



The Bachelor's Degree Programme in SPORT MANAGEMENT (BA)

Curriculum 2021

Institutional part

Contents

1.	Institutional part of the curriculum for the Bachelor's Degree Programme in Sport Management	5
2.	Distribution and timing of national and local subject elements, internship, and exams	5
3.	Local subject elements, including electives	6
3.1.1.	Electives	6
3.1.2.	ECTS weight	6
3.1.3.	Examination language	6
3.2.	Local subject element: Sport Governance	6
3.2.1.	Contents.....	6
3.2.2.	Learning objectives.....	6
3.2.3.	ECTS weight	7
3.3.	Local subject element: User-driven concept development	7
3.3.1.	Contents.....	7
3.3.2.	Learning objectives.....	7
3.3.3.	ECTS weight	8
4.	Framework and criteria for study programme examinations.....	8
4.1.	Automatic registration for all exams.....	8
5.	First semester	8
5.1.	First internal part exam 1: The sports industry and the local subject element: Sport Governance	9
5.1.1.	Examination prerequisites.....	9
5.1.2.	Formal requirements for the written project brief.....	9
5.1.3.	Examination procedure	9
5.1.4.	ECTS credits	9
5.1.5.	Assessment criteria.....	9
5.1.6.	Scheduled time.....	9
5.1.7.	Examination language	10
5.1.8.	Exam aids.....	10
5.2.	First internal part exam 2: The Sports consumer and the sports product and the local subject element: User driven concept development.....	10
5.2.1.	Examination prerequisites.....	10
5.2.2.	Formal requirements for the written project.....	10
5.2.3.	Examination procedure	10
5.2.4.	ECTS credits	10
5.2.5.	Assessment criteria.....	10
5.2.6.	Scheduled time.....	11
5.2.7.	Examination language	11

5.2.8.	Exam aids	11
6.	Second semester	11
6.1.	First external exam: Sustainable business operations and Strategic value creation	11
6.1.1.	Examination prerequisites	11
6.1.2.	Formal requirements for the written project	11
6.1.3.	Examination procedure	11
6.1.4.	ECTS credits	12
6.1.5.	Assessment criteria.....	12
6.1.6.	Scheduled time	12
6.1.7.	Examination language	12
6.1.8.	Exam aids	12
6.2.	Second internal exam: Elective	12
6.2.1.	Examination prerequisites	12
6.2.2.	Exam procedure.....	12
6.2.3.	ECTS credits	12
6.2.4.	Assessment criteria.....	12
6.2.5.	Scheduled time	12
6.2.6.	Examination language	12
6.2.7.	Exam aids	13
6.3.	Third internal exam: Elective.....	13
6.3.1.	Examination prerequisites	13
6.3.2.	Exam procedure.....	13
6.3.3.	ECTS credits	13
6.3.4.	Assessment criteria.....	13
6.3.5.	Scheduled time	13
6.3.6.	Examination language	13
6.3.7.	Exam aids	13
7.	Fourth internal exam: Internship	13
7.1.	Internship requirements and expectations.....	13
7.2.	Examination method and examination prerequisites.....	14
7.3.	The internship examination	14
7.3.1.	ECTS weight	15
7.3.2.	Assessment criteria.....	15
7.3.3.	Scheduled time	15
7.3.4.	Examination language	15
7.3.5.	Exam aids	15
8.	Second external exam: The bachelor's degree project	15
8.1.	Formal requirements of the examination	15
8.2.	Examination procedure.....	16

8.3.	Spelling and writing skills	16
8.4.	ECTS weight	16
8.5.	Assessment criteria	16
8.6.	Scheduled time	16
8.7.	Examination language	16
8.8.	Exam aids	16
9.	Subject elements that may be completed abroad	16
10.	Withdrawal from exams	17
11.	Learning and teaching methods	17
12.	Obligation to participate and obligation to attend	19
12.1.	Student counselling and student advisors	20
12.2.	Lecturers as supervisors	20
13.	Criteria for determining study activity	20
14.	Credit transfer for subject elements	20
14.1.	Subject elements from the same study programme passed at another educational institution	21
14.2.	Credit transfer assessment (compulsory credit transfer) in connection with application for admission/enrolment on a study programme	21
14.3.	In the event that a student does not meet their duty to disclose information on admission/enrolment	21
14.4.	Pre-approval of credit transfer and final credit transfer	21
15.	Language	22
15.1.	Examination language	22
16.	Re-sits and resits due to illness	22
17.	Exam aids	22
18.	Special exam arrangements	22
19.	Academic misconduct during exams	23
19.1.	Use of own work and the work of others – plagiarism	23
19.2.	Disciplinary actions in events of academic misconduct and disruptive behaviour during examinations	23
20.	Complaints about exams and appeals against decisions	23
21.	Exemption	23
22.	Academic criteria for the selection of applicants for the top-up programme	23
23.	Effective date and transition regulations	23
24.	Appendix 1: Elective description – Event Management	25
25.	Appendix 2: Elective description – Social Media and Digital Promotion	26
26.	Appendix 3: Elective description – Sport Business Analytics	27
27.	Appendix 4: Elective description – Hospitality and Tourism in Sport	29

Please note: this is a translation intended for information purposes only. In the event of any discrepancy between this text and the original, Danish text, the Danish text prevails. Only the Danish text has legal validity.

