

Export and Technology Management

Curriculum

**Bachelor's Degree Programme in Export and
Technology Management
Uddannelsen til Professionsbachelor i Eksport og
Teknologi**

In force from September 2023



PROFESSIONSHØJSKOLEN

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Please note that this is a translation which is intended for information purposes only. This translation has no legal validity. In the event of any discrepancy between this translation and the original Danish text, the Danish text shall prevail.

This Curriculum was prepared in accordance with:

- The Danish Ministerial Order on Academy Profession Degree Programmes and Professional Bachelor Degree Programmes. (Danish: 'Bekendtgørelse om erhvervsakademiuddannelser og professionsbacheloruddannelser')
- The Danish Ministerial Order on Technical and Commercial Academy Profession Degree Programmes and Professional Bachelor Degree Programmes (Danish title: 'Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser')
- The Danish Ministerial order on Examinations in Academy Profession Degree Programmes and Professional Bachelor Degree Programmes (Danish: 'Bekendtgørelse om eksamener og prøver ved professions- og erhvervsrettede videregående uddannelser')
- The Ministerial Order on the Grading Scale and Other Forms of Assessment in Education Programmes under the Ministry of Higher Education and Science (Danish: 'Bekendtgørelse om karakterskala og anden bedømmelse ved uddannelser på Uddannelses- og Forskningsministeriets område; also known as karakterbekendtgørelsen').

The following sections of the Examination Regulations for UCN's Undergraduate Programmes constitute a rider to this Institutional Curriculum and have the same validity as the other stipulations of the Curriculum:

- Subsection 4.5: Withdrawal from exams
- Section 13: Exam complaints and appeals
- Subsection 14.1: The use of one's own work and the works of others
- Subsection 14.2: Disciplinary actions in events of academic misconduct and disruptive behaviour during exams

Curriculum, National part for Export and Technology Management

1. The programme's goals for learning outcomes

Knowledge

Graduates should have acquired:

- practices applied within the technological and commercial subject fields in export and production companies
- theories and methods applied in export-related parts of economics, marketing, supply chain management, law and international trade, primarily business-to-business
- applied theories and methods in materials properties, quality management, production processes, product development and innovation
- project management skills and negotiation techniques
- business culture and communication practices, also in cultures other than the Danish one.

Skills

Graduates should have acquired the skills to:

- apply methods and tools for analysing a company's customer base in various markets and use the results to develop a company's different markets to generate value to the client
- develop the product concept of export and production companies
- communicate professionally in English
- assess theoretical and practice- and export-related issues, and select solutions and actions
- document, formulate and communicate technical issues and solutions to peers and customers
- develop marketing efforts, including export strategies.

Competencies

Graduates should be able to:

- independently handle international-trade tasks of export and production companies
- handle complex, development-oriented issues in production and sales relating to customers
- independently partake in collaboration throughout the value chain
- take part in managerial functions relating to company organisation
- exhibit cultural understanding relating to international trade and
- identify their own learning needs and develop their own knowledge and skills.

2. The study programme comprises four national subject elements

2.1 First national subject element: The Company and its Internal Systems

2.1.1 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.

2.1.2 Learning objectives for The Company and its Internal Systems

Knowledge

Students should have acquired:

- knowledge of company logistics and supply chain processes
- knowledge of organisational structures, organisational processes and organisational behaviours
- knowledge of quantitative and qualitative methods
- knowledge of the theories associated with corporate business strategy
- knowledge of general marketing concepts and core competencies of a business
- knowledge of creative and innovative processes
- a basic understanding product development and the product development process
- and knowledge of design and production in relation to choice of materials.

Skills

Students should have acquired the skills to:

- identify a relevant problem based on a practical issue
- substantiate his/her choice of methods and theories
- analyse a company's structure, processes and behaviour and select appropriate models and theories
- analyse a company's internal conditions, including the company's logistic, financial and organisational conditions.

- 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, liquidity and cash flow
- prepare hand-drawn sketches based on a variety of sketch/outlining methods
- calculate and understand methods related to statics and strength of materials
- qualify choice of material and quality in relation to the design, construction and functionality with primary focus on wooden materials.

Competencies

Students should be able to:

- communicate professionally in the context of this semester's learning
- select and apply relevant tools for assessing a company's internal situation
- evaluate supply chain activities and prepare improvement proposals relating to strategies
- work with relevant elements of marketing strategy
- identify the starting point for a company's competitive advantages
- perform value chain analyses
- use spreadsheets as a tool for analysis and prepare graphic models.

2.1.3 ECTS weight

The Company and its Internal Systems is worth 30 ECTS credits.

2.2 Second national subject element: Market Understanding

2.2.1 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 and draw up technical documentation. Furthermore, the student will gain project management skills.

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

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

2.2.2 Learning objectives for Market Understanding

Knowledge

Students should have acquired:

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

Skills

Students should have acquired the skills to:

- work with open issues and include relevant topics in analyses and assessments
- identify cultural characteristics in a commercial context
- present messages orally and in writing
- 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 national-economy key figures with a view to market assessment

- describe, analyse and assess the company's external relations as well as partner relations
- perform market- and user-centered product development
- use tools for systematic product development
- make simple constructions in CAD systems
- read, understand and draw up technical documentation as a part of a company's production strategy
- apply and maintain quality concepts and quality organisation
- use and substantiate their choice of project management tools, including relevant digital technologies.

Competencies

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)
- perform problem-orientated work
- analyse markets and communicate relevant market information to recipients within the company
- analyse the company's competitive situation
- make competitor analysis and benchmarking
- prepare a country-specific report on the macro-economic situation for the assessment of a specific export market
- qualify choice of materials and quality relating to the design, construction and functionality with primary focus on plastic and metal.
- make relevant models and prototypes relating to product development

2.2.3 ECTS weight

Market Understanding is worth 30 ECTS credits.

2.3 Third national subject element: Market Strategy

2.3.1 Content

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

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

Student will achieve an understanding of the concept of quality. In addition, students will acquire skills in the creation and development of services and the application of quality management tools.

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

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

2.3.2 Learning objectives for Market Strategy

Knowledge

Students should have acquired:

- knowledge of corporate communication, internal and external
- knowledge of basic theory of science and scientific methods
- knowledge of various market types and their influence on pricing
- knowledge of international markets and their conditions with a view to exports
- knowledge of investment analysis and forms of financing
- knowledge of marketing-mix
- an understanding of services as part of the product and sales concept
- knowledge of relevant measuring tools and techniques as well as basic concepts in solid mechanics in the fields of quality, construction and production
- an understanding of the structure of systems for quality management.

