

Bachelor's Degree Programme
INTERNATIONAL HOSPITALITY MANAGEMENT

Curriculum
2017 to 2019

National section



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1. CURRICULUM FRAMEWORK

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

1.1. Objective of the study programme

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

The programme is a full-time study programme designed as an independent extension (top up) of the academy profession programmes in Service, Hospitality and Tourism Management and Marketing Management.

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

1.2. Title and duration

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

Professional Bachelor in International Hospitality Management

The Danish title is:

Professionsbachelor i International Hospitality Management

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

Duration and maximum length of study

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

Programmes with a prescribed period of study of up to 120 ECTS credits must be completed within a number of years corresponding to no more than twice the prescribed period of study. Other programmes must be completed within a number of years corresponding to the prescribed period of study plus two years. The educational

institution may exempt students from the latest date of completion of the programme, when this is founded in exceptional circumstances.

1.3. Legal framework of the curriculum

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

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

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2. ADMISSION TO THE STUDY PROGRAMME

2.1. Entry requirements

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

2.2. Admission requirements

Where UCN does not have the capacity to admit all applicants to the programme, the applicants are selected according to the following criteria:

- Grade achieved in Economics and final exam project
- Motivated application letter
- Study-related work experience
- Study-related stay abroad (job, internship or study visit)

3. PROGRAMME CONTENTS

3.1. Programme structure

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

¹ Weights on the degree certificate which also stipulate the grade point average

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

The programme comprises compulsory educational components worth 55 ECTS credits, electives worth 5 ECTS credits, internship worth 15 ECTS credits and a final exam project worth 15 ECTS credits.

The sum of all educational components and other study activities may not exceed the prescribed 90 ECTS credits.

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

3.2. Core areas and compulsory educational components

Content and learning outcomes for core areas and compulsory educational components are described below.

Core area: Economics

15 ECTS credits

Test of academic level – 1 ECTS

Accounts and external industry key figures – 3 ECTS

Budget and budget control – 4 ECTS

Costs – 3 ECTS

Forecasting and revenue management – 4 ECTS

Learning outcomes:

Knowledge

The students should have acquired knowledge of

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

Skills

The students should be able to

- draw up department and activity budgets as well as set up accounts for further analysis;
- prepare cost calculations according to recognised methods in the industry as well as calculations for specific industry key figures;
- use different methods for the distribution of mixed and indirect costs;
- substantiate mixed costs and the cost structure within the international hospitality industry;
- apply yield and revenue management, enabling students to give input for improving the turnover of the company in both the short and long term; and
- assess internal control systems and give reasons for possible solutions.

Competences

The students should be able to

- develop budget proposals and key figures to manage the company, based on inputs from the company's various departments and activities; and
- take part in analysing the company's situation as well as independently make different proposals for optimising its operations based on forecasting.

Core area: Management

15 ECTS credits

MODULE 1:

Organisational structures – 4 ECTS

HR/competence development – 3 ECTS

Leadership – 5 ECTS

Personnel law – 3 ECTS

Learning outcomes:

Knowledge

The students should have acquired knowledge of

- the significance of the various types of organisations and organisational structures for competence development and management;
- the company's goals as well as how to control, structure and organise activities to achieve the goals;
- the special legal framework of the industry, including practice concerning individual and collective labour laws in an international context;
- the service company's needs for structural and managerial initiatives in respect of changes in the company's external and internal situation;
- methods and theories for prevention and handling of conflicts between staff groups as well as between staff and management;

- work-related stress, work-life balance, and the associated managerial challenges;
- the social, environmental and economic responsibility (CSR) of the companies, including the Working Environment Act; and
- different approaches to change management.

Skills

The students should be able to

- assess and communicate practical and theoretical methods of identifying the organisation's competence gap at strategic, department and individual levels with a view to making substantiated choices of relevant solutions;
- assess their own leadership based on theoretical and practical issues as well as substantiate and choose relevant forms of management;
- act within the existing personnel law and other relevant legal frameworks, including make an independent assessment of personnel law conditions and assess the need for and selection of relevant cooperation partners;
- assess the management's role and impact on the work environment of service companies and their general organisation culture;
- assess the appropriateness of the structure of the service company and its relation to management style in respect of the company's vision, mission, goals, and values;
- assess and define change strategy in respect of the company's needs;
- recommend methods to prevent and handle conflicts between staff groups as well as between staff and management; and
- seek relevant legal information and relate source-critically to the information found.

Competences

The students should be able to

- handle the impact of complex organisation types on competence development and their own leadership;
- independently develop a competence development plan at organisation, group, and individual level within the framework of professional ethics;
- identify their own development needs and develop their own competences in relation to the company's strategy and their own function area;
- contribute to the development and implementation of organisational change projects; and
- manage the company to make it live up to the company's Corporate Social Responsibility.

MODULE 2

Theory of science and methodology

5 ECTS credits

Theories of science

Methodology

Data (primary and secondary)

Case studies

Learning outcomes:

Knowledge

The students should have acquired knowledge of

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

Skills

The students should be able to

- critically assess empirical-analytical studies, including be able to communicate what knowledge is, how it is generated, and how it connects to practice;
- reflect on and take part in discussions on the generation of knowledge;
- work on problem areas within theory of science and methodology and integrate the understanding of scientific work and methodology with academic professionalism in project writing;
- collate, adapt, and interpret quantitative and qualitative data along with relating critically to existing or new data material as well as be able to judge the relevance, topicality, validity, reliability, and generalisability of data; and
- make a problem analysis and problem definition, prepare a problem statement and hypotheses as well as make considerations about methods and substantiate the choice of survey methods.

