct a sale based on business understanding

- prepare and conduct negotiations
- take part in professional collaboration internally with superiors, staff and colleagues as well as externally with clients, suppliers and other stakeholders.
- apply methods and theories of Operations Management for the optimisation of business and operating processes
- engage in a set of activities including the development of an operating strategy; operations design; planning and managing operations as well as operations improvement
- think and act innovatively, like an entrepreneur
- produce and communicate project results in a visual form
- handle graphic tools to communicate and make presentations
- plan, carry out and evaluate a product development process.

3.4.3 ECTS weight

The fourth national subject element, The selling organisation, is worth 30 ECTS credits.

3.5 Number of exams testing the national subject elements

There are four exams testing the national subject elements. There is also one exam testing the internship and one testing the bachelor's degree project.

For an overview of all exams in the study programme, please refer to the institutional part of this Curriculum as examinations testing the national subject elements described above may be combined with examinations testing subject elements laid down in the institutional part of the curriculum.

3.6 Internship

3.6.1 Content

During the internship, the student works on issues that are relevant to the profession and lie within the core areas of the study programme. The internship is intended to ensure the practice-related development of professional and personal competencies. The student should be able to resolve practical problems and issues on a methodical basis incorporating relevant theories and models and contribute in this way to the implementation of value-generating activities within the company.

The student will be associated with one or more internship host companies over the course of the internship. The internship may form the basis of the student's bachelor's degree project.

3.6.2 Learning objectives

Knowledge

The student has acquired knowledge of:

- the industry in which the internship host is operating
- the department(s) contributions to the company's business.

Skills

The students should be able to:

- reflect on practices and compare practice and theory
- apply a versatile set of technical, creative and analytical skills associated with employment within the industry
- reflect on a company's export activities
- autonomously use collected knowledge to resolve a work-related assignment or task
- autonomously collaborate with departments across the organisation
- take part in the resolution of practical tasks within the core areas of the study programme.

Competencies

The students should be able to:

- autonomously reflect on and relate to the application of theories and methods in practice
- organise and acquire new knowledge, skills and competencies relating to the profession
- reflect on his/her personal development in relation to the company's needs.

3.6.3 ECTS weight

The internship is worth 30 ECTS credits.

3.6.4 Number of exams

The internship is finalised by way of one written exam.

3.7 Bachelor's degree project

3.7.1 Content

The learning objectives for the bachelor's degree project are identical to those of the programme's competency profile (the study programme's overall learning objectives), as stated above in section 1.

The bachelor's degree project must document the student's understanding of and ability to reflect on the practices of the profession and the use of theories and methods in relation to a practice-related problem statement. The problem statement, which must be central to the study programme and the profession, must be approved by the educational institution. The problem statement must be formulated by the student, perhaps in collaboration with a private or public undertaking.

3.7.2 The bachelor project examination

The bachelor project concludes the study programme and takes place in the final semester, once all the preceding exams have been passed.

3.7.3 ECTS weight

The bachelor's degree project is worth 20 ECTS credits.

3.7.4 Examination type

The examination will be an externally assessed exam comprising an oral and a written exam component. A combined, individual grade will be given for the written project and the oral performance according to the 7-point grading scale.

4. Credit transfer rules

In terms of ECTS credits, passed educational elements are equivalent to corresponding educational elements pursued at other educational institutions offering this study programme.

Currently, UCN is the sole provider of the Export and Technology Management Programme.

A student is obliged to inform the institution of any educational elements that were completed at another Danish or foreign higher education institution as well as any work experience that may reasonably be presumed to earn the student academic credit.

The educational institution approves credit transfer in each individual case on the basis of completed educational elements and work experience that match subject elements, educational elements or the internship of the study programme.

The decision whether to award credit transfer is based on an academic assessment.

In cases of pre-approval of study periods in Denmark or abroad, the student is obliged to document the completion of educational elements of the pre-approved study period after finishing that study period.

When applying for pre-approval, the student must consent to allow the educational institution to collect any information that may be required after the student has completed the period abroad.

On approval according to the above rules, a subject element is considered completed if it was passed in accordance with the regulations governing the study programme in question.

5. Effective date and transitional regulations

Effective date

This Curriculum comes into effect on 1 September, 2019 and will apply to students who enrolled on or after 1 September 2019. Students enrolled as of 1 September 2018 will transfer to this Curriculum on 1 September 2019.

Students enrolled before 1 September 2018 will continue their studies under the curriculum (and any subsequent revisions), under which they originally enrolled. Their studies must, however, be completed not later than 30 August 2021, after which date students will transfer to individual curricula. Exams commenced before 30 August 2021 must be completed in accordance with the curriculum to which they belong.

Institutional curriculum

6. Distribution and timing of national and local subject elements, internship and exams

All educational elements, including the final bachelor's degree project, will be assessed as indicated in the section on exams.

Semester	National subject elements	Local subject elements	ECTS	Assessment	Exam designation
1		Academic aptitude exam	0	Internal	
	The company and its internal systems		30	Internal	The company and its internal systems <i>(First internal exam)</i>
2	Market understanding		30	External	Market understanding <i>(First external exam)</i>
3	Market strategy		30	External	Market strategy <i>(Second external exam)</i>
4	The selling organisation		30	Internal	The selling organisation <i>(Second internal exam)</i>
5	Internship		30	Internal	Internship <i>(Third internal exam)</i>
6		Smart factory	10	Internal	Smart factory <i>(Fourth internal exam)</i>
		Digital Marketing in Industrial Application	10	Internal	Digital Marketing in industrial application <i>(Fifth internal exam)</i>
		Elective educational element	10	Internal	Elective subject element <i>(Sixth internal exam)</i>
7		Global supply chain	10	Internal	Global supply chain <i>(Seventh internal exam)</i>

	Bachelor's degree project		20	External	Bachelor's degree project (Third external exam)
Total ECTS credits			210		

All exams are assessed according to the 7-point grading scale. When the minimum grade of 02 is achieved, an educational element is considered passed.

7. Local subject elements, including the elective educational element

The programme features 40 ECTS credits worth of local elective subject elements, of which 10 ECTS make up the elective educational element. For the timing of the local educational elements, please see section 2.1.

7.1 First local subject element: Smart factory

7.1.1 Content

The objective of this subject element is to develop knowledge, skills and competencies that enable the student to navigate technologies and elements relating to Industry 4.0. The subject element focuses on building skills and competencies in four specific elements. *Big Data, Additive Manufacturing, Autonomous robots, and Horizontal & vertical integration.*

The student will become qualified to analyse Big Data with a view to producing relevant strategic data used for making better decisions, faster. Furthermore, the student should acquire skills relating to using Business Intelligence tools for presenting and communicating dynamic data from central data sources, such as log files, ERP and CRM.

The student will build the skills needed to collaborate with industrial and manufacturing companies on the application of Additive Manufacturing in the context of specific product development work. Similarly, the student will achieve the competencies needed to assess the suitability of Additive Manufacturing related to the digitalisation of production processes.

Through project work, the student will achieve knowledge of the practical application of robots controlled by Artificial Intelligence (AI).

The student will achieve a basic understanding of the fact that the implementation of new digital services, products and processes requires a company to make changes within the organisation, including changes in supply chain management.

The student will also achieve skills in working with new business models that may help to ensure that the company retains or expands its competitive advantages through the implementation of new technologies and digital tools.

7.1.2 Learning objectives

Knowledge

The student has acquired knowledge of:

- the fact that the company's supply chain management requirements will change
- the implementation of new digital services, products and processes
- integration between the digital universe and physical production
- the company's competitive opportunities
- the fact that organisational changes entail new work processes that in turn require changes in human behaviour, new competencies and new interdisciplinary collaborative processes
- methods for the systematic collection of process data based on log files and data extractions from ERP systems
- how autonomous robots work in practice.