Skills

Students should have acquired the skills to:

- 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 conditions for an investment and make calculations to serve as the basis for investment decisions and how they should be financed
- evaluate activity budgets, liquidity budgets and balance budgets
- define marketing mix
- apply the digital control systems of a company
- address different project management approaches
- analyse, develop, design, assess and convey a service
- analyse and apply construction-related aspects and risks relating to design, functionality and production
- apply quality management tools, norms and standards as well as quality improvement models internally in a company.

Competencies

Students should be able to:

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

2.3.3 ECTS weight

Market Strategy is worth 30 ECTS credits.

2.4 Fourth national subject element: The Selling Organisation

2.4.1 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.

2.4.2 Learning objectives for The Selling Organisation

Knowledge

Students should have acquired:

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

Skills

Students should have acquired the skills to:

- apply different negotiation techniques in a buying and selling situation
- prepare plans of action for sales
- plan a visit to a seller or a supplier
- analyse management models in relation to an issue, and substantiate and select a relevant solution model
- analyse processes in and the structure of organisations at all levels
- analyse an organisation using relevant operations management theories
- assess a company's legal circumstances in terms national and international trade
- determine cost prices using company resource planning systems
- use analysis tools for data processing
- perform product optimisation and work on innovative measures
- work on product development from different approaches
- use CAD systems to build and handle constructions consisting of several component parts
- identify and analyse a company's quality costs.

Competencies

Students should be able to:

- organise, plan and conduct a sale based on business understanding
- prepare and conduct negotiations
- apply methods and theories of Operations Management for the optimisation of business and operating processes
- independently engage in a set of activities including; developing 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 for communication and presentation purposes
- plan, carry out, assess and evaluate a product development process.

2.4.3 ECTS weight

The Selling Organisation is worth 30 ECTS credits.

3. Internship

3.1.1 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.

3.1.2 Learning objectives for the internship

Knowledge

Students should have acquired:

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

Skills

Students should have acquired the skills 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
- take part in professional collaborations internally as well as externally
- reflect on the 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

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.

ECTS weight

The internship is worth 30 ECTS credits.

4. Requirements for the bachelor's degree project

Alongside the other exams included in the programme, the bachelor's degree project should document that the student has achieved the objectives of the study programme.

In the bachelor's degree project, the student must document an understanding of practice as well as key theories and methods related to a practice-related problem or issue. The problem statement should be based on a specific task within the field of the study

programme. The student must formulate the problem statement – possibly in collaboration with a private or public business – which must be central to the study programme and the profession. The educational institution must approve the problem statement.

4.1.1 Final degree project examination

The bachelor's degree project concludes the study programme, and the examination takes place once all the preceding exams have been passed.

4.1.2 ECTS weight

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

4.1.3 Examination type

The exam is made up of a written project and an oral examination. The exam is externally assessed and is given an individual grade according to the 7-point grading scale for the combined written project and oral performance.

5. Rules on credit transfer

In terms of ECTS credits, passed educational elements are equivalent to corresponding educational elements offered by other educational institutions that provide the same study programme.

The student must inform the institution of any educational elements that were completed with 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 has a duty to document the completion of the pre-approved educational elements after finishing that study period.

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

For approvals according to the above rules, an educational element is considered completed if it was passed in accordance with the regulations governing the specific study programme.

6. Effective date

This national part of the Curriculum will come into effect as of 1 September 2023.
This Curriculum applies to students who commence the study programme after the effective date.

Curriculum, institutional part for Export and Technology Management

7. Overview of the programme

Sem.	National subject elements	Local subject elements	Electives	Assessment	ECTS weight
1		Academic Aptitude Exam		Internal	0
	The Company and its Internal Systems			Internal	30
2	Market Understanding			External	30
3	Market Strategy			External	30
4	The Selling Organisation			Internal	30
5	Internship			Internal	30
6		Digital Company		Intern	15
		Product Management		Intern	15
7			Elective educational element	Intern	10
	Bachelor's degree project			External	20
Total ECTS credits:					210

The national subject elements of the programme are described in the national part of the Curriculum.

8. Local subject elements

The programme features 40 ECTS credits worth of local subject elements, including an elective worth 10 ECTS credits.

8.1 Local subject element: The Digital Company

8.1.1 Content and language of instruction

The course module introduces key elements in the evolution of the digital company. The aim is to analyse and navigate new technologies concerning a company's digital capability and readiness and its collaboration with relevant stakeholders. The course will present methodologies and strategies in the area of e.g., Big-data, robotics, Extended reality (XR), Additive manufacturing (AM), internet of things IoT, and circular economy (CE). The aim is to obtain an understanding of the changes required within the organisation when implementing new digital services, products, and processes.

Blending theory and practice, the course module allows students to build a diverse skill set ranging from purposeful Big-data deployment to achieving knowledge of the practical application of robots controlled by artificial intelligence (AI) through project work. Students 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 state-of-the-art digital technologies and associated tools – in conjunction with a framework for their implementation.

The language of instruction is English.

8.1.2 Learning objectives

Knowledge

Students should have acquired knowledge of:

- the strategic challenges and opportunities of a company
- the implementation of new digital services, products, and processes including XR.
- integration between the digital universe and physical manifestation
- concomitant organisational and behavioural changes that ensure a digital transition and operation
- methods for systematically collecting data using extractions from ERP and IoT
- robotics technology
- digitalisation and optimisation of processes using the latest technology enablers
- the concept of Circular Economy in the context of product development.

Skills

Students should have acquired the skills to:

- prepare a Big-data data analysis to produce strategic and value-added output
- use business intelligence (BI) tools to analyse and communicate data supporting decision-making
- develop new business models by advancing new digital technologies and tools
- collaborate with companies on applying additive manufacturing and XR
- program and handle robots
- use end-user development (EUD) to build mobile applications in the context of optimising processes
- use simulation software to create a digital model of a physical production environment
- analyse a company's product strategy and prepare a plan for implementing new product development strategies in the context of a Circular economy.

Competencies

Students should be able to:

- assess the strategic situation of a company
- assess the current digital capability of a company and its readiness for future digital development
- assess the suitability of additive manufacturing in a business context
- assess the potential of a company in the context of implementing circular product development strategies
- autonomously acquire new knowledge within the field as well as be able to use and reflect on it.

8.1.3 ECTS weight

The first local subject element, The Digital Company, is worth 15 ECTS credits.

8.1.4 Number of exams

One exam.

