

BUSINESS ACADEMY
AARHUS



Curriculum 2014-2016

Bachelor of Innovation and Entrepreneurship

PBA i innovation og entrepreneurship

Institutional Part

September 2014

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1. Scope of the curriculum

1.1. Commencement of the curriculum

The institutional part of the curriculum is valid for students starting on 1 September 2014

1.2. Transitional scheme

This curriculum replaces earlier versions of the curriculum from 31 August 2014.

However, any exams started before 1 September 2014 must be completed according to the previous institutional part of the curriculum, by 30 June 2015 at the latest.

1.3. Scheduled placement of the programme elements

Element	ECTS	Placement
Creative and innovative processes	5	1st semester
Business proposition	5	1st semester
Theory of science and methodology	5	1st semester
Project management and networking	5	1st semester
Corporate Management	10	1st semester
Growth	10	2nd semester
Change management	5	2nd semester
Elective element	15	2nd semester
Internship	15	3rd semester
Bachelor Project	15	3rd semester

2. Elective programme elements

The student is required to study in detail a programme element of their own choice from the Business Academy's catalogue of elective elements. This catalogue will as a minimum offer three different elective elements. In the spring of 2014, the following elements were offered: Intrapreneurship, Experience economy and events, Import and Export, and Emerging markets. The provision of elective elements will be adapted and adjusted on an ongoing basis.

Students are free to study their chosen elective element at another educational institution, but are required to cover any related costs of transportation, accommodation, etc.

2.1. Content and learning objectives for elective elements

Weight: 15 ECTS

Placement: 2nd semester

Content

The elective element consists of:

- A series of classes
- Self-study of and academic immersion in the chosen element in study groups
- Preparation of a written report and participation in seminars

Teachers will be assigned to study groups to act as teachers, supervisors and examiners.

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The supervisor assists the study group participants in structuring the chosen topic and in determining which parts of the relevant disciplines may contribute to their academic immersion. Similarly, the supervisor will assist in setting objectives for the specific knowledge, skills and competencies to be acquired by the students in the study group.

The self-study and report component includes three milestone seminars.

Milestone 1:

The first seminar is held shortly after the start of the self-study course. The study group participants present their choice of topic, preliminary thesis statement and methodology, and a work plan.

Milestone 2:

A midway seminar will be held halfway through the self-study course. During the seminar, the individual study group participants present their final thesis statements, considerations of methodology, report structure and preliminary results, concepts or prototypes, to each other.

Milestone 3:

The work on the elective programme element concludes with a joint seminar, where the participants, based on their reports, present and elaborate on any interesting problems and issues raised in connection with the element to each other and describe the best ways to resolve these in theory and practice.

The entire elective programme element or relevant parts of it may be studied abroad, where the structure and content of the studies may vary.

Learning objectives

Specific learning objectives will be determined separately for each topic, depending on the chosen course of study.

Knowledge and understanding

The student is required to:

- Possess a development-based insight into the theory and methodology of a chosen topic which puts one or more of the core areas of the programme into a broader perspective.

Skills

The student is required to:

- Be able to professionally disseminate academic knowledge in both oral and written forms
- Be able to apply the acquired knowledge as input towards the development of new action plans, concepts, services or products

Competencies

The student is required to:

- Be able to professionally identify and address own learning and development needs within the specific area
- Be able to plan and implement the process of acquiring new knowledge, individually or in cooperation with others.

Assessment criteria

The learning objectives are tested in an exam. The exam performance is assessed according to the 7-point scale.

For each milestone, the relevant written material is uploaded, and a seminar is arranged.

Prior to milestones 1 and 2, the written material must be uploaded no later than two days before the seminar. The milestone 3 report, however, must be submitted and uploaded during the week before the seminar. The written material must be prepared individually.

Scope of the written material:

Milestone 1: 1-2 standard pages (max. 4,200 characters)

Milestone 2: 2-4 standard pages (max. 8,400 characters)

Milestone 3: 20 standard pages (max. 42,000 characters)

30 minutes will be allocated to each student for the seminars associated with milestones 1 and 2.

The work on the elective programme element concludes with the milestone 3 seminar, where the study group participants, based on their reports, present and elaborate on any interesting problems and issues raised in connection with the element to each other and describe the best ways to resolve these in theory and practice. Following the presentation, the issues and solutions presented are discussed. All students involved are expected to have read the reports in connection with their study group work and to participate actively in the discussion. 45 minutes will be allocated to each student during the seminar. The 45 minutes may include: Presentation, questions and discussion points, cases/assignments, etc. It is for the student to decide how to spend the allocated time.

The overall assessment of the work on the elective programme element includes:

- Milestone 1
- Milestone 2
- Milestone 3

The supervisor gives an individual evaluation of the participants' work after each milestone.

The supervisor awards an individual mark for each student's work on the elective element after the final seminar. The mark awarded is based on an overall assessment of the written and oral work performance during each milestone seminar.

If the overall assessment results in a mark lower than 02, the student will be required to prepare another milestone 3 report in order to re-qualify for examination in the elective programme element.

For any elective programme elements completed at a summer school stay abroad, the exam will be held as specified in the separate description of this. This exam will replace milestone 3. One overall mark is awarded based on an overall assessment of the student's written and oral work performance during milestones 1 and 2 and the exam result obtained at the summer school. The combined assessment of milestones 1 and 2 will account for 50% of the overall mark awarded. The exam result from the summer school will also account for 50% of the overall mark awarded.

3. Rules for the completion of an internship

The responsibilities and tasks in connection with internship in one's own company¹ are as follows:

A written agreement, approved by the student, the co-ordinator for own-company internships and the supervisor, forms the basis of the internship.

