



**NIELS BROCK**

EDUCATION SINCE 1881

**NIELS BROCK**

**COPENHAGEN BUSINESS**

**COLLEGE**

**Catalog 2021-22**

## Table of Contents

Niels Brock Copenhagen Business College .....	1
Mission, Vision, History and Statutes .....	2
Mission .....	2
Accreditation .....	3
History .....	3
Statutes .....	4
Legal Control .....	9
Location .....	11
Administrators .....	12
Business Administration (Concentration in Finance, Marketing, or Hospitality Management) .....	13
Introduction .....	14
Admission Philosophy .....	16
Diversity Statement .....	17
Privacy Protection .....	18
Residential Option .....	19
Online Option .....	20
Undergraduate Admission Policy .....	21
Application Procedures .....	22
Upper Division Admission/Transfer Students .....	23
Application Procedures for Upper Division/Transfer Students .....	23
Transfer of Credits from Niels Brock Partner Universities .....	23
Transfer of Credits to Niels Brock Partner Universities .....	25
Application Decisions .....	25
Scholarships .....	27
Diversity Scholarship .....	27
Academic Scholarship .....	27
Student Services .....	29
Academic Advising .....	29
Student Counseling Services .....	29
Placement Services .....	30
IT Helpdesk .....	30
The Niels Brock Libraries .....	31
Student Representative Council .....	32
CBC Research, Scholarly, and Creative Activities .....	35
Grading System and Exams .....	36
The American Number-of-Points Grading Scale .....	36
Grade Appeals .....	37
Principles of the Evaluation System .....	37
External Evaluators .....	37
Assessment .....	38
Make-up Assessments and Late Assignments .....	38
Standards of Academic Progress (SAP) .....	39
Maximum Program Length (MPL) – Quantitative Measurement of SAP .....	39
Maximum Program Length Requirements for International Students .....	39
Qualitative Measurement of SAP .....	39
Academic Probation .....	40
Removal from Academic Probation .....	40
Dismissal .....	40
Academic Evaluation of Students Placed on Academic Probation .....	40
Effect of Grades on Satisfactory Academic Progress .....	40



Appeal Process .....	41
Repeating a Course .....	41
Re-Sits for Exams .....	41
Code of Academic Integrity .....	42
Code of Ethical Conduct .....	43
Attendance .....	44
Policy on Student Leave .....	44
Make-Up Work .....	44
Complaints .....	45
Faculty .....	46
Academic Calendar .....	47
Curriculum, Program Objectives, and Semester Overview .....	48
Curriculum .....	48
Program Objectives .....	48
Graduation Requirements .....	49
Definition of credit hours .....	49
Semester Overview .....	49
General Education .....	49
Core courses .....	50
Concentration courses .....	51
Elective courses .....	52
Program Structure .....	53
Overall pedagogical Principles for Niels Brock .....	54
Course Descriptions .....	55
Hours and Credits .....	70
Transcripts and further education .....	71
Fees and Charges .....	72
Payment Policy .....	72
Refunds .....	72
Appendix 1. Revisions .....	73
Rev. Mar/Apr 2021 .....	74



# Niels Brock Copenhagen Business College

## Mission, Vision, History and Statutes

### Mission

At Niels Brock, we are ambitiously and constantly dedicated to developing and offering relevant education programs that:

- Ensure that graduates have the right competences for the corporate world.
- Optimize the possibilities of the individual.

### Vision

It is the Niels Brock ambition to be the most international and innovative business college in Denmark – renowned for our faculty and staff to professionally optimize and facilitate the learning process of our students.

### Strategy Tool

Niels Brock applies a strategy tool “På Vej” (“On Our Way”), which enables us to update our strategy, to monitor development towards strategic objectives and operative actions plans, and to involve employees in the strategy process on an annual basis.

The college applies a 3-year strategy horizon, e.g. 2020-2023, a process illustrated by the figure below which we have titled the Niels Brock Planning Wheel.

### Current Objectives and Action Plans

Every February, strategic objectives are outlined on the basis of a range of empirical data in areas, such as retention and graduation rates, student satisfaction surveys, Niels Brock employee work satisfaction surveys, generic data concerning labor market conditions, etc. – as well as the CEO’s strategic statement. Since 2013, we also included empirical data collected by Niels Brock on placement rates, graduate satisfaction and employer satisfaction.