8.2 Local subject element: Product Management

8.2.1 Content and language of instruction

The course module presents key elements in building and maintaining an effective product portfolio. The aim is to address the contemporary needs of product management and thus it deals with the students' ability to articulate a clear vision for the organisation's products and services in the market. The course seeks to present concurrent methodologies in managing product dimensions in an agile, global environment and provides a comprehensive understanding of viable product management techniques to achieve a strong competitive position.

The language of instruction is English.

8.2.2 Learning objectives

Knowledge

Students should have acquired knowledge of:

- concepts, tools, theories, and applied practice relating to the main issues of the course
- contemporary Product Management functions in a dynamic value chain context
- key holistic correlations between product dimensions and the Product Management role
- the links between product dimensions and the value stream
- bottleneck issues as part of competitive advantage planning (Gap analysis)
- how product management should be regarded as a central element in the value chain
- ESG on the tactical level.

Skills

Students should have acquired the skills to:

- understand the interaction between core product performance and the associated dimensions
- understand prioritizations within the Product Management function
- analyse and navigate cultural aspects in relation to the Product Management role
- understand the Product Management role in a Global ESG Context
- relate Voice of the Customer (VoC), Voice of the Process (VoP), and Voice of the Business (VoB) to overall business strategies
- analyse the company's key operational processes
- make reasoned improvement proposals at the operational, tactical, and strategic levels
- analyse the core competencies related to the competitive landscape to conduct a gap analysis.

Competencies

Students should be able to:

- identify and communicate with essential stakeholders
- manage product dimensional options
- conceive, formulate, and implement tactical changes that strengthen a company's competitive position
- evaluate applied theories, on the basis of critical thinking
- outline a strategic roadmap.

8.2.3 ECTS weight

The second local subject element, Product Management, is worth 15 ECTS credits.

8.2.4 Number of exams

One exam.

9. Elective elements

The programme features an elective element worth 10 ECTS credits in semester 7.

An elective will only run if at least 14 students sign up for it.

9.1 Elective educational element: Strategic Management

9.1.1 Content and language of instruction

This elective is concerned with empowering students to analyse a company's current strategic situation; to understand which differences create positive and negative results; to develop new sustainable strategies and create a plan for the implementation of the changes. In addition, the goal is to enhance the students' competencies to create new sustainable and digital business models based on new and future technologies, mega trends, and the future way of living supported by the latest developments in strategic thinking.

The language of instruction is English.

9.1.2 Learning objectives

Knowledge

Students should have acquired knowledge of:

- contemporary business strategy models and their application in the development of commercially sustainable strategies
- pertinent tools and their use in strategic analysis, implementation and evaluation
- central methodologies in the management of organisational changes
- various approaches and tools related to strategic thinking and business models.

Skills

Students should have acquired the skills 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

Students should be able to:

- understand the reasons behind different company strategies in a complex business environment
- cooperate with company staff and external consultants for the creation of a comprehensive strategic plan and subsequent implementation plan
- understand the differences in strategic options in different industries, and through innovative thinking, they should be able to create new business models and possible new methods of disruption
- work strategically with the challenges of a company on the basis of a holistic mindset.

9.1.3 ECTS weight

The elective educational element, Strategic Management, is worth 10 ECTS credits.

9.1.4 Number of exams

One exam.

9.2 Elective educational element: Change Management

9.2.1 Content and language of instruction

This elective 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.

The language of instruction is English.

9.2.2 Learning objectives

Knowledge

Students should have acquired knowledge of:

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

Skills

Students should have acquired the skills to:

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

Competencies

Students should be able to:

- participate in academic and interdisciplinary collaboration with a professional approach to change management
- manage change-orientated challenges in relation to decision-making in a structured context, and acquire new change-management knowledge, skills, and competencies.

9.2.3 ECTS weight

The elective educational element, Change Management, is worth 10 ECTS credits.

9.2.4 Number of exams

One exam.

9.3 Elective: UCN Next Step: innovation and entrepreneurship

9.3.1 Description and language of delivery

This elective offers students the chance to delve into innovation and entrepreneurship and to work on developing their own businesses. The students will become part of a cross-professional, innovative environment with students and supervisors coming from all of UCN's programmes of study. During this elective, students will be able share ideas and receive feedback and inspiration from other students, supervisors and relevant external parties and people from the business community. The elective is designed as individual innovation work combined with supervisory guidance and workshops on relevant topics such as business and product development, design thinking and pitching skills practice.

The elective is completed when each student makes their pitch before a panel of external business consultants, supervisors and fellow students where the student gets feedback and advice for their continued work on their business.

Students are expected to want to work independently using innovation and entrepreneurship to develop their own idea for a business, a new product, new processes or similar in a context that is relevant to their programme of study.

In addition to filling in the study programme's registration form for the elective, students must also fill in an application to UCN Next Step. Students will be invited for admission talks to help determine whether they will be offered a place on the UCN Next Step course.

Lectures and lessons are in Danish.

9.3.2 Learning objectives

Knowledge:

Students should have acquired knowledge of:

- key theoretical concepts relating to innovation and entrepreneurship
- practices and applied methods relating to innovation and business development.

Skills:

Students should have acquired the skills to:

- collect and communicate data that is relevant to stakeholders
- evaluate methods and tools relating to innovation projects
- communicate practice-related problems or issues, innovative processes and/or products to stakeholders.

Competencies:

Students should be able to:

- select and apply relevant scientific methods and tools
- independently participate in single- and cross-disciplinary collaborations on innovation
- identify their own learning needs in the context of innovating and developing their own business.

9.3.3 ECTS weight

The elective UCN Next Step: Innovation Entrepreneurship is worth 10 ECTS credits.

9.3.4 Number of exams

One exam.

10. Examinations in semester 1

10.1 Academic aptitude exam

10.1.1 Scheduled time

The academic aptitude exam will take place no later than two months after studies have commenced. A resit exam will take place no more than three months after studies have commenced.

10.1.2 ECTS weight

The exam is worth 0 ECTS credits.

10.1.3 Exam procedure

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

10.1.3.1 Exam description

The examination takes as its starting point the teaching and learning activities completed between study start and the date of the examination.

10.1.3.2 Examination method

In writing, the students must answer a number of questions about the activities that took place in the early period of their studies. 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.

10.1.3.3 Exam aids

Exam aids are allowed for the Academic Aptitude Exam.

10.1.3.4 Examination language

English

10.1.4 Assessment

The purpose of the academic aptitude exam is to clarify whether students have commenced their studies in earnest.

The academic aptitude exam is assessed internally and will be assessed 'passed' or 'failed'.

10.1.5 Resit exam

If a student does not pass the academic aptitude exam, a resit will be offered. This way, students have two attempts at passing the academic aptitude exam.