The student

¹ In this context, the term "own company" refers to a company in which the student is the registered owner or co-owner.

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The student is responsible for completing the process up to the approval of the internship agreement for an own-company internship in an entrepreneur/company environment, or for an internship in another company. In this process, the student will receive support from the Business Academy as mentioned below.

During the internship, the student has full responsibility for contributing to achieving the learning objectives.

Any discrepancies encountered during the internship must be reported by the student to the internship organisers so that a solution can be found.

Internship supervisor

The internship supervisor is responsible for introducing the internship. Similarly, the internship supervisor is responsible for approving that an internship in an own company - and the associated internship agreements - will enable the student to achieve the set learning objectives.

Student - internship supervisor/mentor cooperation

For students taking their internship in an entrepreneur environment, the supervisor is responsible for ensuring that the student complies with the requirements of working in an entrepreneur environment. These requirements include:

- Monthly meetings with experienced entrepreneurs
- Monthly state-of-affairs interviews with the supervisor/mentor from the entrepreneur environment
- On-going meetings focused on challenges ahead and action-orientated proposals, definition of milestones, objectives and action plans.

Thus, the student and one or more stakeholders must engage in dialogue at least once every two weeks.

Students who are approved for in-company internships will be assigned an internship supervisor who will provide guidance to the student throughout the internship process, e.g. in relation to the academic/technical content of the internship and the establishment of learning objectives. The supervisor will be in contact with the internship company three times during the internship process (at the beginning, halfway through and at the end of the internship period).

Career Centre

The Career Centre assists and supports students who do not complete their internship in their own company, for instance by offering training courses in writing applications and CVs.

Internship company

Companies which enter internship agreements are subject to a number of demands. These demands relate to aspects of guidance and the nature of the work, and the internship in a company must be so organised as to adhere to Business Academy Aarhus' internship concept in terms of follow-up and evaluation activities.

The minimum internship period is 12 weeks and concludes with an exam based on a written report. Please refer to section 8.5 for a description of the internship exam.

The internship is generally considered equivalent to a regular full-time job (37 hrs. per week) and should reflect the requirements on work performance, commitment and flexibility that graduates should expect to face in their first jobs or as entrepreneurs.

4. Applied teaching and work methods

A lively and engaging study environment is established in both teaching and other activities, through a variety of methods which contribute to preparing the students for life as innovators and entrepreneurs.

The teaching is organised to combine academic input and issues within specific fields of practice and will be based primarily on empirical knowledge, cases and best practice from the entrepreneurs and companies cooperating with the programme or the students.

The following activities support the achievement of the learning objectives:

1. Teaching
2. Business groups and project work
3. Supervision and coaching
4. Presentations
5. Guest lectures, company visits, cases, etc.
6. Physical settings

4.1. Teaching

The content of the teaching and the associated activities on the programme are structured to follow the typical life cycle of a start-up company or an innovation project in an existing company, and the students will therefore get "just-in-time" theoretical and academic input.

In the first semester, creative and innovative processes are implemented to establish an inventiveness which the students may use in interdisciplinary business groups as a starting point for the development of specific business concepts and business models.

Entrepreneurship competitions such as the "Start-up Programme" under *Fonden for Entreprenørskab* (Young Enterprise Denmark) will form integral parts of the programme's 1st and 2nd semesters.

Teaching will involve the latest knowledge and results from national and international research, test and development work from disciplines associated with the field of work.

The programme implementation will be based on the Academy's educational platform. The platform includes, in particular, the following principles which characterise the teaching provided at Business Academy Aarhus:

- Practice-based learning (experience, reflect, decide, act)
- Real-life applicability and relevance
- Co-responsibility for own learning
- Accommodation of different learning styles

Moreover, the teaching provided in the Bachelor of Innovation and Entrepreneurship programme is organised according to the principles of effectuation (Srasvathy, 2010) and innovation pedagogy (Darsø, 2011), including the principle that innovation and entrepreneurship must be witnessed, discovered and experienced. This is reflected in the following educational activities:

- At the beginning of the programme, the students clarify their personal approach (Who am I? What do I know? Who do I know? How much am I willing to risk?)
- From day 1, the work is based on specific innovation projects
- All exam performances will be assessed on the basis of the students' own projects
- The students will be actively involved in networking activities throughout the programme
- Insight into and reflection on theory and practice based on the students' dialogue with teachers, supervisors, innovators, experts, etc.

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The students will be divided into classes of approximately 30 students. A week of classes may consist of the following elements:

- Academic input (in class): Teaching
- Academic immersion and reflection (individual/group): Studying, completion of assignments, etc.
- Investigation of practice (group): interviews, observation, etc.
- Implementation of new knowledge and experience in own projects (group): Group work
- Reporting and experience gathering (class/group): Presentations, pitches, discussions, feedback, etc.

Compared with most of the other programmes offered by Business Academy Aarhus, a relatively small part of the total resources on the programme will be spent on classroom teaching, while more resources will be spent on group and individual supervision.

IT is included as a tool, educational method and for data gathering purposes. The Academy's learning management system will be used actively as a platform for communication and knowledge sharing in connection with the programme.

4.2. Business groups and project work

At the beginning of the programme, students will complete a personal profile test. Based on this test and following feedback, academic background and areas of interest, the students will form business groups. The composition of each business group is required to ensure representation of different academic/technical backgrounds. The students will work in these groups from around the middle of the first semester and through the end of the semester, after which they must decide whether to continue in that business group or enter into new working relationships.