1. Institutional part of the curriculum for the Bachelor's Degree Programme in Sport Management

The curriculum for the study programme consists of two parts (sets of regulations):

1. The national part
2. The institutional part

The national part is laid down by the study programme network with a view to ensuring that the academic contents of parts of the study programme are identical for all educational institutions providing the study programme.

This institutional part is laid down by the study programme at the University College of Northern Denmark (UCN) and is designed to accommodate local and regional needs.

This institutional part of the Curriculum (as well as the national part) has been approved by UCN in accordance with all regulations applying to the programme, including the Ministerial Order on technical and mercantile academy profession degree programmes and professional bachelor's degree programmes (*Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser*)¹.

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

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

Sem.	National subject elements	Local subject elements	ECTS	Internal/ external	Also called
1st	The sports industry		10	Internal	<i>First Internal part exam 1</i>
		Local subject element: Sport Governance	5		
	The sports consumer and the sports product		10	Internal	<i>First internal part exam 2</i>
		Local subject element: User driven concept development	5		
2nd	Sustainable business operations		10	External	<i>First external exam</i>
	Strategic value creation:		10		
		Elective	5	Internal	<i>Second internal exam</i>
		Elective	5	Internal	<i>Third internal exam</i>
3rd	Internship		15	Internal	<i>Fourth internal exam</i>
	Bachelor's degree project		15	External	<i>Second external exam</i>

¹ The Ministry of Higher Education and Science, Ministerial Order no. 21 of 9 January 2020 (BEK nr. 21 af 09/01/2020)

Total ECTS credits	90	
---------------------------	-----------	--

3. Local subject elements, including electives

The programme features local subject elements worth 20 ECTS credits. The local subject elements give the student the opportunity to qualify his/her study-related and professional competencies through specialisation and contextualisation of subjects that relate to the study programme's intended field of employment.

The 20 ECTS worth of local subject elements are made up of two institutional, organised local subject elements worth 5 ECTS credits each and two electives worth 5 ECTS credits each. The two institutional organised local subject elements, in which the student *must* participate, treat the subjects of sport governance and user-driven concept development respectively. Their purposes are to build the student's skills and competencies in relation to enabling future employment in key parts of the profession and the industry. Descriptions of the two local subject elements and their examinations can be found below.

3.1.1. Electives

in addition to the two institutional, organised local subject elements there are two elective periods that take place in the second semester. The descriptions of the electives that the student can choose among, as well as their learning objectives and examinations can be found in the appendix of this Curriculum. The institution is not obliged to affect all electives offered; however, an appropriate number will be affected according to an academic and capacity assessment.

3.1.2. ECTS weight

Each elective is worth 5 ECTS credits.

3.1.3. Examination language

The exam language will be the same as the language in which lessons were delivered.

3.2. Local subject element: Sport Governance

3.2.1. Contents

The purpose of the local subject element is for the student to develop the ability to analyse and reflect on his/her own competencies relating to industry needs. The purpose is also to enable the student to prepare his/her own development plan based on the competency analysis. The plan must aim at developing the competencies required to develop the industry.

3.2.2. Learning objectives

Knowledge

The student should be able to:

- understand and reflect on fundamental elements of business law
- understand and reflect on the organisation of amateur as well as professional clubs and organisations

-
- understand and reflect on the sports industry's characteristics and typical problems, including the latest trends in sport governance.

Skills

The student should be able to:

- Identify and develop solution proposals in a practical context
- Assess and communicate his/her own practice-related and theoretical competencies in connection with the establishment of amateur as well as professional clubs and organisations
- Implement solution proposals that meet the latest trends in sport governance.

Competencies

The student should be able to:

- Prepare the basis for the establishment of an association and its organisation, including demonstrating an understanding of the pyramid structure in Danish recreational and professional sports
- Demonstrate an understanding of the connections between the elements of the 3-sector model as well as their interrelations
- Identify problem areas and make relevant solution proposals, including trends in sport governance.

3.2.3. ECTS weight

This local subject element is worth 5 ECTS credits.

3.3. Local subject element: User-driven concept development

3.3.1. Contents

The purpose of the subject element is for the student to develop the ability to analyse and reflect on his/her own competencies relating to industry needs. The purpose is also to enable the student to make his/her own development plan based on the competency analysis. The plan must aim at developing the competencies required to develop the profession.

3.3.2. Learning objectives

Knowledge

The student should be able to:

- Understand key elements of theories about fans as consumers as well as methods for creating an understanding of them
- Understand and reflect on the coherence between fans as consumers and concept development
- Understand how new experience products can be developed based on consumer knowledge.

Skills

The student should be able to:

- Identify the internal and external factors that affect specific fans as consumers
- Analyse fans' consumer behaviour based on a theoretical and methodical foundation
- Assess the theoretical and practical possibilities for creating new concepts and experience products based on knowledge about fans as the target group.

Competencies

The student should be able to:

-
- Communicate consumer knowledge about fans as a consumer target group based on theoretical and methodical knowledge
 - Develop practical concepts and experience products for a selected fan target group
 - Reflect on, assess, and implement consumer-driven approaches to create strong and loyal relations between fans and a sports club.