Skills

The students should be able to:

- Prepare a Big-Data data analysis to produce strategic data that creates increased value for the company, its customers and business partners
- use Business Intelligence (BI) tools to communicate and present strategic data
- use analyses to prepare a basis for decision-making processes that will lead to faster, and more well-informed decision-making processes
- create new business models and help to retain competitive advantages by investigating issues and proposing suggestions for the implementation of new technologies and digital tools
- collaborate with industrial and manufacturing companies on the application of Additive Manufacturing in the context of specific product development work.

Competencies

The students should be able to:

- assess a company's strategic situation
- assess companies' digital readiness in relation to the introduction of Industry 4.0
- assess a company's organisation and its influence on company activities
- assess the suitability of Additive Manufacturing in the context of production process digitalisation
- autonomously acquire new knowledge within the core area as well as and use and reflect on it.

7.1.3 ECTS weight

The first local subject element, Smart factory, is worth 10 ECTS credits.

7.2 Second local subject element: Digital Marketing in Industrial Application

7.2.1 Content

The purpose of the Digital marketing subject element is to provide students the competencies to analyse, develop and independently prepare and plan a strategy for digital activities in an industrial company from an international perspective with a view to marketing its products.

7.2.2 Learning objectives

Knowledge

The student has acquired knowledge of:

- the theories and methods applied in relation to the concept of e-commerce as well as related practices
- national and international e-commerce strategies, and their integration and interrelations with the company's overall business strategy
- the theories and methods applied in the context of different types of analyses of e-commerce solutions and technology requirements
- key digital marketing concepts and the typical role of the marketing function in relation to the company's digital marketing efforts.

Skills

The students should be able to:

- use key methods and tools to analyse digital marketing trends, theory and practises
- assess and communicate pre-existing e-commerce concepts, and propose new e-commerce concepts
- prepare national and international digital marketing strategies
- identify legal regulations relevant to e-commerce
- use digital marketing concepts, terminology, models and theories with a view to assessing the potential for marketing the company's services and products online
- set targets and assess key areas for the company's digital strategy
- apply web statistics and process data to identify the consequences of marketing efforts.

Competencies

The students should be able to:

- Collaborate with others across the organisation in relation the implementation of the company's digital marketing strategy
- autonomously analyse, plan and perform digital marketing assignments
- manage digital strategy development based on the company's situation and involving relevant stakeholders
- use web statistics and user tests to plan and optimise digital marketing efforts.

7.2.3 ECTS weight

The second local subject element, Digital marketing in Industrial Application, is worth 10 ECTS credits.

7.3 Third local subject element: Elective educational element

The programme features 10 ECTS credits worth of local subject elements organised as elective educational elements (electives) in semester six. Each student is free to choose their elective educational element.

All elective educational elements are delivered in English to Danish as well as international students.

Each elective educational element will only run if a sufficient number of students sign up for it. The following elective educational elements are offered:

- Academic Management
- Strategic Management
- Technological Management

- Change Management
- Travel Abroad

7.3.1 Content

Academic Management 10 ECTS:

This elective element is concerned with understating, choosing and applying appropriate research design to undertake solution-oriented investigations in real-life business settings. Furthermore, this element will focus on how to research the topic under investigation and communicate the solutions and results of this investigation at the professional and the academic level.

Strategic Management 10 ECTS:

This elective element is concerned with empowering the student to analyse the actual situation strategy-wise of a company, understand which differences create positive and negative results, develop new sustainable strategies and create a plan for implementation of the changes. In addition, the element aims to strengthen the student's competencies to create new business models based on the new and future technology and way of the future way of living.

Technological Management 10 ECTS:

This elective element is concerned with empowering the student to develop strategies and approaches that enhance an organisation's ability to search, select, execute and capture benefits consisting of knowledge about technological opportunities and long-term trends. In addition, the element aims to strengthen the particular competencies that lead to innovative products/service technologies, production technologies as well as process technologies.

Change Management 10 ECTS:

This elective element is concerned with understating, selecting and applying tools and methods for managing change professionally in practice-oriented situations. Students focus on understanding and facilitating change processes, using tools and methods for management in a professional context.

Travel Abroad 10 ECTS:

This elective element is based on a study trip to an educational institution outside Denmark. Students focus on intercultural and inter-disciplinary collaborations, and the element will cover all three core areas of study of the programme. The outcome is practice-oriented solutions for industrial applications.

7.3.2 Learning objectives

Academic Management:

Knowledge:

The student has acquired knowledge of:

- a variety of research methodology approaches which could be applied in solving a practical issue or problem.
- literature analysis and how to use peer-reviewed literature to convey an argument and provide evidence.
- qualitative research methodologies, methods, and techniques, useful in practice-oriented research.
- quantitative research methodologies, methods, and techniques useful in practice-oriented research.
- various aspects of writing and preparing presentations for conveying the results of your investigation.

Skills:

The students should be able to:

- select the most appropriate practice-oriented research design, methods, and techniques to answer/find a solution for the given research question/problem statement in business /industrial settings.
- apply and critically evaluate the chosen research design, methods, and techniques.
- disseminate practice-oriented issues, solutions, and managerial implications verbally and in writing, at an adequate academic level, to participants, customers, partners, and users.

Competencies:

The students should be able to:

- conducting practice-oriented research while applying various research methodologies, methods, and techniques.
- critically assessing the chosen research design in terms of research quality.
- critically assessing results and solutions in terms of their practical implications.
- professionally communicating practice-oriented issues, solutions, and managerial implications verbally and in writing to participants, customers, partners, and users.

Strategic Management:**Knowledge:**

The student has acquired knowledge of:

- existing tools and the use of strategy analysis.
- central methodologies in managing organisational changes.
- operations management and HR perspectives.
- key tools in identifying, attracting, systematising and adding to knowledge of innovation and technology.

Skills:

The students should be able to:

- describe, compare and reflect on the main characteristics of strategic and leadership paradigms and methods.
- argue for the relevance of a strategic design and leadership approach in business development.
- describe and discuss different business strategy designs as to their applicability in creating business development.
- formulate and analyse problems using various strategy and leadership models and techniques.
- analyse problems and apply models, methods, and techniques in solving business development challenges in various organisational and geographical contexts.

Competencies:

The students should be able to:

- navigating the innovation system of the enterprise.
- acquiring a relevant meta-level.
- utilising a portfolio perspective on prospective as well as current and core technologies in terms of drivers, knowledge, and roadmaps.

Technological Management:**Knowledge:**

The student has acquired knowledge of:

- central and recent scientific theories of management of technology.
- key drivers of innovation and technological change at the strategic level.
- central methodologies in organising technological change.
- operations management perspectives.
- key tools in identifying, attracting, systematising and adding to knowledge of innovation and technology.

Skills:

The students should be able to:

- develop strategic models for the technological development of the enterprise.
- understand driving factors for future technological change at different levels.
- understand the rationales for adherence between internal and external factors in technological change and the opportunities within the technology portfolio of the enterprise.
- develop management frameworks supporting technology-driven business transitions.

Competencies:

The students should be able to:

- navigate the innovation system of the enterprise.
- utilise a portfolio perspective on prospective as well as current and core technologies in terms of drivers, knowledge, and roadmaps.

Change Management:**Knowledge:**

The student has acquired knowledge of:

- methods for change management
- and an understanding of practices, key applied theories, and methodologies relating to different change management perspectives.

Skills:

The students should be able to:

- choose and apply key methods and tools of the subject area.
- evaluate key methods and tools for managing organisational change.
- disseminate practice-oriented issues and possible solutions to an organisational change to all parties concerned.