The students on the programme must generally be willing to share their ideas with other students on the programme. Students who have specific business ideas and businesses already at the start of the programme must be prepared to put these on hold at least until the beginning of the 2nd semester. If they then choose to pursue these ideas and businesses during the 2nd semester, they must be willing to involve and form a business group.

4.3. Supervision and coaching

Coaching supports the students' work on clarifying and identifying their own personal and academic development needs in relation to working within the practice areas of the programme. The aim is for the students to set up their own businesses within the first two semesters of the programme. These businesses will then provide the framework for the students' internships. Each student will be assigned a coach. The coach provides feedback on the student's personal profile test at the beginning of the programme and will follow the student's progress throughout the programme.

Each business group is assigned a supervisor who will be available for questions and supervision and will follow up on the group's action plans, etc.

4.4. Presentations

In the course of the programme (at least once per semester), the student must pitch and/or present his/her own business to external stakeholders (e.g. potential partners, investors, advisors or others).

4.5. Guest lectures, company visits, cases, etc.

Experienced entrepreneurs, advisors, etc., will be involved throughout the programme to contribute their experience and act as sparring partners for the students.

4.6. Physical environment

Teaching and project work take place in a physical environment which supports the creative and innovative processes.

5. Guidelines for differentiated teaching

Teaching is structured partly to accommodate the students' skills and experience in relation to their qualifying vocational training. In order to establish the optimum conditions for achieving the learning objectives in the compulsory programme element Corporate management, the element will be provided as a differentiated course process which accommodates the students' skills and experience in the areas of sales, marketing, economy, visualisation, and IT.

As a minimum, the following packages will be offered to the students, based on their skills and experience (qualifying vocational training or equivalent):

1. Commercial package:

For students with vocational training in marketing and sales, e.g. AP programmes in marketing, service and trade.

Content: Company teams, illustration, documentation and prototypes, relationship selling, IT systems and financial management systems.

2. IT and technology package:

For students from IT and technologically related commercial programmes such as multimedia design, computer science and production technology.

Content: Company teams, marketing and sales planning, relationship selling, financial management and financial management systems.

3. Technical package:

For students from vocational programmes in construction, agriculture, plumbing and electricity.

Content: Company teams, marketing and sales planning, relationship selling, IT systems and financial management systems.

Overview of differentiated course subjects:

Commercial	IT and technology	Technology	Scope
Company teams			2 ECTS
Illustration, documentation and prototypes	Marketing and sales planning		2 ECTS
Relationship selling			2 ECTS
IT systems	Financial management	IT systems	2 ECTS
Financial management systems			2 ECTS

6. Foreign language proficiency requirement

Since the programme aims to work with the latest theories and empirical knowledge in the field, some books and other material may be available in English only. The main part of the programme is offered in Danish, but guest lectures and classes may occasionally be conducted in English. In order to get the optimum benefit from the programme, it is therefore recommended for students to have proficiency level C in English or similar level.

7. Internationalisation

7.1. Education abroad

The programme is modular, which means that it is possible for a student to take the 2nd semester abroad, as it is possible for foreign students to study one semester in our programme.

The internship and bachelor project can also take place abroad, just as it will be possible to take a part of an elective element on the programme's 2nd semester abroad as part of a summer school visit.

The Business Academy must give approval/credit prior to the studies abroad. Subject to approval of a prior credit application under the programme, students may take each individual programme element abroad.

With prior credit approval for studies abroad, students are required to document each approved and completed programme element when their studies abroad are completed.

In connection with the application for prior credit approval, the students must give permission to the institution to obtain any required information after the completion of their studies abroad. Upon approval of the prior credit application, as described under 10.2, the programme element is considered completed if it has been passed according to the rules of the programme.

Business Academy Aarhus has a broad network of foreign partners, and the International Office can assist students who wish to take part of their education abroad.

Please contact the International Office for further information. It should be noted, however, that a lot of work is required by the individual student if they wish to study abroad. It is up to the individual student to investigate available subjects for study abroad at the desired university, etc. International Office can help with advice, etc. but will not do any detailed planning. This is the student's own responsibility.

7.2. Exams abroad in the 2nd semester

The student must do all their exams at the partner institution abroad. Credit will then be given for these exams as either pass or fail.

7.3. Exams abroad in the 3rd semester

Internship

Generally, a supervisor will be assigned at the student's home school, and the report must be submitted and evaluated in an exam as described in the section on external exams. However, the internship interview may take place via Skype if the student is still abroad at the time of the interview. In that case, the student is responsible for acquiring the required equipment and internet access of a sufficiently high quality to permit the interview to be conducted.

Bachelor project

Generally, a supervisor will be assigned at the student's home school, and the report must be submitted and evaluated in an exam as described in the section on external exams.

7.4. Rules for examinations abroad

For a description of the rules for conducting exams abroad, please refer to the section with useful tips on examinations on Fronter. This also describes the costs involved if the examination is held abroad.

8. Exams on the programme

8.1. Overview of examinations and their timing

Time²	Subject/exam	ETCS points for each exam	Internal/external assessment	Assessment
1st semester	1st semester exam: Innovation plan Compulsory programme elements: - Creative and innovative processes - Business proposition - Theory of science and methodology - Project management and networking - Business proposition	30	Internal	7-point scale
2nd semester	2nd semester exam: Business model Compulsory programme elements - Growth - Change management	15	External	7-point scale
2nd semester	Elective element	15	Internal	7-point scale
3rd semester	Internship	15	Internal	7-point scale
3rd semester	Bachelor Project	15	External	7-point scale

Information concerning times, dates and locations for the exams are on Fronter

In the following, you will find a description of each exam with:

- Exam form and organisation
- Prerequisites for the exam, participation requirements and submission

2. May be decided individually by the institution which offers the programme.

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When starting on a programme element, semester, etc., the students will automatically be registered for the relevant exams. Registration for an exam means that one exam attempt is used. However, this does not apply to students who are unable to attend the exam due to documented illness or maternity/paternity leave.