For the present horizon, we have five overall objectives:

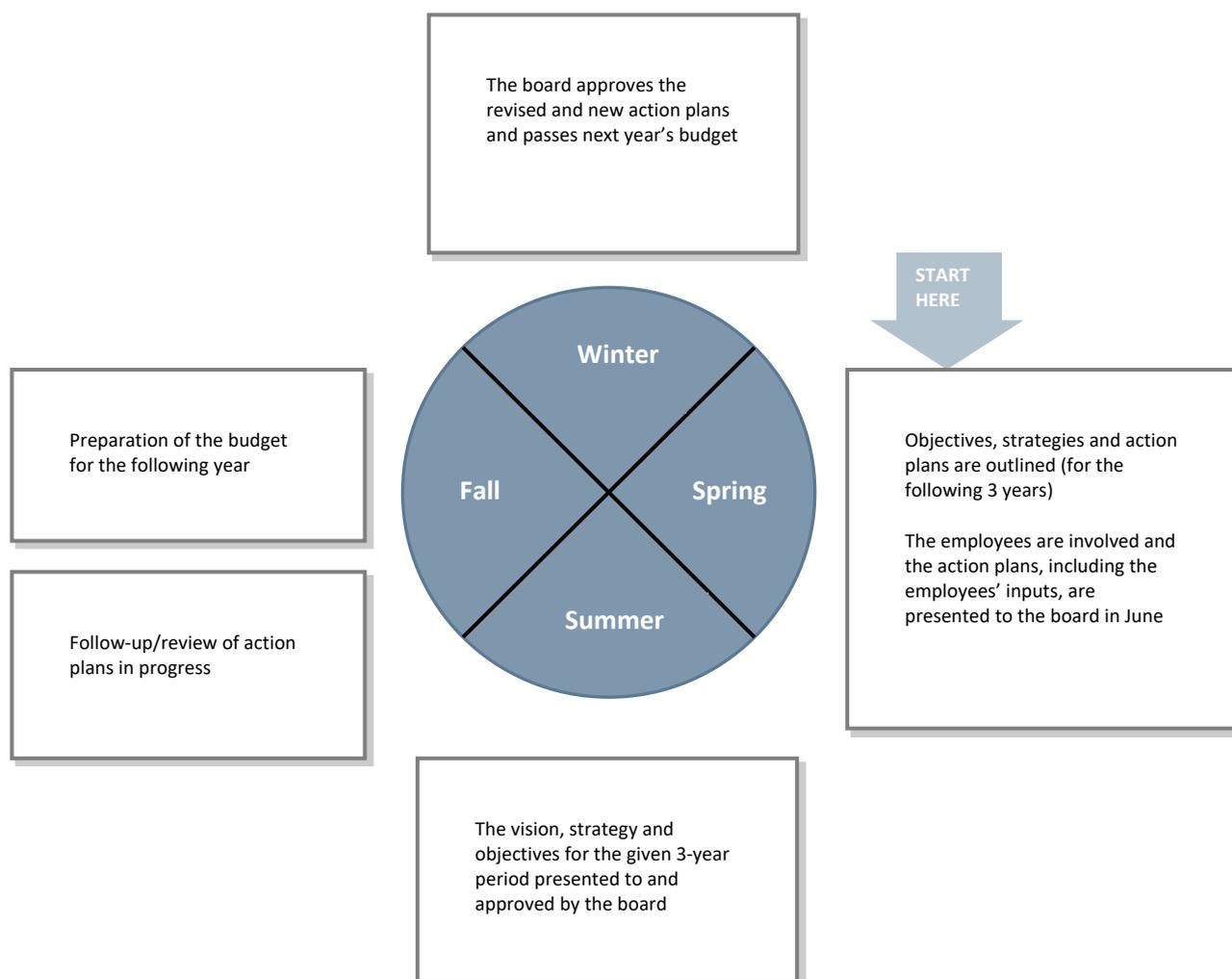
- World-class programs (qualitative growth)
- Attractive programs – more students in programs (quantitative growth)
- The most preferred educational partner by companies
- An exciting, developing and attractive place to work
- Effective and sustainable operation of the institution

In order to meet the five objectives, each of them is supported by a strategy. Furthermore, concrete action plans are created for each educational area/program stating initiatives and timelines for the work needed to realize the objective.

The overall objectives and strategies - as well as specific goals and action plans for the individual areas – are published in the booklet “På Vej” (“On Our Way”), which is distributed to all Niels Brock employees at the annual employee meeting in August and on our intranet. This way every employee has an action plan which reflects specifically his/her work towards the strategic objectives.

All strategy-related materials are available to the employees on the Niels Brock intranet.

There is no doubt about the effectiveness of this strategy tool. Each year when we benchmark our employees' work satisfaction with a number of other large colleges, Niels Brock is number one when it comes to the employees' awareness of the overall goals and strategies of the college.



### Accreditation

Niels Brock Copenhagen Business College is accredited by the Accrediting Council for Independent Colleges and Schools to award bachelor's degrees. ACICS is recognized as a nationally recognized accrediting agency by the American Department of Education.

### History

#### Niels Brock – The Start of Danish Business Education

Niels Brock is named after one of the greatest Danish merchants of all time.