Competencies:

The students should be able to:

- take a professional approach to participation in academic and interdisciplinary collaborations on change management.
- manage change-oriented challenges in relation to decision-making in a structured context, acquire new knowledge, skills, and competencies relating to change management.

Travel abroad:**Knowledge:**

The student has acquired knowledge of:

- different cultures and work methods.
- cross-cultural teamworking.
- interdisciplinary teamworking.

Skills:

The students should be able to:

- solve practice-oriented, interdisciplinary problems in a cross-cultural team and environment.
- choose and apply key methods and tools of the subject area.
- evaluate key methods and tools for the given interdisciplinary project.

Competencies:

The students should be able to:

- take a professional approach to participating in cross-cultural and interdisciplinary collaboration.
- reflect on the consequences of working at interdisciplinary problems in a cross-cultural team and environment.
- acquire new knowledge, skills, and competencies in relation to the subject area and within a structured context.

7.3.3 ECTS weight

The third local subject element, elective educational element worth 10 ECTS credits.

7.4 Fourth local subject element: Global supply chain

7.4.1 Content

The student will acquire knowledge of global supply chain theories and methods, as well as a number of models that can be used in the contexts of corporate design as well as management of production systems and supply chains. The student will furthermore acquire practical knowledge of how models, theories and methods can be applied in specific corporate contexts.

The student will achieve the competencies needed to prepare global supply chain strategies and a basis for making strategic decisions about the global supply chain.

7.4.2 Learning objectives

Knowledge

The student has acquired knowledge of:

- the theories and methods applied in relation to the concept of e-commerce as well as related practices
- models, methods and tools for global supply chain operational and performance management
- global supply chain integration, purchasing and outsourcing, and strategic alliances
- various types of demand and sales forecast analyses
- searching for and selecting suppliers
- buyer-supplier relationships
- calculating net purchase prices and long-term costs (TCA and TCO)
- the use of IT in the purchasing process, including knowledge of specific tools.

Skills

The students should be able to:

- apply the subject's scientific theories, models and methods for analysing complex problems in the context of the design and management of corporate production systems and supply chains
- use basic concepts, terminology, methods and tools for supply chain design and management
- motivate and select relevant analyses and solutions to problems within the subject area, including presenting and assessing the resulting solutions proposals
- make qualified choices between different types of methods and analyses used to calculate demand and forecast sales
- assess the theoretical and practical problems associated with managerial deliberations about the design and management of the company's internal and external supply chains
- discuss strategic decisions and criteria for the design of cross-border value chains and networks
- assess the application of typical supply chains, strategic choices and concepts on cross-border activities
- make ongoing performance assessments of selected suppliers
- develop global supply chain strategies for specific nations/regions and reflect on how the global supply chains of tomorrow should be managed.

Competencies

The students should be able to:

- identify, analyse and produce proposals for resolving complex global supply chain problems using the theories, methods and models of the trade.
- autonomously take part in professional collaboration with peers and other employees of the company and with external partners.
- plan the implementation of purchases using relevant tools, theories and methods.
- assess suppliers and their performance with a view to optimising purchases and the purchasing process.

7.4.3 ECTS weight

The fourth local subject element, Global supply chain, is worth 10 ECTS credits.

8. Overview of the programmes' exams

Overview of all study programme exams and their order. Information about the time and venue for each exam can be found on UCN's intranet.

Scheduled time	Subject element	Internal/external assessment	Assessment	ECTS	Exam description
Semester 1	Academic aptitude exam	Internal	Approved / Not approved	0	See section 10.1
	The company and its internal systems	Internal	7-point grading scale	30	See section 10.2
Semester 2	Market understanding	External	7-point grading scale	30	See section 11.1
Semester 3	Market strategy	External	7-point grading scale	30	See section 12.1
Semester 4	The selling organisation	Internal	7-point grading scale	30	See section 13.1
Semester 5	Internship	Internal	7-point grading scale	30	See section 14.1
Semester 6	Smart factory	Internal	7-point grading scale	10	See section 15.1
	Digital marketing in industrial application	Internal	7-point grading scale	10	See section 15.2
	Elective educational element	Internal	7-point grading scale	10	See section 15.3
Semester 7	Global supply chain	Internal	7-point grading scale	10	See section 16.1
	Bachelor's degree project	External	7-point grading scale	20	See section 16.2
Total				210	

9. Framework and criteria for study programme exams

The following describes the framework and criteria for all study programme examinations.

The curriculum deals with two types of exams:

- internally assessed exams; assessed by one or more internal lecturers.
- externally assessed exams; assessed by one or more internal lecturers and one or more appointed external examiners.

9.1 Automatic registration for all exams

A subject element is finalised by an exam that takes place immediately after the end of the element. When a student commences a subject element, the student will automatically be registered for the ordinary exam for that subject element.

A student cannot withdraw from any study programme exams.

If an exam was not passed, the student will continue to be registered for that particular exam and must attend a resit. The student will have three attempts at passing an exam, with the exception of the academic aptitude examination, which the student will have two attempts at passing. If the exam is not passed after the assigned number of attempts, the student's enrolment on the programme will be terminated.

If a student is on leave of absence, they will not automatically be registered for exams for that particular semester. After the end of the student's leave of absence, s/he will automatically be registered for the exams that finalise the semester s/he commences upon his/her return. It is the student's responsibility to stay informed of the time and venue for exams, which will be stated on the intranet.

Please see the current Examination regulations for UCN's undergraduate programmes, which are available on UCN's website.

10. Exams in semester 1

10.1 Academic aptitude exam

10.1.1 Exam procedure

The exam is an individual, internally assessed exam based on study start activities.

10.1.2 Content and formal requirements

The examination is based on teaching and learning activities completed between study start and the date of the examination. The exam aims to determine whether the student has in fact begun his/her studies.

In writing, the student must answer a number of questions about the activities that took place in the stated period.

The examination will take as its starting point the student's knowledge of UCN's basis for learning, the administration of the study programme as well as student rights and obligations.

10.1.3 Scheduled time

The academic aptitude examination will take place no later than two months after the start of the study programme.

If a student does not pass the exam on the second attempt, the student's enrolment in the study programme will be terminated. The student will have two exam attempts.

In cases of illness, maternity/paternity leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

10.1.4 Resit exam

If a student does not pass the academic aptitude examination, the student will be offered a resit. The resit exam type will be the same as the ordinary exam.

A resit exam will be held not later than three months after study programme start.

10.1.5 Examination language

The examination language is English.

10.1.6 Exam aids

All aids are permitted.

10.1.7 Assessment criteria

A student passes or fails the exam on the basis of an assessment of his/her answer paper, which must correspond to the description in "Contents and formal requirements" above.

If the student fails the exam, s/he will have an opportunity to resit the exam. This means that a student has a total of two attempts to pass the exam.

10.1.8 Failing the exam

If the student does not pass the exam at the resit, his/her enrolment in the study programme will be terminated in accordance with stipulations on termination of enrolment due to failing the first-year exam in the Ministerial Order on admission to academy profession degree programmes and professional bachelor's degree programmes and the Ministerial Order on examinations.

10.1.9 Complaints

The academic aptitude examination is not subject to the complaints regulations stipulated in subsection 10(2) of the Ministerial Order on examinations. This means that a student cannot lodge complaints about any of the following:

1. The basis for examination, including exam questions, assignments or similar
- 2 The conduct of the examination or
- 3 The assessment.

10.2 The exam testing the first national subject element “The company and its internal systems”

10.2.1 Examination prerequisites

Students must meet the following requirements to sit the exam:

- Conformity with the compulsory attendance requirement under Prerequisite no. 1.

Five-day compulsory attendance under Prerequisite no. 1. If a student does not attend, the student must prepare an individual make-up assignment (a maximum of 10 standard pages, each 2,400 characters in length inclusive of spaces, references, models and images but exclusive of cover page, table of contents, reference list and appendices). The dates for the five days that have compulsory attendance will be indicated in the semester plan, which will be handed out on semester start.