3.3.3. ECTS weight

This local subject element is worth 5 ECTS credits.

4. Framework and criteria for study programme examinations

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

4.1. Automatic registration for all exams

A subject element is completed by way of 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 has three attempts at passing an exam. If the exam is not passed after three attempts, the student's enrolment on the programme will be terminated.

However, if a student is on leave of absence, s/he 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 complete the semester s/he commences upon his/her return and also for prior, failed exams – if any.

It is the student's responsibility to stay informed of the time and venue for exams on the study programme's electronic platform "MyUCN".

Please see the current *Examination Regulations for UCN's Undergraduate Programmes*, which are available on UCN's website.

5. First semester

The first internal exam is divided into two parts. These are the first internal part exam 1 (15 ECTS) and the first internal part exam 2 (15 ECTS), respectively.

Both part-exams must be passed, and the student will receive a single, total grade for the first internal exam. The part-exams weight as follows for the total grade: First internal part exam 1: 50% and the first internal part exam 2: 50%

5.1. First internal part exam 1: The sports industry and the local subject element: Sport Governance

5.1.1. Examination prerequisites

The following are prerequisites for sitting the exam:

- According to paragraph 12 “Compulsory participation and compulsory attendance”, students must have participated in teaching and learning activities and have been present for the time specified.

5.1.2. Formal requirements for the written project brief

- The allowed maximum number of characters is 36,000 and the minimum is at least 75 % of the maximum number of characters.
- The number of characters includes spaces, footnotes, figures, and tables but excludes the front page, table of contents, reference list and appendices. Appendices are not included in the assessment. One standard page is 2,400 characters.

If a student does not meet all examination prerequisites, the student will have used one (1) exam attempt, leaving him/her with two (2) remaining attempts to pass the exam.

5.1.3. Examination procedure

The exam is an oral group exam of 45 minutes’ duration, including time for deliberations. The exam will be based on a written group project that students must make to answer a case study and its associated questions. Group size must be 3–5 students and an individual exam is not available.

The written group project combined with the oral performance will be assessed as a whole for each individual student.

The examination will be individually assessed according to the 7-point grading scale.

A detailed description of the exam is available on “MyUCN”.

5.1.4. ECTS credits

The examination is worth 15 ECTS credits (10 ECTS for the Sports industry and 5 ECTS for the local subject element: Sport Governance).

5.1.5. Assessment criteria

The assessment criteria for the exam are the learning objectives for the national subject element: The sports industry and the learning objectives for the local subject element: Sport Governance.

5.1.6. Scheduled time

The exam will take place about halfway through the first semester. Information about the time and venue for the exam can be found on “MyUCN”.

5.1.7. Examination language

The examination language is English.

5.1.8. Exam aids

No aids are allowed during the oral exam with the exception of a computer for the group presentation.

5.2. First internal part exam 2: The Sports consumer and the sports product and the local subject element: User driven concept development

5.2.1. Examination prerequisites

The following are prerequisites for sitting the exam:

- According to paragraph 12 “Compulsory participation and compulsory attendance”, students must have participated in teaching and learning activities and have been present for the time specified.

5.2.2. Formal requirements for the written project

- The allowed maximum number of characters is 36,000 and the minimum is at least 75 % of the maximum number.
- The number of characters includes spaces, footnotes, figures, and tables but excludes the front page, table of contents, reference list and appendices. Appendices do not form part of the assessment. One standard page is 2,400 characters.

If a student does not meet all examination prerequisites, the student will have used one (1) exam attempt, leaving him/her with two (2) remaining attempts to pass the exam.

A detailed description of the exam is available on “MyUCN”.

5.2.3. Examination procedure

The exam is an individual, oral exam of 25 minutes’ duration, including time for deliberations, based on the written group project.

The written group project and the individual, oral presentation is assessed as a whole.

The examination will be individually assessed according to the 7-point grading scale.

5.2.4. ECTS credits

The examination is worth 15 ECTS credits (10 ECTS for the Sports consumer and the sports product and 5 ECTS for the local subject element: User-driven concept development).

5.2.5. Assessment criteria

The assessment criteria for the exam are the learning objectives for the national subject element 2: The sports consumer and the sports product and the learning objectives for the local subject element: User-driven concept development.

5.2.6. Scheduled time

The exam will take place about halfway through the first semester. Information about the time and venue for the exam can be found on "MyUCN".

5.2.7. Examination language

The examination language is English.

5.2.8. Exam aids

No aids are allowed during the oral exam with the exception of a computer for the group presentation.

6. Second semester

6.1. First external exam: Sustainable business operations and Strategic value creation

6.1.1. Examination prerequisites

The following are prerequisites for sitting the exam:

- According to paragraph 12 "Compulsory participation and compulsory attendance", students must have participated in teaching and learning activities and have been present for the time specified.

6.1.2. Formal requirements for the written project

The written project can be made individually or in groups of two students. The maximum number of characters for the written project is stated below. The minimum is 75 % of the maximum:

- 1 student: 48,000
- 2 students: 96,000

The number of characters includes spaces, footnotes, figures, and tables but excludes the front page, contents, reference list and appendices. Appendices do not form part of the assessment. One standard page is 2,400 characters.