Niels Brock himself was known as a humble and honest tradesman who created a very successful business through trading and exporting clothing fabrics and processed foods to countries such as Norway, Sweden, Poland, and Russia. Niels Brock was born in 1731 and passed away in 1802, leaving a sizeable amount of his great estate for the purpose of establishing a school of commerce that would provide education for young self-made businessmen. Niels Brock's business college was established in 1881 and quickly became a well-respected institution of higher education. It is the oldest business college in Denmark and was the beginning of the Danish business education movement.

Today, Niels Brock is one of the largest educational institutions in Denmark with four specialist departments, approx. 25,000 full- and part-time students, and approx. 500 members of staff. Because of our great history, strong traditional values and our ability to continue developing our educational methods, we are able to attract the best and the most competent members of staff, which helps ensure the personal and professional growth of our students.

Our modern institution has a lot more in common with the old merchant and its namesake than one would think. What drove the old merchant were strong values and a passion for trade. He understood the significance of education both for the individual, and for society as a whole, and he had a strong international mindset.

Today, educating skilled and honest businessmen and women, home and abroad, is the paramount objective of our institution. We understand the importance of holding on to the good old values, and although Niels Brock develops constantly, we still hold the old merchant as an important role model for the modern institution.

- We are proud of our history and we know that with the name Niels Brock comes great responsibility
- We behave properly in all relations
- We are the preferred school of the corporate world, and we are professional
- We are global and enterprising.

At Niels Brock, we adhere to the rules and norms of society and conduct ourselves with respect for natural resources and sustainability. We take the massive responsibility of dealing with and shaping young people very seriously. As the preferred school of the business world, Niels Brock listens to the educational needs of the companies and of society.

We acknowledge our social responsibility and do our utmost to meet the rising demand for vocational skills. The name Niels Brock is associated with innovation and pioneering – a label we constantly seek to live up to as a business school by being on the forefront on so many levels, e.g. through our international activities. Long before anyone began talking about internationalization Niels Brock Business College began its international activities.

## Statutes

### For the self-governing institution Niels Brock Copenhagen Business College (Translated from Danish)

#### Article 1. Name, Domicile and Object

Section 1. Niels Brock Copenhagen Business College is a self-governing institution domiciled in the Municipality of Copenhagen, the Capital Region of Denmark, and is regulated by the Act on Vocational Schools. The Institution's central business register number (CVR number) is 60798419. The name of the Institution and any change hereof shall be approved by the Danish Minister of Education.

- a. The provisions of part 2 on Disqualification and part 8 on Professional Secrecy, etc. of the Danish Public Administration Act shall apply to the Board, the President and other staff members at the Institution.

Section 2. The Institution was founded by the Danish Society for Education and Business (DSEB) in 1881. The Business College changed its name from Købmandsskolen to Niels Brock Copenhagen Business College in 1991. As of January 1, 2012, Niels Brock's academy profession degree programs were hived off to the Academy of Professional Higher Education, the Copenhagen Business Academy, cf. Consolidation Act no. 882 of August 8, 2011 and Ministerial Order no. 636 of June 29, 2009 on Academy Profession Degree Programs and Professional Bachelor's Degree Programs.

- Section 3. The object of the Business College is to offer primary, secondary and continuing vocational education and other education and training in accordance with current legislation.
- a. In connection with the vocational education and other education and training, which the Institution is allowed to offer, cf. article 1., section 3., the Business College may carry out commercial services in accordance with the rules and stipulations of the Budget Guidelines applying to commercial services and in accordance with the rules and stipulations laid down by the Minister of Education on such matters.
  - b. In connection with the vocational education and other education and training, cf. article 1, section 3, the Business College may develop and execute labor market policy measures.
  - c. The object of the Business College is furthermore, in accordance with current legislation, to carry out education and training on behalf of and by agreement with an academy of professional higher education or a vocational university college merged with an academy of professional higher education.
  - d. The object of the Business College is also to carry out specified administrative tasks on behalf of other educational institutions following a written agreement between the parties to this effect, cf. section 33a of the Act on Vocational Schools.