If a student does not meet the examination prerequisites, the student will have used an exam attempt and will then have two exam attempts remaining to pass the exam.

10.2.2 Formal requirements to the written exam component

The following formal requirements to the written project must be met:

- front page with title/project name, name of study programme, name(s) of project participant(s)
- title page
- table of contents
- executive summary in English
- reference list (including all sources that are referred to in the project).

The length of the project must be 20–25 standard pages. One standard page is 2,400 characters including spaces, references, models and images, but excluding the cover page, table of contents, executive summary in English, reference list and appendices. Appendices are not assessed.

The project report must conform with the Export and technology management programme's current project writing manual, which can be found on UCN's intranet.

If a student does not meet all formal requirements to the exam, or if s/he submits the project late, the written project will be rejected, and the student will have used one examination attempt.

10.2.3 Exam procedure

The exam is an individual, internally assessed oral group exam based on a written group project. The exam is assessed and graded according to the 7-point grading scale.

A project group may have no more than six members. There is no option for an individual exam.

The student(s) will be given a case description to act as the starting point for the written group project and the oral exam.

The length of the oral exam component will be 10 minutes per student plus 15 minutes for a presentation and 5 minutes for deliberations.

The written project and the oral performance are assessed as a whole, leading to a single, individual grade.

10.2.4 ECTS credits

The exam is worth 30 ECTS credits.

10.2.5 Assessment criteria

The assessment criteria for the exam are the learning objectives for the first national subject element: The company and its internal systems.

The learning objectives are described in section 3.1 of the national part of the Curriculum.

10.2.6 Scheduled time

The exam will take place at the end of semester 1.

Further information about the time and exam venue as well as handout of the exam paper and information about submission of the written exam component can be found on UCN's intranet.

In cases of illness, maternity/paternity leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

10.2.7 Examination language

The examination language is English.

10.2.8 Exam aids

All aids are permitted. No aids are permitted in the oral part of the examination.

11. Exams in semester 2

11.1 The exam testing the second national subject element “Market understanding”

11.1.1 Examination prerequisites

Students must meet the following requirements to sit the exam:

- Conformity with the compulsory attendance requirement under Prerequisite no. 2.

Five-day compulsory attendance under Prerequisite no. 2. If a student does not attend, the student must prepare an individual make-up assignment (a maximum of 10 standard pages, each 2,400 characters in length inclusive of spaces, references, models and images but exclusive of cover page, table of contents, reference list and appendices). The dates for the five days that have compulsory attendance will be indicated in the semester plan, which will be handed out on semester start.

If a student does not meet the examination prerequisites, the student will have used an exam attempt and will then have two exam attempts remaining to pass the exam.

11.1.2 Formal requirements to the written exam component

The following formal requirements to the written project must be met:

- front page with title/project name, name of study programme, name(s) of project participant(s)
- title page
- Contents
- executive summary in English
- reference list (including all sources that are referred to in the project).

The length of the project must be 20–25 standard pages. One standard page is 2,400 characters including spaces, references, models and images, but excluding the cover page, table of contents, executive summary in English, reference list and appendices. Appendices are not assessed.

The project report must conform with the Export and technology management programme's current project writing manual, which can be found on UCN's intranet.

If a student does not meet all formal requirements to the exam, or if s/he submits the project late, the written project will be rejected, and the student will have used one examination attempt.

11.1.3 Exam procedure

The exam is an individually and externally assessed exam and is a combined written and oral group exam based on a written group project. The exam is assessed and graded according to the 7-point grading scale.

A project group may have no more than six members. There is no option for an individual exam.

The students will be given a case study to form the starting point for their written group project and the oral exam.

The length of the oral exam component will be 10 minutes per student plus 15 minutes for a presentation and 5 minutes for deliberations.

The written project and the oral performance are assessed as a whole, leading to a single, individual grade.

11.1.4 ECTS credits

The exam is worth 30 ECTS credits.

11.1.5 Assessment criteria

The assessment criteria for the exam are the learning objectives for the second national subject element: Market understanding.

The learning objectives are described in the national part of the Curriculum, section 3.2.

11.1.6 Scheduled time

The exam will take place at the end of semester 2.

Further information about the time and exam venue as well as handout of the case description and information about submission of the written exam component can be found on UCN's intranet.

In cases of illness, leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

11.1.7 Examination language

The examination language is English.

11.1.8 Exam aids

All aids are permitted. No aids are permitted in the oral part of the examination.

12. Exams in semester 3

12.1 The exam testing the third national subject element "Market strategy"

12.1.1 Examination prerequisites

Students must meet the following requirements to sit the exam:

- Conformity with the compulsory attendance requirement under Prerequisite no. 3.

Five-day compulsory attendance under Prerequisite no. 3. If a student does not attend, the student must prepare an individual make-up assignment (a maximum of 10 standard pages, each 2,400 characters in length inclusive of spaces, references, models and images but exclusive of cover page, table of contents, reference list and appendices). The dates for the five days that have compulsory attendance will be indicated in the semester plan, which will be handed out on semester start.

If a student does not meet the examination prerequisites, the student will have used an exam attempt and will then have two exam attempts remaining to pass the exam.

12.1.2 Formal requirements to the written exam component

The following formal requirements to the written project must be met:

- front page with title/project name, name of study programme, name(s) of project participant(s)
- title page
- Contents
- executive summary in English
- reference list (including all sources that are referred to in the project).

The length of the project must be 20–25 standard pages. One standard page is 2,400 characters including spaces, references, models and images, but excluding the cover page, table of contents, executive summary in English, reference list and appendices. Appendices are not assessed.

The project report must conform with the Export and technology management programme's current project writing manual, which can be found on UCN's intranet.

If a student does not meet all formal requirements to the exam, or if s/he submits the project late, the written project will be rejected, and the student will have used one examination attempt.

12.1.3 Exam procedure

The exam is an individual, externally assessed oral group exam based on a written group project. The exam is assessed and graded according to the 7-point grading scale.

A project group may have no more than six members. There is no option for an individual exam.

The students will be given a case study to form the starting point for their written group project and the oral exam.

The length of the oral exam component will be 10 minutes per student plus 15 minutes for a presentation and 5 minutes for deliberations.

The written and oral performances are assessed as a whole, leading to a single, individual grade.

12.1.4 ECTS credits

The exam is worth 30 ECTS credits.

12.1.5 Assessment criteria

The assessment criteria for the exam are the learning objectives for the third national subject element: Market strategy

The learning objectives are described in the national part of the Curriculum, section 3.3.

12.1.6 Scheduled time

The exam will take place at the end of semester 3.

Further information about the time and exam venue as well as handout of the exam paper and information about the submission of the written exam component can be found on UCN's intranet.

In cases of illness, maternity/paternity leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

12.1.7 Examination language

The examination language is English.

12.1.8 Exam aids

All aids are permitted. No aids are permitted in the oral part of the examination.

13. Exams in semester 4

13.1 The exam testing the fourth national subject element "The selling organisation"

13.1.1 Examination prerequisites

Students must meet the following requirements to sit the exam:

- Conformity with the compulsory attendance requirement under Prerequisite no. 4.

Five-day compulsory attendance under Prerequisite no. 4. If a student does not attend, the student must prepare an individual make-up assignment (a maximum of 10 standard pages, each 2,400 characters in length inclusive of spaces, references, models and images but exclusive of cover page, table of contents, reference list and appendices). The dates for the five days that have compulsory attendance will be indicated in the semester plan, which will be handed out on semester start.

If a student does not meet the examination prerequisites, the student will have used an exam attempt and will then have two exam attempts remaining to pass the exam.