If a student fails a resit of the academic aptitude exam, their enrolment as a student will be terminated.

On the grounds of exceptional circumstances, UCN may exempt a student from either of these requirements: passing the academic aptitude exam, passing the exam before the official deadline, or using more than two attempts to pass the exam.

10.2 The exam testing the national subject element: The company and its internal systems

10.2.1 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 case and information about the submission of the written exam component can be found on UCN's intranet (My UCN).

Students must take this exam before the end of their first year of study after commencing studies, and they must have passed it before the end of their first year of study after commencing studies in order to progress in the programme. This applies no matter how many exam attempts have been used. However, a student must have had the opportunity to sit the exam twice during their first year of study before their enrolment can be terminated.

If a student has had the opportunity to take the exam at least twice during their first year of study after commencing studies but has not taken the exam before the end of their first year of study after commencing their studies, or if they have not passed that exam before the end of their first year of study after commencing their studies, their enrolment on the programme will be terminated.

UCN may, however, grant exemption from the deadlines above if exceptional circumstances are found to exist.

10.2.2 ECTS weight

The exam is worth 30 ECTS credits.

10.2.3 Conditions for attending the exam (examination prerequisites)

Students must meet the following requirement to sit the exam:

- **Prerequisite no. 1:** Attend 80 % of compulsory-attendance classes.

If a student does not satisfy Prerequisite no. 1, they must prepare a presentation on the basis of an assignment that will be handed out to them. The student will be allowed two hours to prepare. The presentation must be made orally before a lecturer. The length of the oral presentation will be 15 minutes. Students will have the opportunity to remedy non-satisfied prerequisite(s) once before the ordinary exam and once between resits.

The exam prerequisites must have been met before a student can attend an exam of an educational element for the first time. The time and venue for meeting non-satisfied prerequisites can be found on My UCN.

If a student does not satisfy the exam prerequisite(s) at the time of the ordinary exam for that particular educational element, the student cannot attend the exam. As a consequence, the student will have used an exam attempt and will have two exam attempts remaining for passing that particular exam.

10.2.4 Exam organisation and details

10.2.4.1 Exam type

The examination is an oral group examination based on a written group project.

The student(s) will be given a case that will form the starting point for the written group project and the oral exam.

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

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

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

The length of the project must be 15–20 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 (My UCN).

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

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.

The exam is organised as a group exam.

10.2.4.2 Exam aids

All aids are permitted, however, not for the oral exam component.

10.2.4.3 Examination language

The exam will be conducted in English.

10.2.5 Assessment

The assessment criteria for the exam are the learning objectives for the national subject element The Company and its Internal Systems. The learning objectives are described in the national part of the curriculum in section 2.1.2 above.

The exam is internally assessed according to the 7-point grading scale. The written project and the oral performance are assessed as a whole, leading to a single, individual grade.

10.2.6 Resit examination

First resit: Feedback with a view to enhancing the written product. The student(s) must prepare an supplement to the written product. It must be clearly indicated who prepared the supplement and which assignment the supplement refers to. The oral part of the resit will have the same content and form as the ordinary exam but the length of an individual oral exam component will be 10 minutes examination plus 10 minutes for the presentation and 5 minutes for deliberations.

Second resit: Feedback with a view to enhancing the written product. The student(s) must prepare an supplement to the written product. It must be clearly indicated who prepared the supplement and which assignment the supplement refers to. The oral part of the resit will have the same content and form as the ordinary exam but the length of an individual oral exam component will be 10 minutes examination plus 10 minutes for the presentation and 5 minutes for deliberations.

11. Examinations in semester 2

11.1 The exam testing the national subject element: Market Understanding

11.1.1 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 and information about the submission of the written exam component can be found on UCN's intranet (My UCN)y.

Students must take this exam before the end of their first year of study after commencing studies, and they must have passed it before the end of their first year of study after commencing studies in order to progress in the programme. This applies no matter how many exam attempts have been used. However, a student must have had the opportunity to sit the exam twice during their first year of study before their enrolment can be terminated.

If a student has had the opportunity to take the exam at least twice during their first year of study after commencing studies but has not taken the exam before the end of their first year of study after commencing their studies, or if they have not passed that exam before the end of their first year of study after commencing their studies, their enrolment on the programme will be terminated.

UCN may, however, grant exemption from the deadlines above if exceptional circumstances are found to exist.

11.1.2 ECTS weight

The exam is worth 30 ECTS credits.

11.1.3 Conditions for attending the exam (examination prerequisites)

Students must meet the following requirement to sit the exam:

- **Prerequisite no. 2:** Attend 80 % of compulsory-attendance classes.

If a student does not satisfy Prerequisite no. 2, they must prepare a presentation on the basis of an assignment that will be handed out to them. The student will be allowed two hours to prepare. The presentation must be made orally before a lecturer. The length of the oral presentation will be 15 minutes. Students will have the opportunity to remedy non-satisfied prerequisite(s) once before the ordinary exam and once between resits.

The exam prerequisites must have been met before a student can attend an exam of an educational element for the first time. The time and venue for meeting non-satisfied prerequisites can be found on My UCN.

If a student does not satisfy the exam prerequisite(s) at the time of the ordinary exam for that particular educational element, the student cannot attend the exam. As a consequence, the student will have used an exam attempt and will have two exam attempts remaining for passing that particular exam.

11.1.4 Exam organisation and details

11.1.4.1 Exam type

The examination is an oral group examination based on a written group project.

The student(s) will be given a case that will form the starting point for the written group project and the oral exam.

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

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

- cover page with title/project name, name of study programme, name(s) of project participant(s)
- title page
- table of content
- 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 (My UCN).

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

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.

The exam is organised as a group exam.

11.1.4.2 Exam aids

Exam aids are allowed, although not for the oral part of the examination.

11.1.4.3 Examination language

The exam will be conducted in English.

11.1.5 Assessment

The assessment criteria for the exam are the same as the learning objectives for the national subject element Market Understanding. The learning objectives are described in the national part of the curriculum in section 2.2.2 above.

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

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

11.1.6 Resit examination

First resit: Feedback with a view to enhancing the written product. The student(s) must prepare an supplement to the written product. It must be clearly indicated who prepared the supplement and which assignment the supplement refers to. The oral part of the resit will have the same content and form as the ordinary exam but the length of an individual oral exam component will be 10 minutes examination plus 10 minutes for the presentation and 5 minutes for deliberations.