## **Article 2. Composition of the Board**

- Section 1. The Business College is governed by a board consisting of eleven voting members. In addition, the Board has two members without voting rights. Voting members shall be persons of full legal capacity.
- a. The Board shall consist of the following members:
    - 1) Ten external members:
      - A. Employer representatives  
Three members shall be appointed by Confederation of Danish Industry, Confederation of Danish Enterprise and The Danish Bankers Association. Each association will appoint one member.
      - B. Employee representatives  
Three members shall be jointly appointed by the Union of Commercial and Clerical Employees in Denmark (HK) and the Confederation of Professionals in Denmark (FTF).
      - C. Member appointed by municipalities  
One member shall be jointly appointed by the municipal councils of the Municipality of Frederiksberg and the Municipality of Copenhagen.
      - D. Members appointed by co-option  
Three members shall be appointed by the Board following a proposal for candidates submitted to the Board by a committee consisting of the Chairman, the Vice-Chairman and two board members with equal representation.
    - 2) One voting member and one member without voting rights shall be appointed by the School Council among students enrolled in programs at the Business College. At the time of appointment, the School Council shall decide which member of full legal capacity shall have voting rights.
    - 3) One voting member and one member without voting rights shall be appointed by and among the Institution's employees. At the time of appointment, the employees shall decide which member shall have voting rights.
  - b. To the extent possible, the Board shall be gender balanced.
  - c. Employees and students enrolled in programs at the Business College cannot be appointed as external members of the Board under article 2, section 1, a., 1). This shall also apply to employees in management positions and administrative staff at other vocational schools.
  - d. The President, cf. article 5, section 1, is secretary to the Board and shall participate in board meetings with no voting rights.

- Section 2. The Board Members shall jointly contribute to the promotion of the Institution's strategic activities with their experience and specialist knowledge of education and training and of labor market needs in relation to vocational education and training.
- a. The external members shall be appointed on the basis of their personal qualifications and shall jointly have experience in education development, quality assurance, management, organization and finances including assessment of budgets and accounts and quality of education.
- Section 3. Members of the Board are appointed for four years, commencing on May 1, following elections for municipal councils.
- a. Reappointments may take place. Members appointed by co-option can only be reappointed once. Appointment of co-opted members shall be made by the newly elected Board no later than one month into the four-year term.
  - b. Should a member no longer meet the membership conditions stipulated in section 5, subsections 7 and 8 of the Act on Vocational Schools, the member shall immediately withdraw from the Board. The appointing authorities shall fill the vacancy by appointment of a new member for the remaining part of the term as soon as possible.
  - c. Should an employee or student enrolled in programs at the Business College no longer meet the conditions of appointment to the Board, the membership shall cease immediately. The appointing authorities shall fill the vacancy by appointment of a new member for the remaining part of the term as soon as possible.

### **Article 3. Tasks and Responsibilities of the Board**

- Section 1. The overall management of the Business College is in the hands of the Board.
- a. Upon recommendation by the President, the Board sets the short and long-term goals and strategies for the educations and associated activities at the Business College, the annual activities program at the Business College and approves the budget and the accounts.
  - b. The Board shall be instrumental in having the Business College engage in educational, advisory and other service activities enabling students and companies to have their needs and requirements met for primary, secondary and continuing vocational education to the greatest extent possible. Upon recommendation by the President, the Board decides on the selection of qualifying education programs and on the implementation of other educational activities by way of commercial services and other relevant activities, cf. article 1, section 3.
  - c. The Board shall draw up the Statutes of the Business College.
- Section 2. The Board shall be held liable by the Minister of Education for its management of the Business College, including the management of the government subsidies given.
- a. The Board Members shall not be held personally liable for the financial obligations of the Business College. The general law of tort shall apply to Board Members under Danish law.
- Section 3. The Board shall administer the Business College funds in the manner most beneficial to the object of the Business College. Within this object and the conditions set in legislation or thereto pursuant, the Board shall freely manage government subsidies and other relevant income jointly.
- a. The Business College funds shall with the exception of necessary cash in hand be placed under the provisions of section 11, subsections 3 and 4 of the Act on Vocational Schools.
  - b. All securities of the Business College shall be registered in the name of the Business College.
- Section 4. The Board appoints and dismisses the President of the Business College. Other employees of the Business College are appointed and dismissed by the Board upon the recommendation of the President, cf., however, article 4, section 3, b.
- a. The Board shall observe the provisions laid down or agreed upon by the Minister of Finance on salaries and employment conditions, including pension and retirement matters, for the staff employed at the Business College.

- Section 5. Appointment of the Business College internal auditor and change of auditor shall be made by the Board in accordance with section 26, subsection 3, second sentence and section 27 of the Act on Vocational Schools.
- a. The Board shall notify the Ministry of Education and the auditor general of the internal auditor appointed and of any change of internal auditor.