It is always the student's responsibility to ensure internet access for use during the exam and to ensure that their computer is operational.

8.2. Innovation plan. Compulsory programme elements: Creative and innovative processes, Business proposition, Theory of science and methodology, Project management and networking, Corporate management (1st internal exam)

Assessment criteria

An individual mark according to the 7-point scale is awarded based on an overall assessment of the student's written and oral performance. The assessment is based on the student's ability to apply the compulsory programme elements' theory, methodology and models, as well as the ability to discuss and critically assess the chosen innovation plan and prototype or other visual presentation. The learning objectives are specified in the joint curriculum.

Exam form and organisation

The exam is a group exam with individual marks. The exam is based on a written project report and a visual presentation of the business idea (e.g. a prototype). Groups consist of 3-5 students.

The project report includes a description, analysis and assessment of the group's innovation plan for their concept. All the compulsory programme elements of the exam must be included. The introductory section must contain a scientific section and an explanation of primary and secondary data gathering (theory of science and methodology). Furthermore, a prototype or other visual presentation of the business idea must be submitted.

The scope of the project report must not exceed 31,500 characters including spaces, footnotes and references, figures and tables, but excluding front page, table of contents, bibliography and appendices. The project report must be prepared in accordance with the instructions on preparation of project reports which are available on Fronter. In addition to submission of an electronic version of the report, two physical copies of the report must be submitted as well.

Ideas/proposals for the contents of the innovation plan (the written project) according to the compulsory programme elements.

- Considerations of methodology and theory of science
- Description, analysis and evaluation of the company team's creative and innovative processes in connection with the generation of ideas and the development of the concept/business idea. This must also be implemented concretely in the form of the company team's prototype/visual presentation of the concept.
- Description, analysis and evaluation of the sources of innovation and methodology used to identify and evaluate possibilities through the idea generation and development process.
- Analysis and evaluation of the different business opportunities identified and addressed in the development of the concept/business idea.
- Description, analysis and evaluation of relevant stakeholders in relation to the concept, and an evaluation of the team's own presentation/communication and selling of the concept to relevant stakeholders.
- Description, analysis and evaluation of the financial methodology and IT systems deployed in connection with the development and evaluation of the concept/business idea.
- Considerations and reflections on marketing and sales planning for the concept/business idea.
- Analysis and evaluation of the group's planning and management (project management) of the process from the team formation, idea generation and development of the finished concept/business idea and prototype.
- Analysis and evaluation of the importance of networking in the group's development of the concept.
- Description and motivation for the choice of paradigm, model and structure of the innovation plan.
- Description, motivation and reflections on the applied methodology, information gathering and involvement of models and theories.

The exam is organised as an oral group exam with a duration of 20 minutes per group member based on the written report. This means that for:

- Three students, the total duration is 60 minutes
- Four students, the total duration is 80 minutes
- Five students, the total duration is 100 minutes

The exam is conducted by two teachers from the relevant technical/academic field.

If the overall assessment results in a mark lower than 02, the student will be required to prepare another report in order to re-qualify for examination in the 1st internal exam.

The group has five minutes of presentation time per group member at its disposal. All group members must take part in the presentation and their presentation must focus on individual learning, reflection and impact of including/excluding various elements from the innovation plan and the prototype/visual presentation developed by the group. Each group member will subsequently pick a subject at random for a broad examination of the compulsory programme elements, based on the innovation plan. 10 minutes are allocated for the evaluation and awarding of marks.

Timing of the exam

The exam is placed at the end of the 1st semester. Specific information about the time and place will be announced on Fronter.

Prerequisites to take the exam

In order to take the 1st internal exam, the student is required to have complied with the active participation requirement and to have obtained approval of three compulsory assignments during the 1st semester. A description of the compulsory assignments is available on Fronter.

In order for the student to sit for the exam, the contents of the written report must be credible. The report must comply with the formal requirements and must be timely and properly submitted.

It is a prerequisite for taking the oral exam that students confirm their co-responsibility for the preparation of the project with their signatures.

8.3. Business model. Compulsory programme elements: Growth, Change management (1st external)

Assessment criteria

An individual mark according to the 7-point scale is awarded based on an overall assessment of the student's written and oral performance. The evaluation is based on the student's ability to apply the compulsory program elements' theories, methods and models in solving issues for a specific company.

If the overall assessment results in a mark lower than 02, the student will be required to prepare another milestone 3 report in order to re-qualify for examination in the 1st external exam.

Exam form and organisation

The exam is an individual exam. The exam is based on a written group project report on a company chosen by the group. The point of departure may be either entrepreneurship or intrapreneurship. The project contains the description and analysis of a business model, including analysis of the possibilities for scaling, as well as a visual product. Groups consist of 2-5 students.

The scope of the project report must not exceed 31,500 characters including spaces, footnotes and references, figures and tables, but excluding front page, table of contents, bibliography and appendices. The project report must be prepared in accordance with the instructions on preparation

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of project reports which are available on Fronter. In addition to submission of an electronic version of the report, two physical copies of the report must be submitted as well.

The report must contain the description and analysis of the chosen business model, including analysis of the possibilities for scaling. All the compulsory programme elements of the exam must be included in the report.

The visual product must be presented in connection with the oral exam. The visual product may be a video, a prototype of a physical or digital product, a homepage, presentation material for potential investors or other stakeholders.

The exam is organised as a 30-minute individual oral exam. The student first makes an individual presentation with a duration of 5-8 minutes. The presentation must include the visual product. The presentation forms part of the basis for assessment.