Second resit: Feedback with a view to enhancing the written product. The student(s) must prepare an supplement to the written product. It must be clearly indicated who prepared the supplement and which assignment the supplement refers to. The oral part of the resit will have the same content and form as the ordinary exam but the length of an individual oral exam component will be 10 minutes examination plus 10 minutes for the presentation and 5 minutes for deliberations.

12. Examinations in semester 3

12.1 The exam testing the national subject element: Market Strategy

12.1.1 Scheduled time

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

12.1.2 ECTS weight

The exam is worth 30 ECTS credits.

12.1.3 Conditions for attending the exam (examination prerequisites)

Students must meet the following requirement to sit the exam:

- **Prerequisite no. 3:** Attend 80 % of compulsory-attendance classes.

If a student does not satisfy Prerequisite no. 3 they must prepare a presentation on the basis of an assignment that will be handed out to them. The student will be allowed two hours to prepare. The presentation must be made orally before a lecturer. The length of the oral presentation will be 15 minutes. Students will have the opportunity to remedy non-satisfied prerequisite(s) once before the ordinary exam and once between resits.

The exam prerequisites must have been met before a student can attend an exam of an educational element for the first time. The time and venue for meeting non-satisfied prerequisites can be found on My UCN.

If a student does not satisfy the exam prerequisite(s) at the time of the ordinary exam for that particular educational element, the student cannot attend the exam. As a

consequence, the student will have used an exam attempt and will have two exam attempts remaining for passing that particular exam.

12.1.4 Exam organisation and details

12.1.4.1 Exam type

The examination is an oral group examination based on a written group project.

The student(s) will be given a case that will form the starting point for the written group project and the oral exam.

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

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

- cover page with title/project name, name of study programme, name(s) of project participant(s)
- title page
- table of content
- 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 (My UCN).

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 exam is organised as a group exam.

12.1.4.2 Exam aids

Exam aids are allowed, although not for the oral part of the examination.

12.1.4.3 Examination language

The exam will be conducted in English.

12.1.5 Assessment

The assessment criteria for the exam are the same as the learning objectives for the national subject element Market Strategy. The learning objectives are described in the national part of the curriculum in section 2.3.2 above.

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

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

12.1.6 Resit examination

First resit: Feedback with a view to enhancing the written product. The student(s) must prepare an supplement to the written product. It must be clearly indicated who prepared the supplement and which assignment the supplement refers to. The oral part of the resit will have the same content and form as the ordinary exam but the length of an individual oral exam component will be 10 minutes examination plus 10 minutes for the presentation and 5 minutes for deliberations.

Second resit: Feedback with a view to enhancing the written product. The student(s) must prepare an supplement to the written product. It must be clearly indicated who prepared the supplement and which assignment the supplement refers to. The oral part of the resit will have the same content and form as the ordinary exam but the length of an individual oral exam component will be 10 minutes examination plus 10 minutes for the presentation and 5 minutes for deliberations.

13. Examinations in semester 4

13.1 The exam testing the national subject element: The Selling Organisation

13.1.1 Scheduled time

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

13.1.2 ECTS weight

The exam is worth 30 ECTS credits.

13.1.3 Conditions for attending the exam (examination prerequisites)

Students must meet the following requirement to sit the exam:

- **Prerequisite no. 4:** Attend 80 % of compulsory-attendance classes.

If a student does not satisfy Prerequisite no. 4 they must prepare a presentation on the basis of an assignment that will be handed out to them. The student will be allowed two hours to prepare. The presentation must be made orally before a lecturer. The length of the oral presentation will be 15 minutes. Students will have the opportunity to remedy non-satisfied prerequisite(s) once before the ordinary exam and once between resits.

The exam prerequisites must have been met before a student can attend an exam of an educational element for the first time. The time and venue for meeting non-satisfied prerequisites can be found on My UCN.

If a student does not satisfy the exam prerequisite(s) at the time of the ordinary exam for that particular educational element, the student cannot attend the exam. As a consequence, the student will have used an exam attempt and will have two exam attempts remaining for passing that particular exam.

13.1.4 Exam organisation and details

13.1.4.1 Exam type

The examination is an individual, oral examination based on a written project.

Students will be handed a case which must be answered in writing within 48 hours.

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

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

The written product must be 5-6 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, reference list and appendices. Appendices are not assessed.

The length of the oral exam component will be 20 minutes per student, including 5 minutes for a presentation and 5 minutes for deliberations.

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.

13.1.4.2 Exam aids

Exam aids are allowed, although not for the oral part of the examination.

13.1.4.3 Examination language

The exam will be conducted in English.

13.1.5 Assessment

The assessment criteria for the exam are the learning objectives for the national subject element The Selling Organisation. The learning objectives are described in the national part of the curriculum in section 2.4.2 above.

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

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

13.1.6 Resit examination

First resit: The content and form of the resit will be the same as that of the ordinary exam, however a new case will be handed out.

Second resit: The content and form of the resit will be the same as that of the ordinary exam, however a new case will be handed out.

14. Examinations in semester 5

14.1 The internship exam

14.1.1 Scheduled time

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

14.1.2 ECTS weight

The exam is worth 30 ECTS credits.

14.1.3 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 student's learning objectives for the internship must be based on the relationship between the student's theoretical studies and practical tasks and working methods.

Based on the internship learning objectives – as indicated in the national part of the Curriculum – the student, the supervisor from the educational institution and the supervisor with the internship host company collaborate on defining specific objectives for the student's internship.

The objectives must be entered in the Internship Portal. The objectives will then guide the planning of the student's work during the internship, including the writing of the internship report.

The internship should be considered similar to a full-time job with the same requirements in terms of number of working hours, effort, commitment and flexibility as what a graduate would be expected to encounter in the labour market.

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

The student must satisfy the following requirements for the internship to be considered completed:

- The student must have been participating actively for the duration of the internship.
- The student must have been present full-time during the internship.
- The student must have continuously worked to achieve the learning objectives specified for the internship.

In collaboration with the supervisor from the internship host company, the supervisor from the educational institution will determine whether the above criteria have been satisfied.

14.1.4 Conditions for attending the exam (examination prerequisites)

- The 20-week internship must have been completed. See section 14.1.3 above for the specific requirements that students must satisfy for their internship to be considered completed.
- Mid-way meeting initiated by the student Both the supervisor from the educational institution and from the internship host company must participate in the mid-way meeting.
- The internship report must meet the formal requirements and be duly and correctly submitted.

All exam prerequisites must have been met before a student can attend the exam of a particular educational element.

If a student does not satisfy all exam prerequisites at the time of the ordinary exam for that particular educational element, the student cannot attend the exam. As a consequence, the student will have used an exam attempt and will have two exam attempts remaining for passing that particular exam.