Competences

The students should be able to

- prepare science-based reports and projects, including communicate research results and suggested solutions, etc., in a clear and easy-to-read report which contains a clear formulation of the problem and methodological considerations along with an assessment of the reliability and validity of the results and prerequisites;
- use scientific and methodological approaches in addressing practical problems and issues; and

- take part in an interdisciplinary collaboration on the development of a study based on scientific principles, including an assessment of the strengths and weaknesses of alternative survey methods.

Core area: Strategy

10 ECTS credits

Strategic analysis – 3 ECTS

Strategy, concept and product development – 5 ECTS

Strategic implementation and management – 2 ECTS

Learning outcomes:

Knowledge

The students should have acquired knowledge of

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

Skills

The students should be able to

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

Competences

The students should be able to

- handle decisive success factors for the individual company or organisation as well as communicate the company's strategy with a view to developing the company or organisation; and
- be part of a professional cooperation with management and staff members about the strategic challenges of the company.

Core area/compulsory educational component: Cultural awareness and customer relations

10 ECTS credits

The concept of culture and the hospitality industry – 2 ECTS

Guest/customer relations – 3 ECTS

Organisational culture – 3 ECTS

Negotiation technique – 2 ECTS

Learning outcomes:

Knowledge

The students should have acquired knowledge of

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

Skills

The students should be able to

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

Competences

The students should be able to

- act ethically in an intercultural hospitality environment;
- carry out and apply relevant cultural analyses in the hospitality industry;
- communicate and negotiate with internal and external stakeholders, companies, and organisations across cultures; and
- perform hostmanship in a host-guest interaction setting.

3.3. Elective educational components

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

3.4. Internship

Internship is full-time with a workload of 30 hours a week, exclusive of internship project and log. The aim of the internship is that, upon completion of the internship period, the students should be able to assess and include theories for solving practice-oriented problems that are relevant to the programme and the final exam project. Students who begin the top-up programme will normally already have gone through a compulsory internship period of three months, worth 15 ECTS credits, as part of their qualifying exam (AP programme). Internship of another three months (15 ECTS credits) thus still remains to be completed in the top-up programme. During the internship, students work with professionally relevant issues and acquire knowledge of relevant job functions. The students will be associated with one or more companies during the internship. As a rule, the internship is unpaid. The students themselves must actively apply for internship, and the institutions ensure the framework of the internship.

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

Knowledge:

The students should have acquired knowledge of

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

Skills:

The students should be able to

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

Competences

The students should be able to

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

Internship is worth 15 ECTS and is concluded with an exam.

3.5. Rules for completion of the internship

Requirements of the parties involved

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

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

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

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

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

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

Roles and responsibilities of the parties involved

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

3.6. Teaching and working methods

Various learning and teaching methods are practised, such as lectures, class teaching, guest lectures, assignment exercises, presentations (including student presentations), cases, workshops, company visits, seminars, and projects as well as study visits to organisations affiliated with the study programme.

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

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

4. OVERVIEW OF EXAMS

Each student must sit three externally assessed exams and five internally assessed exams.

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

4.1. Final exam project requirements

The objective of the final exam project in the International Hospitality Management programme is to document the students' understanding of practice as well as centrally applied theory and method in relation to a practical problem or issue based on a specific assignment within the field of the programme. The problem or issue, which must be central to the study programme and the profession, must be formulated by the students in the problem statement and research question, possibly in

collaboration with a private or public company. The final exam project must be interdisciplinary and must contain financial scenarios for the consequences of the suggested solutions to the problem or issue. University College of Northern Denmark must approve the problem statement and research question.

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

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

Learning outcomes for the final exam project:

Knowledge

The students should have acquired knowledge of

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

Skills

The students should be able to

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

Competences

The students should be able to

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

4.2. Final exam project requirements

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

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

Characters are including spaces.

Appendices may be enclosed to substantiate projects. However, they are not included in the assessment of the assignment, which means that lecturer and examiner are not under an obligation to read them.

Writing and spelling skills as well as the ability to use the correct technical terms form part of the assessment (weight 10 percent).

The exact character count MUST be appear clearly from the cover page of the project. If the number of characters is not indicated, the assignment is rejected, and the exam may not take place until the next scheduled exam.²

The final exam project report must amount to between 75 % and 100 % of the maximum number of characters. Assignments that total less than 75 % of the number of characters laid down or which exceed the maximum, will be rejected, and the students must resit the exam.

Scope of final exam project:

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

5. OTHER RULES FOR THE PROGRAMME

5.1. Credit transfer³

5.1.1 Transfer to a partner institution in Denmark

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

5.1.2 Credit transfer for educational components

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

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

³ See section 18(2) of Programme Order.

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

5.2. Exemption

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

5.3. Effective date

This Curriculum will come into effect on 1 September 2017 and will apply to students who are enrolled in the study programme starting as of September 2017.

5.4. Transition provisions

For students already enrolled the curriculum in force at the time of enrolment will apply; however only until the expiry of the standard course of study (1½ years).

After that, the students will follow the curriculum in force at the time in question.