If a student does not meet all examination prerequisites, the student will have used one (1) exam attempt, leaving him/her with two (2) remaining attempts to pass the exam.

A detailed description of the exam is available on "MyUCN".

6.1.3. Examination procedure

The exam is an externally assessed, individual oral examination of 30 minutes' duration per student, including time for deliberations, based on a written project. The written group project and the individual, oral presentation is assessed as a whole.

The examination will be individually assessed according to the 7-point grading scale.

6.1.4. ECTS credits

The examination is worth 20 ECTS credits.

6.1.5. Assessment criteria

The assessment criteria for the exam are the learning objectives for the national subject elements: Sustainable business operations and Strategic value creation.

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

6.1.6. Scheduled time

The exam will take place about halfway through the second semester. Information about the time and venue for the exam can be found on "MyUCN".

6.1.7. Examination language

The examination language is English.

6.1.8. Exam aids

All exam aids are allowed, although not during the oral part of the examination.

6.2. Second internal exam: Elective

6.2.1. Examination prerequisites

The following are prerequisites for sitting the exam:

- According to paragraph 12 "Compulsory participate and compulsory attendance", students must have participated in teaching and learning activities and have been present in the time specified.

6.2.2. Exam procedure

See the description of each elective and their examination in the appendices.

6.2.3. ECTS credits

The examination is worth 5 ECTS credits.

6.2.4. Assessment criteria

The assessment criteria for the exam are the learning objectives for the individual electives described in the appendices.

6.2.5. Scheduled time

The exam will take place in the second semester. Further information about the time and venue for the exam can be found on "MyUCN".

6.2.6. Examination language

The examination language is English.

6.2.7. Exam aids

All exam aids are allowed, although not during the oral part of the examination.

6.3. Third internal exam: Elective

6.3.1. Examination prerequisites

The following are prerequisites for sitting the exam:

- According to paragraph 12 “Compulsory participation and compulsory attendance”, students must have participated in teaching and learning activities and have been present for the time specified.

6.3.2. Exam procedure

See the description of each elective and their examination in the appendices.

6.3.3. ECTS credits

The examination is worth 5 ECTS credits.

6.3.4. Assessment criteria

The assessment criteria for the exam are the learning objectives for the individual electives described in the appendices.

6.3.5. Scheduled time

The exam will take place in the second semester. Further information about the time and venue for the exam can be found on “MyUCN”.

6.3.6. Examination language

The examination language is English.

6.3.7. Exam aids

All exam aids are allowed, although not during the oral part of the examination.

7. Fourth internal exam: Internship

7.1. Internship requirements and expectations

During the internship, the student will work on problems that are relevant to the profession while achieving 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.

A more detailed description of the internship activities, including the online internship portal, is available in the Internship Guide which is a supplement to the below information.

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

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

The internship period 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, varied manner and may form the basis of the student's bachelor's degree project.

The internship must be of at least 3 months' duration.

7.2. Examination method and examination prerequisites

Once every week during the entire internship, the student must write entries in his or her diary describing the student's work-related tasks, activities, reflections etc. for that week. The student must write the diary entries in the internship portal.

In addition to this, the student must make two monthly assessments of 1–2 pages in length (one standard page being 2,400 characters including spaces) of the internship in the Internship Portal and make a final assessment of 4–6 pages in length of the entire internship period, also in the Internship Portal.

The diary must be practice-orientated and contain; a condensed description of the topic(s) and issue(s) addressed during the internship; a description of how the student worked with them in practical terms during the internship, and this description must draw on theories learnt on the study programme; and it must contain reflections about the student's professional development during the internship. The diary may also work as a log book in which the student describes his or her observations or any other primary data which can be used for the final bachelor's degree project.

The student is furthermore responsible for arranging and hosting a compulsory tripartite meeting (the student, the internship host contact, and the supervisor) face-to-face or on Skype.

Weekly diary entries, monthly assessments, a final assessment, and the tripartite meeting are all prerequisites for attending the internship exam.

If the student does not meet the examination prerequisites and/or the formal requirements, the student will have used an examination attempt. This means that the student has two attempts remaining to pass the examination.

A more in-depth description of the exam is available on "MyUCN".

7.3. The internship examination

An internally assessed, oral examination will conclude the internship. The internship diary, the monthly assessments, and the final assessment as well as reflections on the student's learning will make up the examination basis along with the oral performance. Exam duration will be 20 minutes, of which 7 minutes are set aside for the student to make a presentation of his/her learning and reflections from the internship period. The remaining 13 minutes will be spent on questions and dialogue as well as deliberations and giving the grade.

If the student does not meet the prerequisites for the oral exam, one exam attempt will have been used. If this is the case, the student must write a 10-page project about his/her internship, of which five pages must be dedicated to the student's reflections on his/her learning objectives.

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

7.3.1. ECTS weight

The examination is worth 15 ECTS credits.

7.3.2. Assessment criteria

The assessment criteria for the exam are the learning objectives for the internship.

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

7.3.3. Scheduled time

The exam will take place at the third semester. Information about the time and venue for the exam can be found on "MyUCN".

7.3.4. Examination language

The examination language is English.

7.3.5. Exam aids

All aids are permitted, except during the oral examination.