The presentation is followed by a discussion of the specific company's choice of business model, including possibilities for scaling the business model.

Timing of the exam

The exam is placed after the end of the classes in the compulsory programme elements on the 2nd semester. Specific information about the time and place will be announced on Fronter.

Prerequisites to take the exam

In order to take the 1st external exam, the student is required to have passed the 1st semester and to have complied with the active participation requirement and to have obtained approval of two compulsory assignments on the 2nd semester. A description of the compulsory assignments is available on Fronter.

In order for the student to sit for the exam, the contents of the written report must be credible. The report must comply with all formal requirements and must be timely and properly submitted.

It is a prerequisite for taking the oral exam that students confirm their co-responsibility for the preparation of the project with their signatures.

8.4. Elective programme element (2nd internal exam)

Assessment criteria

Please refer to the description of the elective programme element (in section 2.1).

Exam form and organisation

Please refer to the description of the elective programme element (in section 2.1).

Prerequisites to take the exam

In order to take the 2nd internal exam, the student is required to have passed the 1st semester and to have complied with the requirement for active participation in the 2nd semester.

8.5. Internship, 3rd semester (3rd internal exam)

Assessment criteria

Based on an overall assessment of the report and the oral examination, the student's overall learning outcomes from the internship are awarded a mark according to the 7-point scale. The learning objectives are specified in the joint curriculum.

If the overall assessment results in a mark lower than 02, the student will be required to prepare another report in order to re-qualify for the internship exam.

The assessment criteria are learning objectives for the exam, which are the learning objectives (i.e. knowledge and understanding, skills and competencies) for the internship process.

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Exam form and organisation

The internship component of the programme is intended to establish a link between the acquired theory and the actual business conditions of the profession. The internship aims to ensure an insight into real-life practices and development of professional and personal competencies which enable the student to independently address relevant tasks and work within the profession as either an entrepreneur or an intrapreneur.

Another aim for the internship report is for the student to analyse, reflect and evaluate the internship and its contribution to his/her own knowledge acquisition.

The report must include:

- Reflection on and evaluation of the innovation process, innovation needs, any projects launched, progress in the student's own business and the student's own role in this.
- A reflection on the professional and personal learning outcome achieved through the different processes and projects and the accomplishment of specific tasks.
- A reflection on the professional and personal learning outcome achieved, compared to the expectations/internship agreement and seen in relation to the student's own profile (the personal profile must be enclosed as an appendix and commented on in the report) and in relation to future occupation as either an entrepreneur or an intrapreneur.

Log printout must be put in the appendix. For every two weeks of the internship, a log must be made, which must be uploaded to Fronter. The log may contain text, video and photos.

The following should be included in the log:

- Tasks accomplished during the past two weeks
- How did you accomplish the tasks? What went well? What went less well? Reasons why it went well? And reasons why it went less well?
- Did you apply theories/models/learning from the 1st and 2nd semesters in accomplishing the tasks?
- How did you use your mentor/advisory board?
- What are your main observations in the company within the past two weeks? This could be theories/models/ideas from your studies which you have used or observed being used, documentation of the innovation process, meetings with customers, partnerships, observations of work procedures, innovation needs and processes, management of innovation processes, self-management, customer relationships, inspiration or input for e.g. the bachelor project topic, etc., etc.

In the preparation of the internship report, the requirements described in the instructions on written assignments (available on Fronter) must be complied with.

The report may be written using the "I" form, since the basis for the report is the student's own experience and reflections. A thesis statement is not required, but the report must include a description of its purpose which accounts for its aims and as a minimum provides argumentation for the report's contents and structure.

It is an individual report and the scope must not exceed 16,800 characters including spaces and excluding appendices. The report must be submitted electronically via Fronter.

The student's outcomes of the company internship are evaluated in an internal oral exam with a duration of 30 minutes, based on the report. The exam will include an evaluation of the student's learning outcomes of the internship as well as the documentation for the learning acquired.

Prerequisites to take the exam

In order to take the internship exam, the student must have participated in and passed all previous exams.

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In order for the student to sit for the exam, the contents of the written report must be credible. The report must comply with all formal requirements and must be timely and properly submitted.

8.6. First year exams

For vocational and bachelor programmes, the exam(s) which the student must take before the end of the first year of studies after starting on the programme, as specified in the curriculum (1st internal, 1st external, and the elective programme element) must be passed before the end of the student's 2nd year of studies after starting on the programme. Otherwise, the student will not be allowed to continue on the programme.

8.7. Requirements on written assignments and projects

For all exams, etc., a standard page is defined as 2,100 characters including spaces and footnotes. This does not include front page, table of contents, bibliography and appendices. Appendices will not be assessed.

The requirements on the scope of written assignments and the correlation between the number of members of a group and the scope of projects are specified in the description of the individual exams.

An electronic copy must always be submitted of any written reports to be submitted in connection with exams. The report **must** be uploaded as a Word file, while front page, appendices, etc., (if any) may be uploaded in different file formats. Group reports must always be uploaded as a group submission.

The files uploaded **must** adhere to the below naming conventions:

- The full name(s) of the student(s) – *Exam title*
- The full name(s) of the student(s) – *Exam title – front page*
- The full name(s) of the student(s) – *Exam title – appendix*

The description of each exam also specifies whether any physical copies must be submitted as well.

8.8. Requirements for the main project

The main exam project or bachelor project will be evaluated in an external exam, which together with the post-internship exam and the other exams on the programme should document that the programme's learning objectives have been met. The exam consists of a project and an oral component for which the student is awarded one overall mark. The exam can be taken only after the main post-internship exam and the other exams on the programme have been passed.