#### **Article 4. Work of the Board**

- Section 1. The Board shall select its Chairman and Vice-Chairman among its external members, cf. article 2, section 1, a., 1).
- a. The Chairman or, in the absence of the Chairman, the Vice-Chairman shall convene and preside over the board meetings. The meetings shall be held no less than four times annually. Moreover, a meeting shall be convened when requested by a least two board members.
  - b. The Board forms a decisive forum when at least half of the voting board members are present. Decisions are carried by simple majority, cf., however, article 4, section 1, c. In case of parity of votes, the vote of the Chairman or, in the absence of the Chairman, the vote of the Vice-Chairman shall be decisive.
  - c. When altering the statutes, purchasing, selling or mortgaging real estate, or when pursuing mergers or hiving off activities as well as when pursuing a liquidation of the Business College, a majority vote of at least two thirds of the voting members is needed.
  - d. The board decisions shall be recorded in the board minutes signed by all members of the Board. Should a board member differ in opinion, he or she is entitled to have this added to the board minutes.
- Section 2. Board members may be given separate remuneration in accordance with the rules set down by the Ministry of Education.
- a. Travel expenses and other expenses related to the Board tasks shall be carried by the Business College according to the rules applying to reimbursement of expenses incurred on official business by Danish civil servants.
- Section 3. The Board shall lay down rules of procedure and guidelines on its work. As a minimum, the procedures and guidelines shall include:
- 1) The laying down of guidelines on task division between the Board and the President of the Business College, including possibilities of delegation.
  - 2) Rules of procedures for the Board to decide on the Business College management, including the auditing function, internal control, IT, organization and budgeting as well as the salary and staff policies for the Business College.
  - 3) Rules of procedure for the Board to acquire the information necessary for the Board to carry out its tasks and for Board discussions on the competence profile of the Board.
  - 4) Rules of procedure for the Board to follow up on its plans, internal and external evaluations, reports on the Business College educational results, budgets, reports on the Business College liquidity, activity development, financial conditions and cash flows, etc.
  - 5) Rules of procedure for and content of auditor's records, etc.
  - 6) Rules of procedure for the Board to audit the interim accounts and the like in the course of the accounting year, and hereunder evaluate the budgets and any deviations from the budgets.
  - 7) Rules of procedure for the Board to secure the presence of the needed basis for auditing.
- a. Should the Board set up an executive committee, the framework of its establishment, its composition and function shall be laid down in the rules of procedure. The executive committee cannot be granted decision-making powers in matters that fall within the authority of the Board.

- b. The Board may mandate the President to exercise powers conferred to the Board within specified limits and within the responsibilities of the Board unless in case of a duty to act or the like by the Board.

**Article 5. Daily Management of the Business College**

- Section 1. The daily management of the Business College is the hands of the President who is accountable to the Board.
- a. According to the guidelines established by the Board, the President shall annually submit a written report to the Board on the activities of the Business College during the year passed, budget proposals for the coming year and planning of educational programs and associated activities.

**Article 6. Authority to Sign**

- Section 1. The authority to sign for the Business College befalls the Chairman of the Board and the President jointly or one of the two persons jointly with the Vice-Chairman of the Board.

**Article 7. Accounts and Auditing**

- Section 1. The accounting year of the Business College is the financial year.
- a. The Business College accounts shall be audited by the National Auditors (Rigsrevisionen) under section 2, subsection 1 of the Act on the Audit of Government Accounts, etc. Under section 9 of the Act on the Audit of Government Accounts, etc., the Minister of Education and the auditor general may arrange for audits to be undertaken jointly by the auditor general and the internal auditor mentioned in article 3., section 5.
  - b. At the end of the financial year, the Business College shall prepare annual accounts in accordance with the rules set by the Minister of Education. The auditing shall be carried out following the rules set by the Minister of Education and shall comply with the auditing instructions approved by the Board.
  - c. The annual accounts shall be signed by all board members and by the President of the Business College. When submitting the annual accounts, the board members shall give a solemn declaration that they fulfill the requirements for membership of the Board, cf. section 5, subsections 7 and 8 of the Act on Vocational Schools.

**Article 8. Assets and Liquidation**

- Section 1. Should the Ministry of Education revoke its approval of the self-governing Business College under section 2 of the Act on Vocational Schools, the Business College will be liquidated.
- a. Decisions to liquidate the Business College for any other reason than stipulated in article 8., section 1., can only be made following a majority vote of at least two thirds of the voting members and the approval of the Minister of Education, cf. section 2, subsection 3 of the Act on Vocational Schools.
  - b. Upon liquidation of the Business College, the Board shall form a liquidation committee of three members to conduct the liquidation. The Board shall remain operational until the liquidation committee has been established.
- Section 2. The net worth of Niels Brock Copenhagen Business College is assessed at DKK 54,961,622 as of December 31, 1990.
- a. Separate registration of gifts given as chattels, real estate or subsidies for initial expenditures of real estate shall be made continuing. Chattels shall include furniture and equipment, objects of art and the like.
  - b. The net worth assessed at the time of liquidation is to be used as follows:
    - 1) Net assets assessed in accordance with article 8, section 2, as well as gifts in the form of chattels, real estate or subsidies for initial expenditures of real estate given on or after January 1, 1991 shall be used for educational activities following the approval of the Minister of Education and after consultation with the Municipality of Copenhagen.