8. Second external exam: The bachelor's degree project

For the bachelor's degree project requirements as well as learning objectives, please see the national part of the Curriculum.

8.1. Formal requirements of the examination

The written project, which makes up the assessment basis as well as the examination basis, must meet the formal requirements for the bachelor's degree project, see the national part of the Curriculum, and be submitted in due time (and be uploaded to UC-Viden) as per the exam description available on "MyUCN".

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

The bachelor's degree project may be prepared individually or jointly by 2–3 persons.

The length of the bachelor's degree project must be:

- Groups of 1 student: A minimum of 72,000 and a maximum of 84,000 characters.
- Groups of 2 students: A minimum of 108,000 and a maximum of 126,000 characters.

-
- Groups of 3 students: A minimum of 126,000 and a maximum of 150,000 characters.

The number of characters includes spaces, footnotes, figures, and tables but excludes the front page, table of contents, reference list and appendices.

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

A more in-depth description of the exam is available on "MyUCN".

8.2. Examination procedure

The examination is an externally assessed, oral examination based on the written bachelor's degree project. The bachelor's degree project report may be prepared individually or in groups of two or three students at the most.

Exam duration is 45 minutes per examinee, including time for deliberations, with the option of making a presentation of up to 15 minutes' duration.

The written report and the oral performance are assessed as a whole, leading to a single grade. The examination is assessed and graded according to the 7-point grading scale.

8.3. 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.

8.4. ECTS weight

The examination is worth 15 ECTS credits.

8.5. Assessment criteria

The assessment criteria are the learning objectives for the bachelor's degree project, see the national part of the curriculum.

8.6. Scheduled time

The exam will take place at the end of the third semester of the study programme. Information about the time and venue for the exam can be found on "MyUCN".

8.7. Examination language

The examination language is English.

8.8. Exam aids

Books and electronic aids are allowed, although not during the oral part of the examination.

9. 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 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 course units can be studied abroad etc. in the university that he/she wants to go to. UCN International will offer advice and help to students but the department will not go into the detailed planning of a study abroad period. This is the student's own responsibility.

10. Withdrawal from exams

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

11. Learning and teaching methods

UCN's study programs are based on Reflective Practice-based Learning (RPL), enabling the students to develop competences to act professionally in a changing world. Throughout the study programme, the student develops professional, social, and personal competences, which enables the student to relate theoretical reflection to practical actions, thus, taking into account the relevant theories, own experiences and prior knowledge.

In the study programmes, RPL promotes teaching and learning activities that link practical knowledge, theoretical knowledge and research-based knowledge. Six fundamental principles guide teaching and learning activities at UCN. The 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.

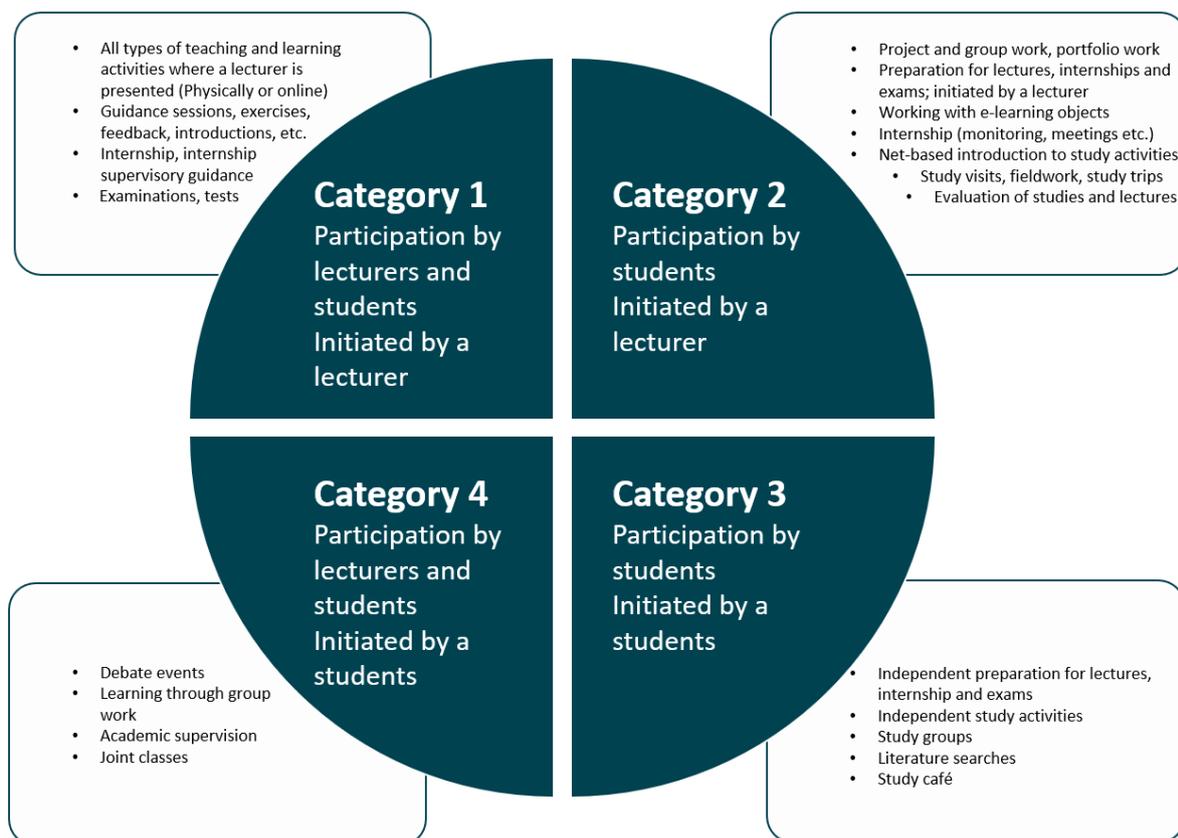
However, learning is not simply the transfer of knowledge from lecturer to student. A fundamental idea on the Bachelor's Degree Programme in Sport Management is that learning takes place *within* the