8.9. What effect do spelling and writing skills have on the assessment?

Spelling and writing skills are part of the assessment of the main exam/bachelor project (weighted 10%). The assessment reflects an overall assessment of the academic content as well as the spelling and writing skills.

Students who can document a relevant disability may apply for an exemption from the requirement that spelling and writing skills are included in the assessment. The application must be sent to the programme, addressed to the head of the programme no later than four weeks before the exam is due to be held.

8.10. Use of aids and assistance

Any rules for limitations in the use of aids will be apparent from the description of the individual exam.

8.11. Special Exam Conditions

Students may, where this is justified by physical or mental disabilities, apply for special exam conditions. Applications must be submitted to the programme four weeks before the exam is held. Application requirements will be waived in cases of sudden health problems. The application must be accompanied by a medical certificate; statements from e.g. speech, hearing, dyslexic or blind institutions or other evidence of a medical condition or relevant specific disability.

Students with a non-Danish mother tongue may apply for permission to bring dictionaries for exams where aids are otherwise not permitted. The application for permission to bring other aids or assistance must be sent to the programme no later than four weeks before the exam is held.

8.12. Sick and re-examinations

Sick exams

A student who has been prevented from taking an examination due to a documented illness or another unforeseen circumstance will be given the opportunity to take a (sick) exam as soon as possible. If the exam was due to take place in the final exam period, the student will be given the opportunity to take the exam in the same semester or immediately thereafter.

The sick exam may be the same as the next regular exam. The student is responsible for obtaining information on the time of the (sick) exam.

Information about the time and place of sick exams can be found on Fronter

The illness must be documented by a medical certificate. The institution must receive the medical certificate no later than three working days after the examination. Students who become acutely ill during an exam must provide documentation that they were ill on that day.

If the illness is not documented according to the above rules, the student will have used an examination attempt. The student bears the cost of the medical certificate.

Re-examination

After a failed exam or failure to appear for an exam, the student is automatically registered for the re-examination, provided the student has any exam attempts left. The re-examination may be the same as the next regular exam.

The student is responsible for obtaining information on the time of the re-examination.

Information about the time and place of re-examinations can be found on Fronter

The programme may grant an exemption from the automatic registration provided this is justified by exceptional circumstances, including documented disabilities.

8.13. The language used for exams

Exams are taken in Danish. Examinations may be taken in Swedish or Norwegian instead of Danish, unless the purpose of the examination is to document the student's proficiency in Danish.

If the student decides to take selected elements of the programme (e.g. the elective element) in English, the exam in these elements will be held in English.

In addition, the student may choose to prepare his/her bachelor project in English. In that case, the programme administration office must be notified no later than one month before submission of the project.

9. Cheating including the use of own and others' work (plagiarism)

Projects and other material for examinations must be prepared by the students themselves. Upon the submission of written answers as well as physical and electronic submissions, the examinee confirms that the assignment/answers have been prepared without wrongful assistance.

9.1. Cheating and disruptive behaviour during exams

Cheating on tests and exams is covered by the Executive Order on Tests and Examinations in Professionally Orientated Programmes (the Examination Executive Order no. 1519 from 16.12.2013).

If a student cheats on an exam, the student will be expelled from the exam.

If the cheating occurs under aggravated circumstances, the student may be expelled from the programme for a shorter or longer period. With expulsion for cheating under aggravated circumstances, a written warning will be given stating that repetition could lead to a permanent expulsion from the programme.

Cheating is for instance:

- Improperly receiving help during an exam
- Improperly giving help to others during an exam
- To pass someone else's work off as your own (plagiarism - see <http://en.stopplagiat.nu/>)
- To use previously assessed work without a reference
- To use assistance which is not allowed for the exam in question

Expulsion from an exam for cheating means that the mark will be annulled and that one examination attempt has been used by the student.

If a student exhibits **disruptive behaviour** during an exam, the institution can expel the student from the exam. In less severe cases, the institution will first give a warning.

Expulsion can also occur once the exam has been held.

9.2. Presumption of cheating, including plagiarism during and after the exam

If during or after an exam, there is a suspicion that an examinee:

- Improperly obtained or provided help
- Has passed somebody else's work off as their own (plagiarism)
- Has used previously assessed work or parts thereof without reference (plagiarism)

this must be reported to the programme's management.

9.3. The process of clarification of cheating, including plagiarism

Postponement of the exam

If the report of cheating concerns plagiarism in a written assignment, where this forms the basis of assessment with a subsequent oral examination, the head of the programme must postpone the exam if it is not possible to determine the position before the date of the exam.

Format and content of the report

The reporting must be done without undue delay. The report should include a written presentation of the case, which includes information that can identify those reported, as well as a brief explanation and documentary evidence of the position. If one or more of the reported persons are repeat offenders, this should be disclosed.

When reporting plagiarism, the plagiarised parts must be marked with clear reference to the sources that have been plagiarised. The plagiarised text must also be marked in the source text.

Involvement of the examinee – consultation of affected parties

The head of the programme determines whether the consultation with the student happens orally, in writing or a combination thereof.

For an oral consultation of interested parties, the examinee is summoned to an interview which aims to shed light on the case. The aim here is to present documentation of the suspected cheating and to hear the student's side of it. The student has the right to have a representative accompany them to this meeting.

For the written consultation of interested parties, the documentation for the suspected cheating is sent to the student in order to request a written statement.

Sanctions for cheating and disruptive behaviour during an exam

If, after having the case explained, the head of the programme can confirm the suspicion of cheating, and if the action has or could have an impact on the assessment, the examinee must be expelled from the exam by the programme head.