Each student has the right to receive one offer of an internship place for each internship period. If exceptional circumstances are deemed to exist, UCN may waive the restriction on the number of offers.

14.1.5 Examination organisation and details

14.1.5.1 Examination type

The exam is an individual, written exam.

The written report must contain:

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

The length of the internship report 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, executive summary in English, 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 project late, the written project will be rejected, and the student will have used one examination attempt.

14.1.5.2 Exam aids

Exam aids are allowed.

14.1.5.3 Examination language

The exam will be conducted in English.

14.1.6 Assessment

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 in section 3.1.2 above.

The internship report will be assessed.

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

14.1.7 Resit examination

First resit: Feedback with a view to an edit of the internship report submitted for the ordinary exam.

Second resit: Feedback with a view to an edit of the internship report submitted for the first resit exam.

15. Exams in semester 6

15.1 The exam testing the first local subject element: The Digital Company

15.1.1 Scheduled time

The exam will take place in semester 6.

Further information about time and exam venue, as well as a handout of the case assignment, can be found on the UCN intranet (My UCN).

15.1.2 ECTS credits

The exam is worth 15 ECTS credits.

15.1.3 Examination prerequisites

Students must meet the following requirement to take the exam:

- **Prerequisite:** 100% fulfilment of the obligation to attend 1 lesson block (one lesson block is 4 lessons, each 45 minutes long). The dates for the 1 lesson block that has 100% compulsory attendance will be indicated in the study plan, which will be handed out on semester start.

If a student does not satisfy the conditions of the exam prerequisite, the student must prepare an individual replacement assignment (a maximum of 1 standard page of 2,400 characters in length inclusive of spaces, references, models, and images but exclusive of a cover page, table of contents, reference list, and appendices). Students will have the opportunity to remedy the non-satisfied prerequisite once before the ordinary exam and once between resits.

The exam prerequisites must have been met before a student can attend an exam of an educational element for the first time. The time and venue for meeting the non-satisfied prerequisites can be found on UCN intranet (My UCN).

If a student does not satisfy the exam prerequisite at the time of the ordinary exam for the educational element, the student cannot attend the exam. As a consequence, the student will have used an exam attempt and will have two exam attempts remaining for passing that particular exam.

15.1.4 Examination organisation and details

15.1.4.1 Exam procedure

The exam is an 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.

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

The exam is organised as a group exam.

15.1.4.2 Exam aids

Exam aids are allowed, although not during the oral part of the examination

15.1.4.3 Examination language

The examination language is English.

15.1.5 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 section 8.1.2 of the institutional part of the Curriculum.

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

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

15.1.6 Resit

First resit exam: Feedback to enhance the written product. A supplement must be made to the written product. It must be clearly indicated who prepared the supplement and which assignment it refers to. The oral part of the resit will have the same content and form as the ordinary exam but the length of an individual oral exam component will be 10 minutes examination plus 10 minutes for the presentation and 5 minutes for deliberations.

Second resit exam: Feedback to enhance the written product. A supplement must be made to the written product. It must be clearly indicated who prepared the supplement and which assignment it refers to. The oral part of the resit will have the same content and form as the ordinary exam but the length of an individual oral exam component will be 10 minutes examination plus 10 minutes for the presentation and 5 minutes for deliberations.

15.2 The exam testing the second local subject element: Product Management

15.2.1 Scheduled time

The exam will take place in semester 6.

Further information about time and exam venue, as well as a handout of the case assignment, can be found on the UCN intranet (My UCN).

15.2.2 ECTS weight

The exam is worth 15 ECTS credits.

15.2.3 Examination prerequisites

There are no prerequisites for this exam.

15.2.3.1 Exam procedure

The examination is an oral group examination based on a written group project. A case will form the starting point for the written hand-in and the oral exam.

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

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

- Cover page with title/project name, name of study programme, names of project participants
- Title page
- Table of contents
- Reference list (including all sources that are referred to in the project).

The hand-in shall take the form of an executive summary resulting from the casework. The length of the hand-in must be 1-1.5 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.

The oral exam opens with a presentation based on the hand-in. The length of the oral exam component will be 10 minutes per student plus 15 minutes for the presentation and 5 minutes for deliberations.

15.2.3.2 Exam aids

Exam aids are allowed, although not during the oral part of the examination

15.2.3.3 Examination language

The examination language is English.

15.2.4 Assessment criteria

The assessment criteria for the exam are the learning objectives for the second local subject element: Product Management. The learning objectives are described in section 8.2.2 of the institutional part of the Curriculum.

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

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

15.2.5 Resit

First resit exam: Feedback to enhance the written product. A supplement must be made to the written product. It must be clearly indicated who prepared the supplement and which assignment it refers to. The oral part of the resit will have the same content and form as the ordinary exam but the length of an individual oral exam component will be 10 minutes examination plus 10 minutes for the presentation and 5 minutes for deliberations.

Second resit exam: Feedback to enhance the written product. A supplement must be made to the written product. It must be clearly indicated who prepared the supplement and which assignment it refers to. The oral part of the resit will have the same content and form as the ordinary exam but the length of an individual oral exam component will be 10 minutes examination plus 10 minutes for the presentation and 5 minutes for deliberations

16. Exams in semester 7

16.1 The exam testing the elective

The following elective educational elements are offered:

- Strategic Management
- Change Management
- UCN Next Step: Innovation and Entrepreneurship

16.1.1 Scheduled time

The exam will take place in semester 7. Further information about the time and venue for the exam can be found on UCN's intranet (My UCN).

16.1.2 ECTS weight

The exam is worth 10 ECTS credits.

16.1.3 Conditions for attending the exam (examination prerequisites)

There are no examination prerequisites to this exam.

16.1.4 Exam organisation and details

16.1.4.1 Exam type

The exam for any elective is written.

The exam for any elective will be organised as an individual exam.

Strategic Management

The exam is an individual, internally-assessed written assignment. The assignment is an individual 24-hour take-home assignment based on a company of the student's 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.

Change Management

The exam consists of a continuously assessed activity divided into two equally weighted parts each weighted at 20% and one individual internally-assessed written exam weighted 60% of the aggregated grade.

The continuous assessment activity, part 1 (20%)

The continuous assessment activity consists of a written presentation of a problem analysis produced during lessons.

The continuous assessment activity is a group activity, and the group may have no more than five members. There is no option for an individual exam.

The continuous assessment activity, part 2 (20%)

The continuous assessment activity consists of a video-recorded reflection produced during lessons.