13.1.2 Formal requirements to the written exam component

The following formal requirements to the written exam component must be met:

- front page with title/project name, name of study programme, name(s) of project participant(s)
- title page
- table of contents
- reference list (including all sources that are referred to in the project).

The length of the project must be 8-10 standard pages. One standard page is 2,400 characters including spaces, references, models and images, but excluding the cover page, table of contents, reference list and appendices. Appendices are not assessed.

If a student does not meet all formal requirements to the exam, or if s/he submits the answer paper late, the written project will be rejected, and the student will have used one examination attempt.

13.1.3 Exam procedure

The exam is an individual, internally assessed, written exam. The exam is assessed and graded according to the 7-point grading scale.

The exam is a 48-hour, take-home assignment to be answered individually based on a case study. The student has 48 hours to complete the assignment.

13.1.4 ECTS credits

The exam is worth 30 ECTS credits.

13.1.5 Assessment criteria

The assessment criteria for the exam are the learning objectives for the fourth national subject element: The selling organisation.

The learning objectives are described in the national part of the Curriculum, section 3.4.

13.1.6 Scheduled time

The exam will take place at the end of semester 4.

Further information about the time and exam venue as well as handout of the case description and information about the submission of the written exam component can be found on UCN's intranet.

In cases of illness, maternity/paternity leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

13.1.7 Examination language

The examination language is English.

13.1.8 Exam aids

All aids are permitted.

14. Exams in semester 5

14.1 Internship

14.1.1 Internship requirements and expectations

During the internship, the student will work on problems that are relevant to the profession while acquiring knowledge of relevant work functions. The relationship between theoretical studies and the internship will be the starting point for the student's learning objectives for the internship.

Based on the internship's learning objectives (see the national part of the Curriculum), the student and the supervisor/contact person will collaborate on defining specific goals for the student's internship.

The learning objectives must be made in writing and saved in the student's internship portal. These objectives will then guide the planning of the student's work during the internship, including the preparation of the internship report.

The internship compares to a full-time job with the same requirements in terms of number of working hours, effort, commitment and flexibility that a graduate can expect to meet in their first job.

The internship may be organised in a flexible and personalised manner and may form the basis of the bachelor's degree project.

14.1.2 Examination prerequisites

Students must meet the following requirements to sit the exam:

- the length of the internship must be at least 20 weeks in total.
- logbook of weekly reflections
- mid-way meeting initiated by the student

The student must make a log entry in the Internship Portal each week describing the student's work-related tasks, activities and reflections for that week.

The log must relate to practice and contain a brief but accurate description of the subjects and problems dealt with during the internship. The student must reflect on his/her practical work on these subjects and problems and incorporate theory learnt in class as well as reflections on his/her professional development over the course of the internship.

If a student does not meet the examination prerequisites, the student will have used an exam attempt and will then have two exam attempts remaining to pass the exam.

14.1.3 Formal requirements for the written internship report

The following formal requirements to the written internship report must be met:

- front page with title/project name, name of study programme, name of the project participant
- title page
- table of contents
- reference list (including all sources referenced in the project)

The internship report must be 8–10 standard pages in length. One standard page is 2,400 characters including spaces, references, models and images, but excluding the cover page, table of contents, executive summary in English, reference list and appendices. Appendices are not assessed.

The internship report must be prepared and written individually.

If a student does not meet all formal requirements to the exam, or if s/he submits the written project late, the written project will be rejected, and the student will have used one examination attempt.

14.1.4 Exam procedure

The exam is an individual, internally assessed written exam. The exam is assessed and graded according to the 7-point grading scale. The individual internship report will be assessed as a whole, leading to an overall grade.

The written report must contain:

- an introduction and presentation of the internship host company
- a presentation of the company's business model
- theoretical reflections on the methods and theories used during the internship, based on the internship logbook
- reflections on the achievement of the learning objectives cf. the learning objectives for the internship.
- conclusion to the internship.

14.1.5 ECTS credits

The exam is worth 30 ECTS credits.

14.1.6 Assessment criteria

The assessment criteria for the exam are the learning objectives for the national subject element: Internship

The learning objectives are described in the national part of the Curriculum, section 3.6.

14.1.7 Scheduled time

The exam will take place at the end of semester 5.

Further information about the time and exam venue as well as handout of the case description and information about submission of the written exam component can be found on UCN's intranet.

In cases of illness, maternity/paternity leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

14.1.8 Examination language

The examination language is English.

14.1.9 Exam aids

All aids are permitted.

15. Exams in semester 6

15.1 The exam testing the first local subject element: Smart factory

15.1.1 Exam procedure

The exam is an individually and internally assessed oral group exam based on a 72-hour case-study assignment. The oral exam will open with a presentation which must be handed in no later than 72 hours after the students received the exam assignment. The length of the oral exam component will be 10 minutes per student plus 15 minutes for the presentation and 5 minutes for deliberations.

The exam is assessed and graded according to the 7-point grading scale.

A project group may have no more than six members. There is no option for an individual exam.

The oral exam performance will be assessed and lead to an individual grade.

15.1.2 ECTS credits

The exam is worth 10 ECTS credits.

15.1.3 Assessment criteria

The assessment criteria for the exam are the learning objectives for the first local subject element: Smart factory

The learning objectives are described in the institutional part of the Curriculum, section 7.1.

15.1.4 Scheduled time

The exam will take place in semester 6.

Further information about time and exam venue as well as hand out of the case study can be found on the intranet.

In cases of illness, maternity/paternity leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

15.1.5 Examination language

The exam language is English.

15.1.6 Exam aids

All aids are permitted. No aids are permitted in the oral part of the examination.

15.2 The exam testing the second local subject element: E-commerce and digital marketing

15.2.1 Exam procedure

The exam is an individually- and internally-assessed oral group exam based on a group project. The exam is assessed and graded according to the 7-point grading scale.

The maximum allowed length of the written group project is 6–10 standard pages. One standard page equals 2,400 characters. The length of the oral exam component will be 10 minutes per student plus 15 minutes for the presentation and 5 minutes for deliberations.

A project group may have no more than six members. There is no option for an individual exam.

The written project and the oral performance are assessed as a whole, leading to a single, individual grade.

15.2.2 ECTS credits

The exam is worth 10 ECTS credits.

15.2.3 Assessment criteria

The assessment criteria for the exam are the learning objectives for the second local subject element: E-commerce and digital marketing.

The learning objectives are described in the institutional part of the Curriculum, section 7.2.

15.2.4 Scheduled time

The exam will take place in semester 6.

Further information about the time and exam venue as well as handout of the case description and information about submission of the written exam component can be found on UCN's intranet.

In cases of illness, maternity/paternity leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

15.2.5 Examination language

The exam language is English.

15.2.6 Exam aids

All aids are permitted. No aids are permitted in the oral part of the examination.

15.3 The exam testing the third local subject element: Elective educational element

The following elective educational elements are offered:

- Academic Management
- Strategic Management
- Technological Management
- Change Management
- Travel abroad

15.3.1 Exam procedure

Academic Management

The exam is an individually, internally assessed written assignment. The assignment is an individual assignment based on a company and research topic of the student's own choice.

The length of the written assignment must be a minimum of 8 and a maximum of 10 standard pages. One standard page is 2,400 characters including spaces, references, models, and images, but excluding the cover page, table of contents, reference list, and appendices. Appendices are not assessed.

The exam is assessed and graded according to the 7-point grading scale

Strategic Management

The exam is an individually, internally assessed written assignment. The assignment is an individual 24-hour take-home assignment based on a company of the student's own choice. The student has 24 hours to complete the assignment.

The length of the written assignment must be a minimum of 6 and a maximum of 8 standard pages. One standard page is 2,400 characters including spaces, references, models, and images, but excluding the cover page, table of contents, reference list, and appendices. Appendices are not assessed.