In less severe cases, a warning is given first.

If the cheating occurs under aggravated circumstances, the student can be expelled from the programme for a shorter or longer period. With expulsion for cheating under aggravated circumstances, a written warning will be given stating that repetition could lead to a permanent expulsion from the programme.

Expulsion from an exam for cheating means that the mark will be annulled and that one examination attempt has been used by the examinee.

The examinee may not participate in a sick/re-exam but must wait until the programme's next ordinary exam.

The student may not attend classes or take any examinations during their period of expulsion.

Complaints

The decision of expulsion and that an examination attempt has been used due to cheating is final, and cannot be appealed to a higher administrative authority.

Complaints about legal issues (for example incapacity, consultation of interested parties, appeal guidelines, whether the Executive Order or Examinations has been interpreted correctly, etc.) may be submitted to the Ministry of Higher Education and Science. The complaint must be submitted to the institution and must be addressed to the head of the programme, who must then submit a report that the complainant has the opportunity to comment on within a period of normally one week. The institution then sends the complaint, the report and the complainant's comments (if any) to the Ministry of Higher Education and Science. The deadline for complaints to the institution is two weeks from the day the decision was communicated to the complainant, cf. Executive Order § 51.

10. Other rules for the programme

10.1. Credit for subjects included under the curriculum's institutional section

Credit is given for passed elective programme elements taken at other educational institutions offering this programme.

A number of the Academy's summer schools give credit for milestone 3 of an elective element (see section 2.1). A current overview of the summer schools which give credit is available on the Academy's website.

10.2. Prior credit approval

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Students can apply for prior credit approval. With prior credit approval for studies in Denmark or abroad, students are required to document each approved and completed programme element at the completion of these studies. In connection with the application for prior credit approval, the students must give permission to the institution to obtain any required information after the completion of their studies.

Upon approval of the prior credit application, the programme element is considered completed if it has been passed according to the rules of the programme.

10.3. Active attendance

In order to fulfil the programme’s learning objectives/outcomes and so that the related teaching forms can function properly, the table below specifies the programme elements where active attendance is required in the form of:

- Hand-ins/presentations of assignments/projects and
- Compulsory attendance in terms of physical presence

FOR THE PROGRAMME, ACTIVE PARTICIPATION INCLUDES: Compulsory attendance at external lectures and company visits, presentations and individual interviews as specified below. If the student is unable to attend, for example due to illness, the student must notify the programme administration.	
1st SEMESTER	<ul style="list-style-type: none"> • Submission of two written assignments in the compulsory programme element Corporate management (compulsory assignments) • Submission of Effectuation project steps 1 and 2 (compulsory assignments) • Compulsory attendance in oral presentation of and feedback on Effectuation project (steps 1 and 2) • Compulsory attendance in Pitch (compulsory assignment) • Compulsory attendance in the preparation of a personal profile and an individual coaching interview • Participation in at least eight Friday arrangements (FabFriday)
2nd SEMESTER	<ul style="list-style-type: none"> • Submission of a personal action plan (compulsory assignment) • Submission of a business action plan and a business case (compulsory assignments) • Compulsory attendance in coaching interview on the basis of personal action plan and feedback on business action plan • Compulsory attendance in milestone 1, 2 and 3 seminars in elective element • Participation in at least four Friday arrangements (FabFriday)

A rejection of the student’s fulfilment of their obligations, for example, the rejection of a written assignment or non-compliance with the formal requirements of an assignment, will be listed as a non-compliance for student activity in relation to the receipt of the government grant (SU).

The programme will intervene with assistance and guidance as early as possible if a student fails to comply with compulsory attendance.

Compulsory attendance and any active attendance requirements which are prerequisites to participate in any exams are indicated in the description of each individual exam.

10.4 Criteria for the evaluation of study activity

Enrolment can be terminated for students who have not been active on a programme for a continuous period of at least one year.

Study activity is defined to mean that the students within the last 12 months have:

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- participated in at least two different exams
- passed at least one exam
- fulfilled their obligation to participate in any activity which is part of the programme, including group work, class projects, remote learning, etc. as indicated in the curriculum
- delivered, as indicated in the curriculum, the assignments, reports (learning) portfolios, etc., which are prerequisites for participation in exams with credible content, and have not submitted any plagiarised material
- been present for all activities with compulsory attendance, as indicated by the curriculum

Failure to meet one or more criteria in the definition of study activity justifies termination of enrolment.

Periods during which the student has not been active due to maternity/paternity or other leave, adoption, documented illness or military service do not count. The student may be required to provide documentation for these circumstances.

If warranted by extraordinary circumstances, the programme may grant exemptions from these provisions. The exemption application must be sent to the head of department.

Prior to the student's enrolment being brought to an end, the student will be advised of this in writing. In connection with this, the student must be made aware of the rules above. The letter to the student must make it apparent that the student has 14 days to submit evidence that the lack of activity at the programme should not count and must indicate the deadline for the application of an exemption.

If the student has not responded within the time limit, their enrolment will be terminated.

If the student requests that their enrolment not be terminated, termination is delayed until the case has been decided on by the head of programme.

The student can complain about the decision to the director of education within two weeks of receipt of the decision. The complaint will delay any further action. If the director upholds the decision, the student may appeal to the Ministry of Higher Education and Science within two weeks of receipt of the decision with respect to any legal issues.

The rules relating to the exams which the student, under the Executive Order of Examinations, should have participated in before the end of the 2nd semester and passed before the end of 2nd year of studies, and where the Executive Order on the programme has stipulated any time limits for completion of the programme, are valid independent of any other rules.