- 2) The residual part of the net assets shall be used for education and training purposes under the provisions laid down by the Minister of Education.
- c. Net assets donated as gifts shall be assessed at their current commercial value less increase in value due to publicly financed improvements in the form of rebuilding or extensions or the like. If the donor has set specific conditions as to the donation, these must be respected to the extent possible.

**Article 9. Effective Date, etc.**

Section 1. These statutes shall be effective on April 19, 2016.

The present Board shall continue to serve until the end of its term, cf. the rules to this effect in the current statutes approved by the Minister of Education on April 28, 2014, whereupon a new Board shall be appointed in accordance with article 2. of these present statutes.

Thus adopted at the 240<sup>th</sup> board meeting on March 31, 2016 in accordance with the rules on statute alteration in the current statutes.

(signed)  
Ernst Lykke Nielsen (Chairman)

(signed)  
Rene Knudsen (Vice-Chairman)

(signed)  
Michael Tøttrup

(signed)  
Mette Høgh

(signed)  
John Lykke Nielsen

(signed)  
Tina Thomsen

(signed)  
Anders Jensen

(signed)  
Nicklas Kany

(signed)  
Frederik Kortbæk

(signed)  
Cecilie Goll Knudsen

(signed)  
Margit Ørsted

Copenhagen, March 31, 2016

The above statutes are approved by  
the Ministry of Education.

**Legal Control**

**Article 1. Name, Domicile and Object**

As stated in current Niels Brock Statutes adopted at the 230<sup>th</sup> meeting of the Board of Governors on March 24, 2014 in compliance with approval of the Ministry of Education per April 28, 2014, cf. the below extract from the Niels Brock Statutes:

**Subsection 1.**

Niels Brock, Copenhagen Business College is a self-governing institution domiciled in Copenhagen, approved by the Minister of Education in accordance with the Act on Vocational Schools. Niels Brock Business College was founded by the Danish Society for the Advancement of Business Education in 1880 (and started operation January 1881). The Business College changed its name from *Købmandsskolen* to Niels Brock in 1991.

**Subsection 2.**

The object of the Business College is to offer primary, secondary, post-secondary and further vocational education.

Subsection 3.

The object of the Business College is further to carry out an advisory function and other services related to education following the rules applying to income related education e.g. systems export and participation in educational planning in companies.

Subsection 4.

The Business College may develop and execute measures based in industrial relations policy.

Names of Trustees, Directors and Officers:

Board:

Chairperson: ..... Ernst Lykke Nielsen, self-employed (Appointed by Danish Chamber of Commerce)

Vice Chairperson: ..... Rene Knudsen (Union representative)

Employee Representatives (Unions): ..... Michael Tøttrup, Professional Consultant  
Mette Høgh, Member of Union Center Board

Representatives Elected by Region and Municipality:  
Margit Ørsted, Member of City Council, Frederiksberg

Representatives Elected by Danish Industries:  
Anders Jensen (Group President, Nykredit)  
John Lykke Nielsen, General Manager FLSmidth A/S

Representatives elected by employees: ..... Cecilie Goll Knudsen, Lecturer  
Dina Rosenberg Asmussen, Lecturer

Student representatives..... Anna Xian Hansen, Student  
Mikkel Lind, Student

Members elected by self-appointment: ..... Nicklas Kany (CEO MentorDanmark)  
Tina Thomsen, People & Culture Director, synoptik  
Frederik Kortbæk, CEO C J Holm 2013

Auditors: ..... PricewaterhouseCoopers

Officers: ..... cf. Administrators listed above

Further information on the Composition, Responsibilities, Tasks and Liabilities of the Board as well as Daily Management, Authorization to Sign, Danish Act on Administrative Procedures, Accounts and Auditing, Assets and Properties will appear in the complete Niels Brock Statutes.

## Location

The Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is located at Niels Brock's Campus Bispøtorvet Learning Center.

This site is in the Copenhagen City Center, overlooking Vor Frue Kirke (Copenhagen Dome), 200 meters from the Nørreport Station, providing local, regional and metro train access for students and staff.

The Bispøtorvet site also serves as the location for the central managerial and administrative functions of Niels Brock.



## Administrators

### Top Management

- Anya Eskildsen ..... President
- Anne Hyrup Madsen, ..... Vice President and CFO

### Support

- Thomas Stummann ..... Head of Finance Department
- Christian Rasmussen ..... Head of IT and CIO
- Gitte Vestergaard ..... CDO - Digital Business Development Manager
- Christina Hansen ..... Administration Manager

### Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program

- Charlotte Forsberg ..... Executive Vice President
- Kathrine Lassen ..... Dean of Academic Affairs
- Lisbeth Sivertsen ..... Student Affairs Coordinator
- Charlie Davey Mpengula ... Program Manager - Asia
- Raquel Lopez ..... Academic Counselor and Distance Education
- Paul Davies ..... Compliance Officer
- Gaby Lewin ..... Librarian
- Lykke Kyllsbech Holm ..... Librarian
- Malene B. Linares ..... Administration

## **Business Administration (Concentration in Finance, Marketing, or Hospitality Management)**

## Introduction

The Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is – like all Niels Brock programs – career-oriented and based on strong ties to trade and industry and to the international marketplace. Niels Brock has a commitment to being at the forefront of the current and evolving practice of business and thereby facilitating education programs that reflect the realities of the marketplace.