student and in his/her **relations** with fellow students and lecturers and that students learn in different ways. This is why the study programme is designed around a range of teaching methods. The study activity model shows the different study activities that are used to help students achieve the learning objectives for the programme. It is important to emphasise, however, that the student must take ownership of their own education processes.

The study activity model for the programme is available on www.ucn.dk and each semester, the semester plan specifies which study activities in 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 of learning" per semester. One ECTS credit equates to 27 working hours for a student.

The Study Activity Model



As mentioned, 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, there is clear progression in the teaching and learning methods, moving from being knowledge-oriented and managed by the lecturer, to being problem-oriented and managed by the participants.

The learning and teaching activities are also based on relevant occupational practice and link practice with theory in **Practice-based Learning**. Professional problems and challenges from various types of businesses and companies related to the professional disciplines of the study programme are included in the subject fields of the programme.

Learning and teaching activities can be designed to include foreign languages in teaching materials and in the classroom. The students' development of ICT competencies² are also supported through the learning and teaching methods used.

12. Obligation to participate and obligation to attend

The study programme has a compulsory attendance percentage of at least 80 in each of the first and second semesters and absence will be recorded. Compulsory attendance is required because learning requires students to be present and actively participating in study activities.

To achieve the learning objectives and outcomes of the study programme and for the associated forms of teaching and learning to work, it is also important to underline that students are subject to compulsory participation in the shape of

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

Assignment submission may be expressed as an examination prerequisite.

The extent of compulsory attendance is stated in "Extent of compulsory attendance" which can be found on "MyUCN", and scheduled teaching and learning activities can be found in the timetable in TimeEdit.

Having met the requirements of compulsory attendance is prerequisite (a condition) for participating in the exams of the study programme.

Attendance will be recorded. More information about attendance registration can be found on Canvas.

If a student does not meet the compulsory attendance requirements before the ordinary exam(s), the student will have used an exam attempt.

In cases of non-compliance with compulsory attendance requirements, the study programme will require the student to write a *replacement assignment* corresponding to the extent of his/her absence. The study programme will determine whether the answer paper meets the requirements, before the student will be allowed to sit the exam. Formal requirements and formalities relating to the replacement assignment can be found on "MyUCN".

The student will be notified of whether the replacement assignment *meets the requirements or not*, but the assignment will not receive any feedback. If the replacement assignment is not submitted in due time or correctly, or if the requirements to the replacement assignment have been met, the student will not be allowed to sit the exam and will thus have used an exam attempt.

Non-compliance with compulsory attendance/the examination prerequisite, e.g. if a written assignment is rejected, or in cases of non-compliance with formal requirements, means that the student will have used an exam attempt.

² Information and Communication Technology competencies

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

12.1. Student counselling and student advisors

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

12.2. 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 assignment 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, particularly:

- the content of the project
- working methods and processes
- group dynamics and processes
- learning and metacognition.

13. Criteria for determining study activity

A student's enrolment on 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 due to leave of absence, maternity or paternity leave, adoption of a child, verified illness or military service are not considered as non-compliance with study activity requirements. On request, the student must provide documentation of such matters.

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

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

14. Credit transfer for subject elements

Credit transfer evaluations take place in different situations.

14.1. Subject elements from the same study programme passed at another educational institution

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

14.2. 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 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 and based on completed educational components and work experience that compare with subjects, course units or internship elements. The decision whether to award credit transfer is based on an academic assessment.

14.3. In the event that a student does not meet their duty to disclose information on admission/enrolment

Twice a year (in July and January, respectively, in connection with the start of studies), any applications submitted by students 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 students 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 is not made in due time before the examination concerned.

- *IF the student does not sit the examination, and UCN later decides NOT to grant the student transfer credit, the student will have used an exam attempt.*
- *IF the student decides to sit the exam before UCN has made a credit transfer decision and if UCN would have granted the credit transfer, credit transfer will NOT be awarded because the student has decided to sit the exam. In this instance, the grade from the 'new' exam will be applicable irrespective of whether the 'old' 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 the student has decided to attend an examination this will exclude the possibility of awarding transfer credit after the application has been processed, even in cases where transfer credit would have been awarded.

14.4. Pre-approval of credit transfer and final credit transfer

If a student wishes to obtain credit transfer for a subject element under this Curriculum, the student must submit an application for pre-approval of credit transfer prior to leaving UCN for another educational institution in Denmark or abroad.

Pre-approval of credit transfer is carried out by UCN.