The continuous assessment activity is a group activity, and the group may have no more than five members.

The written assignment (60%)

The written assignment is an individual 24-hour, take-home assignment based on a case study.

The length of the written assignment may not exceed 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.

An overall grade will be given where the continuous assessment activity is weighted 20% of the grade, while the individual written assignment is weighted 60% of the grade. The grades will not be individually noted and weighted on the diploma.

UCN Next Step – Innovation and Entrepreneurship

The exam is an internally-assessed, individual written exam. The assignment must take the student's innovative work on developing their own business as its starting point.

Students will receive individual supervisory guidance for their preparation of the written product.

The internship report must be 6–8 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, reference list and appendices. Appendices are not assessed.

16.1.4.2 Exam aids

Exam aids are allowed, although not for a possible oral part of the examination.

16.1.4.3 Examination language

The Strategic Management exam will be conducted in English.

The Change Management exam will be conducted in English.

The UCN Next Step: Innovation and Entrepreneurship exam will be conducted in English.

16.1.5 Assessment

The assessment criteria for the exam are the learning objectives for local electives. The learning objectives are described in this institutional part of the Curriculum in section 9 above.

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

16.1.6 Resit examination

Strategic Management:

First resit: Feedback with a view to an edit of the assignment submitted for the ordinary exam.

Second resit: Feedback with a view to an edit of the assignment submitted for the first resit exam.

Change Management:

First resit: The content and form of the resit will be the same as that of the ordinary exam. However, parts 1 and 2 of the continuous assessment activity will not be produced during lessons.

Second resit: The content and form of the resit will be the same as that of the ordinary exam. However, parts 1 and 2 of the continuous assessment activity will not be produced during lessons.

UCN Next Step: Innovation and Entrepreneurship:

First resit: Feedback with a view to an edit of the assignment submitted for the ordinary exam.

Second resit: Feedback with a view to an edit of the assignment submitted for the first resit exam.

16.2 The exam testing bachelor's degree project

16.2.1 Scheduled time

The exam testing bachelor's degree project can only take place once the internship examination and other examinations have been passed.

The exam will take place at the end of the final semester of the programme.

16.2.2 ECTS weight

The exam is worth 20 ECTS credits.

16.2.3 Conditions for attending the exam (examination prerequisites)

The written project, which constitutes both the assessment basis and the examination basis, must

- meet the formal requirements to the bachelor's degree project as indicated in the national part of the Curriculum, section 4 above and section 16.2.4.1 below.
- be submitted in the correct manner and in due time.

All exam prerequisites must have been met before a student can attend the exam of a particular educational element.

If a student does not satisfy all exam prerequisites at the time of the ordinary exam for that particular educational element, the student cannot attend the exam. As a consequence, the student will have used an exam attempt and will have two exam attempts remaining for passing that particular exam.

16.2.4 Exam organisation and details

16.2.4.1 Exam type

The exam comprises a project and an oral performance which are assessed as a whole and receive a single grade for the combined performance.

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

- cover 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 25–30 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 (My UCN).

The written element of the bachelor's degree project may be prepared individually or in groups of two students.

If the project is written by a group of students, they must write an additional 15 pages per added group member. This means that a group of two must write 25–30 standard pages + 15 standard pages, equivalent to 40–45 standard pages.

The exam is organised as an individual exam.

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

16.2.4.2 Exam aids

Exam aids are allowed, although not for the oral part of the examination.

16.2.4.3 Examination language

The exam will be conducted in Danish.

16.2.5 Assessment

Alongside the internship examination and the other examinations of the study programme, the bachelor's degree project examination is intended to document the attainment of the defined learning outcomes of the study programme.

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

The students' writing and spelling skills will be included in the assessment of bachelor's degree project. However, students who have a physical or mental impairment and students whose mother tongue is not Danish may be exempt in cases where UCN finds that an exemption is necessary in order to put those students on an equal footing with other students. A condition for exemption is that the level of the discipline-specific content of the exam must remain unchanged.

An application for exemption must be made in writing to the study programme using UCN's online forms no later than 4 weeks before the exam date. The student must attach documentary evidence of their grounds for applying for an exemption.

UCN may waive the application deadline if exceptional circumstances are found to exist.

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 profession-related and academic content as well as the student's spelling and writing skills. The exam is externally assessed according to the 7-point grading scale.

16.2.6 Resit examination

First resit: Feedback with a view to enhancing the written product. It must be clearly indicated who prepared the supplement and which assignment the supplement refers to. The oral part of the resit will have the same content and form as for the ordinary exam.

Second resit: Feedback with a view to enhancing the written product. It must be clearly indicated who prepared the supplement and which assignment the supplement refers to. The oral part of the resit will have the same content and form as for the ordinary exam.

17. Language

The study programme is approved as a Danish-language study programme, and lessons are planned and organised to be delivered in Danish.

However, up to 49% of the programme's total value in terms of ECTS credits may be delivered in English. The language of delivery will be indicated in the description of the individual local subject element/elective.

If compulsory educational elements are planned and organised to be delivered in English, students will have to satisfy a language requirement equivalent to at least Danish B level on admission to the study programme.

If electives are available in English, students will have to satisfy an English language requirement equivalent to at least Danish B-level at the time when they choose to study an elective that is delivered in English.

If only English-language electives are offered on a particular programme, meaning that students cannot choose between Danish and English language of delivery for their electives, students will have to satisfy an English language requirement equivalent to Danish B-level at the time of admission to the study programme.

At www.optagelse.dk, you can find out whether a particular study programme has language requirements that must be met on admission to the programme.

English proficiency equivalent to at least Danish B-level can be identified by a language test. At UCN's website you can find out about the language tests we accept as well as the required scores etc.

18. Special exam arrangements

UCN may exempt students from exam terms and conditions that were laid down in the institutional part of the curriculum. Exemption includes offering special exam arrangements to students who have a physical or mental impairment and students whose mother tongue is not Danish in cases where UCN finds that an exemption is necessary in order to put those students on an equal footing with other students. A condition for exemption is that the level of the discipline-specific content of the exam must remain unchanged.

Students must use UCN's online forms to apply for exemption from UCN's exam conditions or to apply for special exam arrangements no later than 4 weeks before the exam is to take place. The student must attach documentary evidence of their grounds for applying for an exemption.

UCN may waive the application deadline if exceptional circumstances are found to exist.

19. Obligation to participate and compulsory attendance

19.1 Compulsory attendance

The study programme has compulsory attendance for study activities in semester 1 to 4, and absence will be recorded. We have compulsory attendance because you must be present and actively participating in study activities in order to learn properly.