With an exciting combination of Danish pedagogical methodology and the well-known systems thinking, liberal arts structure of a bachelor's degree, the four-year undergraduate program at Niels Brock is a decidedly new contribution to the world of business studies. The level of this degree is between the level of a professional bachelor's degree and academic bachelor's degree in the ordinary educational system in Denmark.

Case studies replicate actual business situations and are taught so that students must work together to make difficult decisions under typical management conditions, including a lack of complete information, complex tradeoff situations, and time pressure. There are no obligatory periods of work placement/ internships in the program, but students are encouraged to complete the final semester as "Senior Thesis" in cooperation with an organization or business enterprise. Likewise, all business-related courses have strong practice-oriented elements.

The 4-year Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is indeed a broad career-oriented international business economics program based on strong ties to the international market place – with the option of choosing a concentration in the final two years in either finance, marketing, or hospitality management. The program also offers a transfer option for students who have completed equivalent core coursework at another accredited or government-recognized institution of higher learning. They must declare their concentration before enrollment and present satisfactory or higher completion of concentration-relevant coursework. The three areas of concentration to date are "Marketing," "Finance," and "Hospitality Management." If, however, there are not a sufficient number of transfer students to complete a class, then courses in the affected concentration will not be offered.

The purpose of the Finance Concentration of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is to educate graduates who can understand financial practices, apply theories and methodologies within international business and finance, and perform advisory and administrative functions including customer-oriented tasks in specific financial markets, as well as in the finance departments of enterprises in general.

The purpose of the Marketing Concentration in the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is to educate graduates who can understand distribution practices, apply theories and methodologies within international business and marketing, and independently and professionally perform duties related to international business and marketing in the international market place – in small- and medium-sized enterprises, as well as in large international organizations.

The purpose of the Hospitality Management Concentration of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is to educate graduates who can understand practices, apply theories and methodologies within international business and hospitality management, and perform advisory and administrative functions including customer-oriented tasks in specific hospitality markets, as well as larger hospitality and tourism enterprises in general.

The core business program combines first-rate business education with a broad-based liberal arts foundation to provide the student with the skills, expertise, and intellectual sophistication needed to advance in today's dynamic business environment.

Our program emphasizes global perspectives, fosters a sense of social responsibility, and develops leadership skills – while offering students flexibility to pursue their individual interests.

Students benefit by being able to:

- Choose a specialized study area;
- Study a career-oriented program in either finance, marketing, or hospitality management;
- Have access to respected business and thought leaders in Copenhagen and beyond;
- Explore the social and ethical dimensions of business and professional responsibility;
- Gain international experience through local and international experience.



## **Admission Philosophy**

Niels Brock International Admissions and Recruitment Department seeks to enroll and retain an academically talented and diverse student body that enriches the learning community and is representative of the diverse society it serves. The following admission policies reflect this philosophy.

## Diversity Statement

At Niels Brock, we aim to create a climate for intellectual and scholarly growth. Diversity and inclusion are the keys to ensuring that we offer a business education of the highest caliber. Niels Brock is committed to diversity in all its dimensions, including a diverse representation at the university, a diverse community of viewpoints and backgrounds, and an acceptance of the complex identities within all individuals affiliated with the university.

Niels Brock believes that our institution will be stronger as a result of a diverse population of students, faculty, staff, and board members. Niels Brock values all individuals who seek to participate and improve on our higher education community regardless of national origin, gender, age, socioeconomic class, ethnicity, religious belief, sexual orientation, and disability.

Niels Brock cherishes the varying cultures and perspectives that arise out of a diverse community of educators and students. An important aspect of our focus on diversity is to allow for respect and understanding to occur in and out of our classroom for all individuals. To this end, our aim is to have no more than 25% of one country represented in each cohort, truly emphasizing the diversity that we strive for.

Niels Brock continually seeks to foster a community that is accepting and encouraging of the identities of individuals and of groups. Niels Brock supports associations at the university that focus on a specific affiliation, while also encouraging persons to understand their own individual place in our diverse world. In addition, Niels Brock will provide resources and space for distinctive projects that further our diversity goals and our shared interests and ideals.

Niels Brock must be focused on maintaining a diverse university in all respects. Niels Brock's mission is to ensure the right competences for the corporate world and to optimize the possibilities for the individual. In order for our students to have the right competences for the global marketplace, they must be familiar and accepting of different cultures, perspectives, and identities. Further, in order for the student to optimize the possibilities within themselves, they must be able to challenge their previous held beliefs and conceptions. It is this capability and character that will allow Niels Brock and its graduates to contribute to Danish and foreign competitiveness.