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

If the student has not completed/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 further information about the implementation of rules, see the current Examination Regulations for UCN's Undergraduate Programmes.

15. Language

The teaching and learning materials are in English, and lessons are delivered in English.

Students are not required to have any knowledge of foreign languages other than that stated in the Admission Order.

15.1. Examination language

Exams must be conducted in understandable English.

It is not possible to arrange for exams to be conducted in any other language.

16. Re-sits 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 ucn.dk/english in the Examination Regulations for UCN's Undergraduate Programmes.

17. Exam aids

Regulations on the restricted use of exam aids, if any, are set out under each individual examination.

18. Special exam arrangements

Students may apply for special examination arrangements if a physical or mental impairment qualifies 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 disregarded 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 blindness, 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.

Applications for permission to bring other study aids must be submitted to the programme not later than 4 weeks before the exam is to be held.

19. Academic misconduct during exams

When handing in a written exam assignment, the student must confirm by signature that the assignment was prepared without undue help.

19.1. Use of own work and the work of others – plagiarism

The rules for the use of one's own work and the rules against using other people's work as one's own (plagiarism can be found at ucn.dk/english in the Examination Regulations for UCN's Undergraduate Programmes.

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

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

20. Complaints about exams and appeals against decisions

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

21. Exemption

The educational institution may grant an exemption from those rules in this institutional part of the Curriculum that were laid down solely by the educational institutions, when such exemption is granted on the grounds of exceptional circumstances. The educational institutions co-operate on a uniform exemption practice.

22. Academic criteria for the selection of applicants for the top-up programme

If all applicants applying to the study programme cannot be admitted for reasons of capacity, the following academic criteria will be considered (not listed in order of priority):

- Grades achieved in (business)economics ("økonomi") as well as the student's final degree project
- Application letter explaining the student's reasons for applying
- Work experience relevant to the study programme
- Period(s) spent abroad relevant to the study programme (job, internship, or studies abroad)

23. Effective date and transition regulations

This institutional part of the Curriculum is valid from 1 September 2021 and applies to all students enrolled on the programme and to students who enrol on the programme as of that date.

The 2020 Curriculum will be repealed as of 31 August 2021. This, however, does not apply to examinations that have commenced before the date of repeal. All these examinations must be finalized before the end of August 2022.

24. Appendix 1: Elective description – Event Management

Second semester, Sport Management
ECTS Weight: 5 ECTS
Contents: The purpose of this elective is to qualify the student to understand, analyse and develop events within the sport and leisure industry.
Learning objectives: Knowledge: The student should have knowledge of: <ul style="list-style-type: none">• The role of events in the industry and society as well as the characteristics of different types of events• Different kinds of event guests and their needs and wants• The extent of event management as an industry-related discipline• Various stages and activities related to creating a high-experience value event• Various stakeholders and how they can contribute to the content and development of an event. Skills: The student should be able to: <ul style="list-style-type: none">• Apply different theories and models for the development of an event in the industry• Develop organisation- and event-related goals• Analyse and assess the target group(s) of an event in relation to the idea behind the event• Develop, plan, and promote an event and its concept• Assess the feasibility, sustainability, and impact of an event. Competencies: The student should be able to: <ul style="list-style-type: none">• Develop, plan, and implement strategic, tactical, and operational event management to create an event that generates a valuable experience.
Examination The exam is an internally assessed oral group exam of 45 minutes' duration, including time for deliberations. Group size is 3–5 students, and individual examination is not an option. The submitted material combined with the oral performance will be assessed as a whole. The examination will be individually assessed according to the 7-point grading scale. The submitted material must include visual material concerning proposed solutions to the development of a new event within the sport and/or leisure industry. The groups' choice of event idea must be approved by the lecturer and it must be relevant in the context of the study programme and the industry, as seen either from a Danish or international perspective. The contents and structure of the exam will be described further under the lessons for this elective.

25. Appendix 2: Elective description – Social Media and Digital Promotion

Second semester, Sport Management
ECTS Weight: 5 ECTS
Contents: The purpose of this elective is to qualify the student to understand, analyse and develop strategic, tactical and operational initiatives relating to the work with social and digital media channels as part of the promotion mix of an organisation. Attention will be placed on organisations within the sport- event- and/or leisure industry.
Learning objectives: Knowledge: The student should have knowledge of: <ul style="list-style-type: none">• The role and influence of digital media on the industry• Various tools, communication channels and users related to social and digital media in a promotion context• The social and digital media contribution to the development of organisations in the industry. Skills: The student should be able to: <ul style="list-style-type: none">• Understand and apply various theories and models within the context of social and digital media as promotional tools• Analyse and assess the purpose and value of social and digital media as promotional tools• Assess the use of various social and digital media in relation to different types of users and purposes• Analyse and develop content on social and digital media that creates user involvement. Competencies: The student should be able to: <ul style="list-style-type: none">• Develop, plan, and implement strategic, tactical, and operational promotional activities using social and digital media.
Examination: The exam is an internally assessed, oral group exam of 45 minutes' duration, including time for deliberations. Group size is 3–5 students, and individual examination is not an option. The submitted material combined with the oral performance will be assessed as a whole. The examination will be individually assessed according to the 7-point grading scale. The submitted material must include visual material concerning proposed solutions to the present challenge/problem or concerning development potential that could be resolved/achieved through the use of social and digital media as promotion tools. The groups' choice of challenge/problem or development potential for this exam must be approved by the lecturer and it must be relevant in the context of the study programme and the industry, as seen either from a Danish or international perspective. The contents and structure of the exam will be described further under the lessons for this elective.