If satisfaction of compulsory attendance is an exam prerequisite, this will be indicated in the individual exam descriptions.

19.2 Obligation to participate

For teaching and learning activities to be most efficient and for students to achieve the learning objectives of the programme, students have an obligation to participate by submitting or presenting assignments/project work etc.

The students' submission/presentation of assignments/project work etc. may be expressed as exam prerequisites which must be satisfied before students can attend a particular exam.

If, at the time of an exam, a student has not met all the exam prerequisites, the student will not be allowed to attend the exam, and as a consequence they will have used an exam attempt. Subsequently, the student will only have two attempts remaining to pass that particular exam and will not be allowed to attend the exam until all exam prerequisites have been satisfied.

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. Criteria for determining study activity

Students have an obligation to stay informed about the time and venue for teaching and learning activities and exams, which can be found on UCN's intranet (My UCN).

Registration as a student may be terminated for students who have not passed any exams for a continuous period of at least one year.

UCN may waive this stipulation if justified by exceptional circumstances.

Before enrolment is terminated, the student will be consulted in writing.

21. Teaching and working methods used in the programme

UCN's study programmes are based on Reflective Practice-based Learning (RPL) enabling students to develop the competencies to act professionally in a changing world. Throughout their studies, students develop professional, social and personal competencies that enable them to link theoretical reflection with practical actions and qualify them to reflect on and implement relevant theories and knowledge.

In our study programmes, RPL sets the stage for students to engage in practice-related learning activities that link practice-related knowledge, theoretical knowledge and research-based knowledge. Various teaching and learning activities are planned according to these six fundamental principles that foster reflection:

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 manifest themselves in different ways in different study programmes, semesters and subjects. However, all of them require students to participate and engage actively to maximise the learning yield.

22. 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.

If a study-abroad period has been pre-approved, the student has a duty to document completion of the subject elements when the pre-approved study-abroad period is over. When applying for pre-approval, the student must consent to allow the educational institution to collect any required information once the pre-approved study-abroad period is over.

On final approval of pre-approved credit transfer, a 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 Relations Office may help students find out how to do part of their studies outside Denmark. Contact UCN's International Relations Office 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 with the higher education institution that s/he wants to attend etc. UCN International Relations Office will stand by with advice but cannot take part in the actual planning of the study abroad period.

23. Credit transfer

Credit transfer can take place in different situations.

23.1 Credit transfer assessment (compulsory credit transfer) associated with application for admission/enrolment on a study programme

When a student has met their 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 qualify them for credit transfer, the study programme will decide whether or not to grant credit transfer in each individual case. This will take place on the basis of completed educational elements and work experience that compare with subjects, programme elements or internship elements. The decision whether to award credit transfer is based on an assessment of academic achievement.

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

If a student does not disclose information about prior education and work experience on admission/enrolment, their application for credit transfer will not be considered until July or January, whichever comes first, in connection with admission/registration of new students.

This means that students applying for credit transfer may have to wait longer than anticipated for a decision of credit transfer.

It is therefore at each student's own risk that a decision of credit transfer may not have been made in due time before a relevant exam.

- IF the student does not sit the exam and UCN subsequently decides NOT to grant the credit transfer, the student will have used one 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, then credit transfer will NOT be awarded because the student has already decided to sit the exam. In this instance, the grade given for the 'new' exam will apply 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, and irrespective of whether the student failed the 'new' exam.

So, once a student has decided to sit an exam, this will exclude the possibility of awarding due transfer credit.

23.3 Pre-approval of credit transfer and final credit transfer

Before going to another educational institution in Denmark or abroad with the intent of getting 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.

Final credit transfer will be granted 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.

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

For an in-depth description of the credit-transfer rules, please see the current version of the Examination Regulations for UCN's Undergraduate Programmes.

24. Exemptions

If justified by exceptional circumstances, UCN may opt to waive stipulations in the Curriculum; however, only stipulations made by UCN alone or those made jointly by the institutions offering the programme may be disregarded.

According to UCN's practice, exceptional circumstances are generally characterised as a sudden and unexpected change of conditions that a student has been unable to guard themselves against. This could be sudden, serious illness or a death in a student's immediate family.

Each individual case will require a specific assessment of whether exceptional circumstances exist, just as each case will be considered to determine whether the facts of that particular case justify a deviation from the general practice in cases of exceptional circumstances.

25. Effective date and transition regulations

This Institutional Part of the Curriculum will come into effect on 1 September 2023 and will apply to all students who are admitted/registered – including students who are re-admitted or re-registered – on the study programme on that date or later.

The institutional part of the 1 February 2023 curriculum will be repealed as of 1 September 2023.

Students who were admitted/registered – including those who were re-admitted or re-registered – on the study programme before 1 September 2023 will transfer to this institutional part of the Curriculum on 1 September 2023.

However, all students, including those who were admitted/registered or re-admitted/re-registered on the study programme before 1 September 2021, and who have not commenced or completed semester 7 of the study programme, must complete that semester according to the Curriculum of 1 February 2023.

26. Appendix – distribution of ECTS credits

	ECTS	National subject elements: The company and its internal systems 1st Semester (30 ECTS)	National subject elements: Market understanding 2nd Semester (30 ECTS)	National subject elements: Market strategy 3rd Semester (30 ECTS)	National subject elements: The selling organization 4th Semester (30 ECTS)	National subject elements: Internship 5th Semester (30 ECTS)	Local subject elements: Technological development and global business management 6th Semester (30 ECTS)	Local subject elements: Elective educational element 7th Semester (10 ECTS)	Bachelor project: 7th Semester (20 ECTS)
TR: Product development	18	5	4	5	4				
TR: Quality Management	8		2	3	3				
TR: Materiale & Proces	9	5	4						
TR: Construction	14	3	4	3	4				
TR: Digital Technologies	6			3	3				
TR: Project Management	6		3	3					
TR: Graphic and Visual Communication	3				3				
TR: The Digital Company	15						15		
SB: Logistik og Supply Chain	3	3							
SB: Marketing	11	4	3	4					
SB: Micro Economi	8	4		4					
SB: Macro Economi	4		4						
SB: Law	5				5				
SB: Product Management	15						15		
IR: Negotiation	5				5				
IR: Organisation	7	4			3				
IR: Communication & Culture	9		6	3					
IR: Theory of Science	4	2		2					
Internship	30					30			
Elective elements	10							10	
Bachelor project	20								20
ECTS total	210	30	30	30	30	30	30	10	20

TR: Technological resources

SB: Strategic business

IR: Interrelational relationship

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