The exam is assessed and graded according to the 7-point grading scale

Technological Management

The exam is an individually, internally assessed written assignment. The assignment is an individual 24-hour take-home assignment based on a company of the student's own choice. The student has 24 hours to complete the assignment.

The length of the written assignment must be a minimum of 6 and a maximum of 8 standard pages. One standard page is 2,400 characters including spaces, references, models, and images, but excluding the cover page, table of contents, reference list, and appendices. Appendices are not assessed.

The exam is assessed and graded according to the 7-point grading scale

Change Management

The exam consists partly of one continuous assessment activity and partly of one individually- and internally-assessed written exam.

The continuous assessment activity

The continuous assessment activity is a presentation of arguments and solutions to a given case-problem.

The students have one attempt to complete the continuous assessment activity. With undocumented absence for the presentation the students will get the grade of -3 (a fail). If the students document their absence, a new presentation will be arranged.

The written assignment

The written assignment is an individual 24-hour take-home assignment based on a case study. The student has 24 hours to complete the assignment.

The length of the written assignment must be a maximum of 5 standard pages. One standard page is 2,400 characters including spaces, references, models, and images, but excluding the cover page, table of contents, reference list, and appendices. Appendices are not assessed.

If the written assignment is not handed in, the student will lose an exam attempt.

Grading

An overall grade will be given where the continuous assessment activity is weighted 40% of the grade, while the individual written assignment is weighted 60% of the grade. The grades are not individually noted and weighted on the diploma.

Both parts of the exam are assessed and graded according to the 7-point grading scale.

Failing the overall grade will cause the student to have used an exam attempt, and a re-sit exam for the written assignment will be arranged.

Travel abroad

The exam consists partly of one continuous assessment activity and partly of one individually and internally-assessed written exam.

The continuous assessment activity

The continuous assessment activity is a presentation of the solutions and findings relating to a given problem at the study trip venue.

The students have one attempt to complete the continuous assessment activity. A student who cannot provide documentation for absence from the presentation will get the grade of -3 (a fail). If a student can provide documentation of their absence, a new examination will be arranged.

The written assignment

The written assignment is an individual assignment based on reflections on working at interdisciplinary problems in a cross-cultural team and environment.

The length of the written assignment must be a maximum of 5 standard pages. One standard page is 2,400 characters including spaces, references, models, and images, but excluding the cover page, table of contents, reference list, and appendices. Appendices are not assessed.

If the written assignment is not handed in, the student will lose an exam attempt.

Grading

An overall grade will be given where the continuous assessment activity is weighted 40% of the grade, while the individual written assignment is weighted 60% of the grade. The grades are not individually noted and weighted on the diploma.

Both parts of the exam are assessed and graded according to the 7-point grading scale.

Failing the overall grade will cause the student to have used an exam attempt, and a re-sit exam for the written assignment will be arranged.

15.3.2 ECTS credits

The exam is worth 10 ECTS credits.

15.3.3 Assessment criteria

The assessment criteria for the exam are the learning objectives for the third local subject element: Elective educational element

The learning objectives are described in the institutional part of the Curriculum, section 7.3.

15.3.4 Scheduled time

The exam will take place in semester 6.

In cases of illness, maternity/paternity leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

15.3.5 Examination language

The exam language is English.

15.3.6 Exam aids

All aids are permitted. However, study aids are not permitted during the oral part, if any, of the examination.

16. Exams in semester 7

16.1 The exam testing the fourth local subject element: Global supply chain

16.1.1 Exam procedure

The exam is an individually and internally assessed oral group exam based on a 72-hour case-study assignment. The oral exam will open with a presentation which must be handed in no later than 72 hours after the students received the exam assignment. The length of the oral exam component will be 10 minutes per student plus 15 minutes for the presentation and 5 minutes for deliberations.

The exam is assessed and graded according to the 7-point grading scale.

A project group may have no more than six members. There is no option for an individual exam.

The oral exam performance will be assessed and lead to an individual grade.

16.1.2 ECTS credits

The exam is worth 10 ECTS credits.

16.1.3 Assessment criteria

The assessment criteria for the exam are the learning objectives for the fourth local subject element: Global supply chain.

The learning objectives are described in the institutional part of the Curriculum, section 7.4.

16.1.4 Scheduled time

The exam will take place in semester 7.

Further information about the time and exam venue as well as handout of the case study and information about submission of the written exam component can be found on UCN's intranet.

In cases of illness, maternity/paternity leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

16.1.5 Exam language

The exam language is English.

16.1.6 Exam aids

All aids are permitted. No aids are permitted in the oral part of the examination.

16.2 The bachelor's degree project

For the overall requirements and learning objectives applying to bachelor's degree project, please see the national part of the Curriculum.

16.2.1 Exam contents

The written project that constitutes both the assessment basis and the examination basis must

- meet the learning objectives for the bachelor's degree project described in the national part of the Curriculum, section 3.7.
- be submitted in due time according to the exam plan on UCN's intranet.

Late submission or failure to meet all formal requirements for the written project, which constitutes the written exam component, implies that the student will not be allowed to sit the examination and that they will have used one examination attempt.

The exam cannot take place until the other exams of the study programme have been passed.

16.2.2 Formal requirements to the written exam component

The following formal requirements to the written project must be met:

- front page with title/project name, name of study programme, name(s) of project participant(s)
- title page
- Contents
- executive summary in English
- reference list (including all sources that are referred to in the project).

The length of the project must be 30-35 standard pages. One standard page is 2,400 characters including spaces, references, models and images, but excluding the cover page, table of contents, executive summary in English, reference list and appendices. Appendices are not assessed.

If the project is written by a group of students, they must write an additional 20 pages per added group member. This means that a group of two must write 30–35 standard pages + 20 standard pages, corresponding to a total of 50–55 standard pages.

The project report must conform with the Export and technology management programme's current project writing manual, which can be found on UCN's intranet.

If a student does not meet all formal requirements to the exam or if s/he submits the project late, the project will be rejected, and the student will have used one examination attempt.

The bachelor's degree project cannot be submitted until the internship exam and all other study programme exams have been passed.

16.2.3 Spelling and writing skills

Spelling and writing skills will be part of the assessment of the written exam project. Spelling and writing skills may, however, only increase or decrease a student's grade by one grade at the most. The assessment is expressed as an overall assessment of the professional and academic content as well as the student's spelling and writing skills.

16.2.4 Exam procedure

The exam is an individual, externally assessed oral exam based on the written project report. The written component for the bachelor's degree exam may be prepared individually or in groups of two or three students at the most. The exam is assessed and graded according to the 7-point grading scale.

The length of the oral exam component will be 45 minutes per examinee, including 15 minutes for the presentation and 5 minutes for deliberations.

16.2.5 ECTS weight

The exam is worth 20 ECTS credits.

16.2.6 Assessment criteria

The assessment criteria are the competency profile (the learning objectives for a bachelor of export and Technology management), please find these in the national part of the Curriculum.

16.2.7 Scheduled time

The exam will take place at the end of the final semester of the study programme. Further information about the time and venue for the exam can be found on UCN's intranet.

All aids are permitted. No aids are permitted in the oral part of the examination.

17. Subject elements that may be completed abroad

Each of the subject elements of the study programme may be completed abroad if a student applies for, and is granted, pre-approval of credit transfer by the study programme.

In cases of pre-approved study-abroad periods, the student has a duty to document completion of the subject elements upon completion of the study-abroad period. When applying for pre-approval, the student must consent to allow the educational institution to collect any information that may be required in the time after the student has completed the period abroad.

On final approval of pre-approved credit transfer, the subject element is considered completed if it was passed according to the regulations governing the study programme.