26. Appendix 3: Elective description – Sport Business Analytics

Second semester, Sport Management
Workload: 5 ECTS
<p>Contents:</p> <p>The purpose of this elective is to qualify the student to use data for analysing sport business challenges in the sports industry. Sports business analytics gives the student the opportunity to understand how big data affects the sports industry and the need to qualify data to evaluate performance and strengthen decision-making processes to create competitive advantages. Sports business analytics is an effective tool to assist decision-making processes and the formulation of strategy processes in the sports industry.</p> <p>The elective is designed as a combination of traditional lectures, in-class discussions, workshops, case studies and the involvement of competent guest lecturers from the sports industry.</p>
<p>Learning objectives:</p> <p>Knowledge:</p> <p>The student should have knowledge of:</p> <ul style="list-style-type: none">Appendiks A. The importance of big data in sportsAppendiks B. Various theories and models relating to sports business analyticsAppendiks C. How different stakeholders in the sports industry influence sports business analytics and how data and sports business analytics can contribute to the development of sports organisations.Appendiks D. The relationship between sports results and commercial performance in the sports industry. <p>Skills:</p> <p>The student should be able to:</p> <ul style="list-style-type: none">Appendiks E. Understand and apply theories and models within the context of sports business analyticsAppendiks F. Discuss how athletes' and sporting teams' performances may influence commercial performance in the sports industryAppendiks G. Understand how data affects models of sports economics and increases the chances of meaningful co-creation and co-branding initiatives in the sports industry. <p>Competencies:</p> <p>The student should be able to:</p> <ul style="list-style-type: none">Appendiks H. Apply theories and models within the context of sports business analyticsAppendiks I. Develop and apply analytical skills and critical thinking to read challenges within the sports industryAppendiks J. Discuss how data can help to answer important questions and thereby assist decision-making and strategy processes in the sports industryAppendiks K. Analyse, interpret, and communicate solutions to challenges in the sports industry through the use of sport management data and theory.

Examination:

The exam is an internally assessed, oral group exam of 45 minutes' duration, including time for deliberations.

Group size is 3–5 students, and individual examination is not an option.

The submitted material combined with the oral performance will be assessed as a whole.

The examination will be individually assessed according to the 7-point grading scale.

The basis for the oral examination is a Power Point presentation containing proposals for resolving one or more existing sport business challenges through the use of data. The choice of one (or more) existing sport business challenge(s) must be approved by the lecturer and must be related to a relevant sport management context in Denmark or abroad.

The contents and structure of the exam will be described further under the lessons for this elective.

27. Appendix 4: Elective description – Hospitality and Tourism in Sport

Second semester, Sport Management
ECTS Weight: 5 ECTS
<p>Contents:</p> <p>The purpose of this module is to qualify the student to understand the value- and experience-generating role that hospitality plays in the sports, event and leisure industry and to enable the student to analyse and develop experiences rooted in the hospitality industry on behalf of organisations in the sports industry. An additional purpose of this module is to enable the student to understand how sports are interconnected with the hospitality and tourism industry.</p> <p>Learning objectives:</p> <p>Knowledge</p> <p>The student should have knowledge of:</p> <ul style="list-style-type: none">K.1 the hospitality Industry and the concept of hospitality in the sports industryK.2 and an understanding of the concept of hostmanship in the context of an organisation in the tourism industry with particular emphasis on key theories and models used in tourism, including destination brandingK.3 the players in the hospitality and tourism industries. <p>Skills</p> <p>The student should be able to:</p> <ul style="list-style-type: none">K.4 understand and reflect on the relationship between the sports industry and the hospitality and tourism industryK.5 understand how hospitality can add value to organisations and to their guests' experiencesK.6 understand how sporting events can lead to the development of tourism and destination brandingK.7 assess practice-related and theoretical problems on behalf of organisations and justify and select relevant solution models based on hospitality and tourism theories. <p>Competencies</p> <p>The student should be able to:</p> <ul style="list-style-type: none">K.8 autonomously take part in interdisciplinary collaboration efforts on designing and communicating experiences rooted in hospitality on behalf of an organisation.K.9 manage problems with a view to developing or optimising experiences rooted in hospitality on behalf of an organisation.
<p>Examination</p> <p>The exam is an internally assessed, oral group exam of 45 minutes' duration, including time for deliberations. Group size is 3–5 students, and individual examination is not an option.</p> <p>The submitted material combined with the oral performance will be assessed as a whole.</p> <p>The examination will be individually assessed according to the 7-point grading scale.</p> <p>The submitted material must include visual material concerning proposed solutions to the development or optimisation of experiences rooted in hospitality on behalf of an organisation in the sport, event and/or leisure industry. The groups' choice of focus for this exam must be approved by the lecturer and it must be relevant in the context of the study programme and the industry, as seen either from a Danish or international perspective.</p> <p>The contents and structure of the exam will be described further under the lessons for this elective.</p>