11. Complaints regarding exams and the appeal of decisions³

11.1. Complaints regarding exams

It is recommended that the examinee should seek guidance from a study and career counsellor for the appeal procedure and for the preparation of a complaint.

The rules for exam complaints can be found in section 10 of the Examination Executive Order. In the Examination Executive Order, distinction is made between:

- Complaints about the basis for the examination, etc., the exam procedure and/or the assessment, or
- Complaints about legal matters.

3. See chapter 10 of the Examination Executive Order: <https://www.retsinformation.dk/Forms/R0710.aspx?id=160839>

The two types of complaint are handled differently.

Complaints about the basis of the examination, etc., exam procedure and assessment

An examinee may submit a written and substantiated complaint within a period of two weeks after the exam has been announced in the usual way concerning:

- The basis of the exam, including exam questions, assignments, etc., as well as its relation to the educational goals and requirements of the programme
- The exam procedure
- The assessment

The complaint can relate to all exams, including written, oral and combinations thereof, as well as practical or clinical exams.

The complaint must be sent to the head of department.

The complaint must immediately be submitted to the original examiners, i.e. the internal and external examiners from the examination in question. The opinion of the examiners will form the basis of the institution's decision regarding academic issues. The institution will usually set a deadline of two weeks for the submission of their opinions.

Immediately after the examiners' opinion is made available, the complainant has the opportunity to comment on the opinions, usually with a week's deadline.

The institution's decision is based on the examiners' academic opinion and any comments which the complainant may have regarding the opinion.

The decision must be submitted in writing, and can be as follows:

- provision for a new assessment (reassessment) - only for written exams
- provision for a new exam (re-examination)
- that the student's complaint has been dismissed

Should it be determined that a reassessment or re-examination will be offered, the head of department must appoint new examiners. Reassessment can only be offered for written exams where there is material for assessment; this is because the new examiners cannot (re)assess an already held oral examination and the original examiners' notes are personal and may not be disclosed.

If the decision is an offer for reassessment or re-examination, the complainant must be advised that a reassessment or re-examination may result in a lower mark. The student must, within a period of two weeks after the decision has been made, accept the offer. This decision is binding and may not be changed. If the student does not accept the offer within the time limit, the reassessment or re-examination will not take place.

The reassessment or re-examination must take place as soon as possible.

With a reassessment, the examiners must submit all relevant documents i.e., the exam, the answer/s, the complaint, the original examiners' opinions along with the complainant's remarks as well as the institution's decision.

The examiners will then notify the institution of the outcome of the re-assessment, including a written justification and the assessment, which may be a lower mark.

If it has been decided that a new assessment will be made or if there is an offer of a re-examination, the decision will be binding for all the examinees whose exams have the same shortcomings as the subject of the complaint.

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The complaint must be sent to the head of the programme within two weeks (14 calendar days) after the evaluation of the exam in question has been announced. If the deadline falls on a public holiday, the first working day thereafter is the deadline.

A dispensation from the deadline can be granted if there are exceptional circumstances.

11.2. Appeal

The complainant can appeal the institution's decision regarding any academic issues to an appeals board. The appeals board's activities are covered by the Public Administration Act, which includes incapacity and confidentiality.

The appeal must be sent to the head of department.

The deadline for an appeal is two weeks after the student has been informed of the decision. The same requirements as mentioned above under complaint (in writing, with reasons etc.) also apply to the appeal.

The Appeals Board consists of two external examiners appointed by the chairman of external examiners, as well as a lecturer eligible to examine and a student within the same field of study (programme), who are both appointed by the head of department.

The Appeals Board makes a decision based on the original material that formed the basis for the institution's decision and the student's substantiated appeal.

The Board deals with the appeal and the resultant decision can be as follows:

- provision for a new assessment by new examiners, though this is only a possibility with written exams
- provision for a new examination (re-examination) by new examiners
- that the student's appeal has been unsuccessful

If the decision offers reassessment or re-examination, the complainant must be advised that a reassessment or re-examination may result in lower mark. The student must, within a period of two weeks after the decision has been made, accept the offer. The decision is binding and may not be changed. If the student does not accept the offer within the time limit, the reassessment or re-examination will not take place.

The reassessment or re-examination must take place as soon as possible.

With a reassessment, the examiners must submit all relevant documents i.e., the exam, the answer/s, the complaint, the original examiners' opinions along with the complainant's remarks as well as the institution's decision.

Appeals must be decided within two months – for summer exams, within three months – after the appeal has been filed.

The Appeals Board's decision is final, which means that the case cannot be appealed to a higher administrative authority with regard to the academic part of the complaint.

11.3. Complaints concerning legal matters.

Complaints concerning legal issues in the decisions made by the examiners for the reassessment or re-examination or the Appeal Board's decision must be submitted to Business Academy Aarhus within a period of two weeks from the day the decision is communicated to the complainant.

Complaints concerning legal issues in the decisions taken by the institution in accordance with an Executive Order (for example incapacity, consultation of interested parties, whether the Executive

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Order or Examinations has been interpreted correctly, etc.) may be submitted to the institution who must submit a report that the complainant has the opportunity to comment within a period of normally one week. The institution then sends the complaint, the report and the complainants comments (if any) to the Ministry of Higher Education and Science. The deadline for submission of the complaint to the Institution is two weeks (14 calendar days) from the day the decision was communicated to the complainant.

12. Rules of exemption

The educational institution can deviate from what the institution or the institutions themselves have stated in the curriculum if this is justified by exceptional circumstances. The various institutions must cooperate in order to have a homogenous dispensation policy.

13. Approval

This institutional part of the curriculum has been enacted and approved by Business Academy Aarhus on the 1st of July 2014.