UCN has a large network of partners abroad, and UCN's International Department may help students find out how to do part of their study outside Denmark. Please contact UCN's International Department for further information. Please note however, that studying or going on an internship abroad requires more work of the student than staying in Denmark. It is up to the student to find out which subjects can be studied abroad etc. with the higher education institution that s/he wants to attend. UCN's International Department will offer advice, help etc. but will not go into the detailed planning of a study-abroad period. This is the student's own responsibility.

18. Withdrawal from exams

The regulations for withdrawal from examinations can be found at www.ucn.dk/english in the Examination Regulations for UCN's Undergraduate Programmes.

19. Applied teaching methods

UCN's study programmes are based on Reflective Practice-based Learning (RPL), enabling the students to develop the competencies to act professionally in a changing world. Throughout the study programme, the student develops professional, social, and personal competencies which enable the student to relate theoretical reflection to practical actions and reflecting on and implementing relevant theories and knowledge.

In our study programmes, RPL sets the stage for students to engage in practice-related learning activities that combine practice-related knowledge, theoretical knowledge and research-based knowledge. Six fundamental principles guide teaching and learning activities at UCN. These six fundamental principles aim to create constructive conditions for reflection to take place:

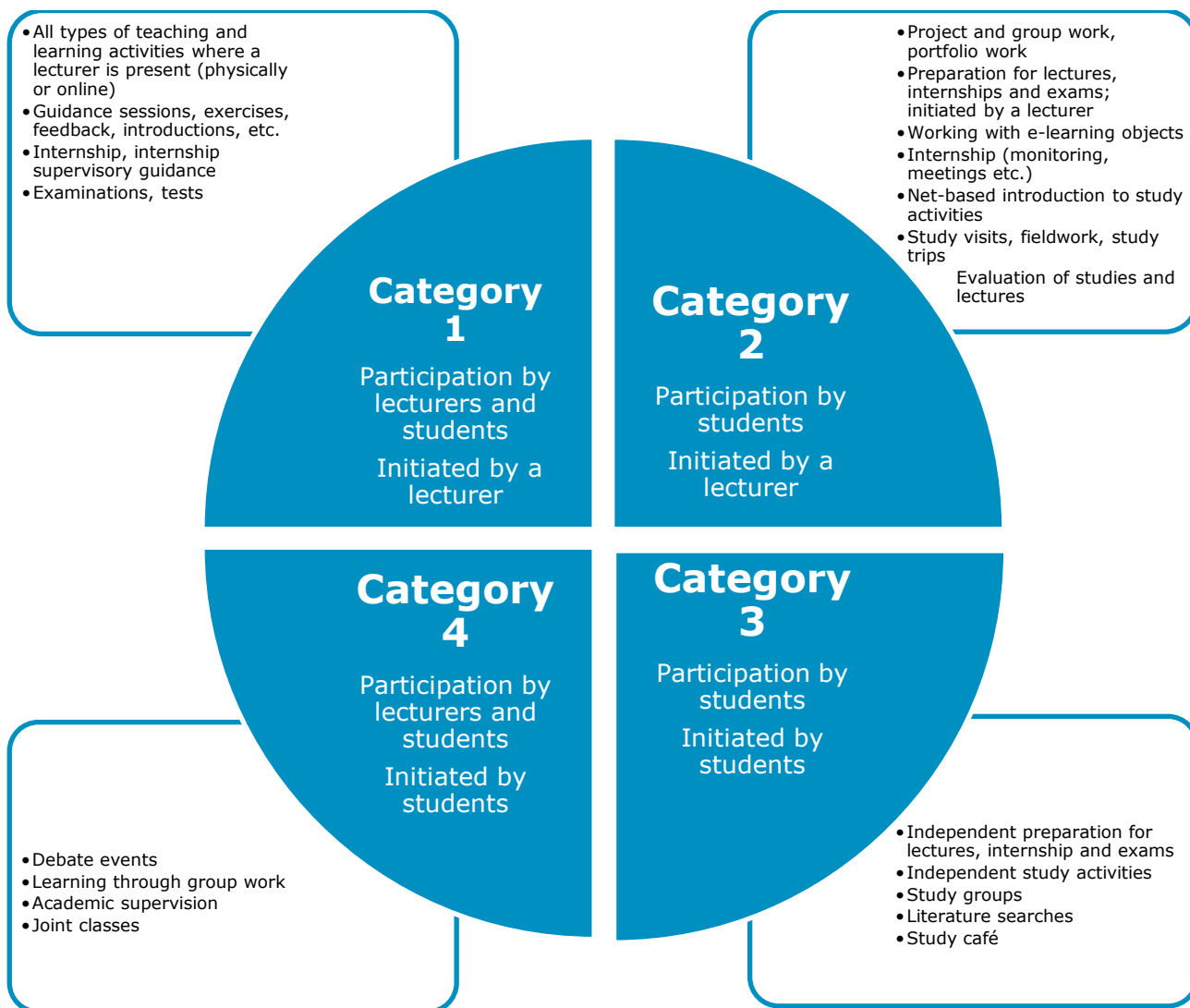
- Fundamental principle No. 1: The students' own experiences are incorporated into teaching and learning activities.
- Fundamental principle No. 2: Teaching and learning activities are designed to include appropriate disturbances.
- Fundamental principle No. 3: Teaching and learning activities are organised as exploration.
- Fundamental principle No. 4: The content of teaching and learning activities is based on the good example.
- Fundamental principle No. 5: Lecturers and students work together on learning processes.
- Fundamental principle No. 6: Lecturers and students create room for dialogue.

The six fundamental principles may unfold in different ways in different study programmes, semesters and subjects. Active participation and involvement in relation to the student's own and fellow students' learning is, however, a shared characteristic for all six fundamental principles.

The study activity model for the programme is available at www.ucn.dk/english, and for each semester, the semester plan specifies which study activities of the study activity model will take centre stage in the semester in question.

According to the Ministry of Higher Education and Science, a student must achieve '30 ECTS credits worth of learning' each semester. One ECTS credit equates to 27 working hours for a student. The semester plan gives an overview of the anticipated workload for the various course units/study activities.

The Study Activity Model



As noted, the study programme uses a wide range of teaching and learning methods that – in combination – are intended to support the above and promote the achievement of the learning objectives described in this curriculum. Throughout the study programme, the teaching and learning methods exhibit clear progression as they go from being knowledge-oriented and managed by the lecturer, to being problem-oriented and managed by the participants.

The teaching and learning activities are also based on relevant occupational practices and link together practice and theory: **Practice-based Learning**. Problems and challenges from various types of organisations related to the subject fields of the study programme are incorporated.

Teaching and learning activities can be designed to include foreign languages in teaching materials and in the classroom. The student's development of information and communication technology competencies are also supported through the teaching and learning methods used.

20. Compulsory participation and compulsory attendance

We encourage attendance because learning requires that students are present and participate actively in study activities. In addition, we find that attendance helps students transition from being pupils to being students in a higher education institution.

To achieve the learning objectives and -outcomes of the study programme, and for the associated forms of teaching and learning to work, it is important to underline that the student is subject to compulsory participation in the form of:

- submission / presentation of assignments / semester examinations / projects etc.

Assignment submission may be expressed as an examination prerequisite.

Non-compliance with compulsory participation/examination prerequisites, e.g. if a written assignment is rejected or if formal requirements are not satisfied, means that the student will have used an exam attempt.

The study programme will offer help and guidance as early as possible if a student is neglecting his/her obligations to participate and attend.

20.1 Student adviser

If a student is finding it difficult to meet study programme requirements for compulsory participation and attendance, they can contact the programme's student adviser. Students can also turn to the student adviser if they have questions about the design and course of studies, periods abroad etc. Find contact information for your student adviser on www.ucn.dk/english.

20.2 Lecturers as supervisors

The lecturers on the study programme often act as supervisors to the students when it comes to: Study activities such as project work.

Supervisory guidance is provided because UCN wishes to:

- support the development of a good learning environment.
- support social learning processes and constructive collaboration.
- support innovation and development.
- Support study groups to gradually take over the functions of the supervisor at a pace that matches the group's competencies

Generally, the supervisor will focus on project and learning processes: in particular

-
1. The content of the project
 2. Working methods and processes
 3. Group dynamics and processes
 4. Learning and metacognition

21. Criteria for determining study activity

A student's enrolment in a study programme will be terminated if the student has failed to pass at least one exam over a continuous period of at least one year (non-compliance with study activity requirements).

Periods during which a student has not actively participated in their studies because of leave, verified illness or military service do not count as non-compliance with study activity requirements. On request, the student must provide documentation of such matters (leave, illness or military service).

The study programme may grant exemption from these provisions in exceptional circumstances. An application for exemption must be submitted to the programme director for the study programme in question.

The student will be informed in writing before their enrolment is terminated. In connection with such notification, the student will be made aware of the above-mentioned regulations.

22. Credit transfer for subject elements

Credit transfer assessments take place in different situations.

22.1 Subject elements from the same study programme passed with another educational institution

Passed subject elements are equivalent to corresponding subject elements offered by other educational institutions providing the same study programme.

Currently, UCN is the sole provider of the Export and Technology Management Programme.

22.2 Credit transfer assessment (compulsory credit transfer) in connection with application for admission/enrolment on a study programme

When a student has met his/her duty to disclose information about passed subject elements from another Danish or foreign higher-education study programme and about any work experience that may be assumed to warrant credit transfer, the study programme will decide whether or not to grant credit transfer in each individual case on the basis of completed educational elements and work experience that compare with subjects, educational elements or internship elements. The decision whether to award credit transfer is based on an academic assessment.

22.3 Failure to disclose required information on admission/enrolment

Twice a year (in July and January, respectively, in relation to the start of studies), any applications submitted by a student subsequent to a failure to disclose information about prior education and work experience on admission/enrolment, are assessed to determine whether or not credit transfer should be granted.

This means that the student may have to wait longer than anticipated for a decision of credit transfer. It is therefore the student's choice to run the risk that a decision of credit transfer may not be made in due time before the examination concerned.

- *IF a student does not sit an examination* and UCN later decides NOT to grant the student transfer credit, the student will have used an exam attempt.
- *IF a student decides to sit an exam before UCN has made a credit transfer decision* and if UCN would have granted credit transfer, credit transfer will NOT be awarded as the student has decided to sit the exam. In this instance, the grade from the 'new' exam will be applicable irrespective of whether the 'previous' exam grade – which might have resulted in credit transfer, had the student applied for it in due time – is higher than the 'new' exam grade, and irrespective of whether the student failed the 'new' exam.

Once a student has decided to sit an exam, this will exclude the possibility of awarding due transfer credit after the application has been processed.

22.4 Pre-approval of credit transfer and final credit transfer

Before going to another educational institution in Denmark or abroad to get credit transfer for a subject element under this Curriculum, students must apply for pre-approval of credit transfer. Pre-approval of credit transfer will be carried out by UCN.

When a student has successfully completed the requested subject element, and once the application for final credit transfer has been received with the appropriate documentation attached, final credit transfer will be granted.

If the student has not passed the requested subject element, the student must sit an exam according to the regulations for said subject element as set out in this Curriculum.

For an in-depth description of the credit-transfer rules, please refer to the current Examination regulations for UCN's undergraduate programmes.

23. Language

The international dimension of the study programme entails that much of the teaching and learning materials, exam cases, lectures, written projects and presentations etc. will be carried out in English.

Students are not required to have any knowledge of foreign languages other than what is stated in the Ministerial Order on admission to academy profession degree programmes and professional bachelor's degree programmes (the Admission Order).

23.1 Examination language

Exams must be conducted in understandable English.

24. Resits and resits due to illness

The rules and regulations for resit exams and resit exams due to illness (illness resit exams) can be found at www.ucn.dk/English in the Examination Regulations for UCN's Undergraduate Programmes.

25. Exam aids

Any regulations on the restricted use of exam aids are indicated at each individual examination description.

26. Special exam arrangements

A student may apply for special exam arrangements if a physical or mental impairment or similar challenges qualify them to do so. The application must be submitted to the study programme no later than four weeks before the exam is to be held. The application deadline may be waived in cases of sudden health-related problems. The application must be accompanied by a medical certificate, a statement from e.g. an institute for speech, hearing, dyslexia or for the blind, or other evidence of the student's health-related condition or relevant specific impairment.

If the exam language is Danish:

Students whose mother tongue is not Danish may apply for permission to bring dictionaries to exams where aids are not otherwise permitted. Likewise, they may apply for special exam arrangements

Applications for permission to bring other aids must be submitted to the study programme no later than four weeks before the exam is to be held.

27. Academic misconduct during exams

Examinees must submit their written work through Wise Flow™ and in so doing they confirm that the assignment was made without undue help.

27.1 Use of one's own work and the work of others – plagiarism

The rules for use of one's own or other people's work– plagiarism – can be found at www.ucn.dk/english in the Examination Regulations for UCN's Undergraduate Programmes.

27.2 Disciplinary actions in events of academic misconduct and disruptive behaviour during examinations

The rules on disciplinary actions in events of academic misconduct and disruptive behaviour at examinations can be found at www.ucn.dk/english in the Examination Regulations for UCN's Undergraduate Programmes.

28. Complaints about exams and appeals against decisions

The rules on complaints about exams and appeals against decisions can be found at www.ucn.dk/english in the Examination Regulations for UCN's Undergraduate Programmes.

29. Exemptions

The educational institution may grant an exemption from those rules in this institutional part of the curriculum that were laid down exclusively by the educational institution if such exemption is granted on the grounds of exceptional circumstances. The educational institutions cooperate on a uniform exemption practice.

30. Effective date and transition regulations

This Curriculum comes into effect on 1 September, 2021 and will apply to students who enrolled on or after 1 September 2021. Students enrolled as of 1 September 2019 will transfer to this Curriculum on 1 September 2021.

Exams commenced before 30 August 2021 must be completed in accordance with the curriculum that was in force when the students began their studies. However, all exams must have been completed by 31 August 2022, after which date students will transfer to individual arrangements.

31. Appendix – distribution of ECTS credits

	ECTS Studieordning									
	Ects	1. Virksomhedens interne systemer og teknologi	2. Markedsforståelse og teknologi	3. Markedsindsatsen og teknologi	4. Den sælgende organisation og teknologi	5. semester Praktik (30 ECTS)	6 semester (20 ECTS)	Valgfri uddannelseselementer (10 ECTS)	7. semester	Professionsbachelorprojekt (20 ECTS)
Produktudvikling	18	4,5	4,5	5	4					
Kvalitet	8,5		2	3,5	3					
Materialer og processer	9	5,5	3,5							
Konstruktion	11,5	2	2,5	3	4					
Smart Factory	10						10			
IT-systemer	8	1	1	3	3					
Projektledelse	6		3,5	2,5						
Visuel præsentation	3				3					
Logistik og Supply Chain	3	3								
Global Supply Chains	10								10	
Marketing	11	4	3	4						
Micro Økonomi	8	4		4						
Macro Økonomi	4		4							
E-commerce	10						10			
Jura	5				5					
Forhandlingsteknik	5				5					
Organisation	7	4			3					
Kommunikation & Kultur	9		6	3						
Videnskabsteori og metode	4	2		2						
Praktik	30					30				
Valgfrie uddannelseselement	10						10			
Bachelorprojekt	20									20
	210	30	30	30	30	30	20	10	10	20