### General Information

The Admissions and Recruitment Officer authorizes the admission of all undergraduate students to the College. Students should direct all admissions inquiries to:

**Niels Brock Copenhagen Business College**  
**International Department Admissions Office**  
**Bispøtorvet 1-3**  
**Copenhagen 1167**  
**Denmark**  
[international@brock.dk](mailto:international@brock.dk)

Niels Brock provides educational opportunities to all qualified students regardless of economic or social status. The University does not discriminate on the basis of race, color, religion, sex, marital status, beliefs, age, national origin, sexual orientation or physical or mental disability.

The general University admission requirements and procedures for freshmen and transfer students are outlined below.

## Privacy Protection

The Niels Brock Copenhagen Business College policy describes:

- Which personal information is gathered and how it is used;
- How Niels Brock Copenhagen Business College handles, stores and protects personal data; and
- How you can access the personal data that NBCBC has registered concerning you.

The policy is in compliance with the European Union General Data Protection Act article 13 and 14.

Upon enrollment, students receive a unique login username and password. The very first step required for new students is to change their password. In addition, Niels Brock notes that the responsibility for one's account is personal and may not be transferred to anyone else. There are no additional charges for the verifications of student's identity.

Student identity will be verified using passport or photo identification during the induction process prior to commencement of classes.

The most up to date and comprehensive information regarding Niels Brock Copenhagen Business College's terms of use and privacy protection policy is available at <https://copenhagenbusinesscollege.com/about-copenhagen-business-college/terms-of-use>. More detailed information is also available here: <https://nielsbrock.dk/anvendelse-af-cookies> (in Danish, however, can be easily translated into English using a variety of commonly available browser add-ons).

## Residential Option

The full four-year Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is offered residentially.

The residential option is available for students who have been accepted into the program and are able to obtain a Danish residence permit for the purposes of studying.

Information specific to the residential program is outlined below:

### Mode of Delivery

The program is offered fully residentially.

### Admission Requirements

Refer to [Undergraduate Admission Policy](#).

### Admissions Test

Refer to [Undergraduate Admission Policy](#).

### Resources and Equipment Required

Students must have a computer with internet access, webcam, and headset with microphone. All programs are available online via most common browsers. Students will have access to all materials provided for the equivalent on-campus course. All students are offered Office 365 for download, which is available throughout the entire course.

### Special Costs

There are no additional costs.

### Curriculum

See [Curriculum, Program objectives, and Semester Overview](#).

## Online Option

Students who have successfully completed the first three years of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor's program, or equivalent, have the option to complete the final year of the program online.

Information specific to this option is outlined below:

### Mode of Delivery

100% online. A variety of delivery methods are used, depending on the course content, including: online lectures and demonstrations; threaded discussions; collaborative learning; multimedia presentations; text presentations; online drill and practice; research; case studies; simulations; problem solving.

### Admission Requirements

All applicants must submit to the Admissions Office:

1. An application for admission
2. Official transcripts translated into English;
3. A GPA of approximately 2.0 on the US 4.0 scale;
4. Proof of at least two years of higher education in English; and
5. Copy/picture of passport or equivalent photo identification.

### Admissions Test

No Admissions test is required.

### Resources and Equipment Required

Students must have a computer capable of running MS Office or equivalent with internet access, webcam, and headset with microphone. All programs are available online via most common browsers. Students will have access to all materials provided for the equivalent on-campus course. All students are offered Office 365 for download, which is available throughout the entire course.

### Tuition

Tuition for the online option is USD4600 per year.

Students wishing to terminate their studies prior to commencement must notify the administration in writing to [international@brock.dk](mailto:international@brock.dk) 30 calendar days prior to the payment deadline date. If no written notice is received by that date the student is liable for payment the full fee.

### Special Costs

Students are required to purchase their own textbooks, the price of books for each semester is approximately USD240.

### Curriculum

See [Curriculum, Program objectives, and Semester Overview](#).



## Undergraduate Admission Policy

This policy applies to students applying for the fully residential program.

Niels Brock subscribes to a selective admission policy. In order to be admitted, undergraduate applicants must submit the following:

- a) high school transcripts and diploma;
- b) verification form confirming the successful completion of the required pre-college curriculum;
- c) English proficiency test results; and
- c) a personal essay (max. 250 words) answering a question posed by the Dean of Academic Affairs.

In addition to the above required documents, applicants are highly encouraged to submit official scores from either the ACT Assessment or the SAT I: Reasoning Test or other equivalent national college admission tests. Official test scores must be sent directly from ACT or SAT testing headquarters.

We also recognize regional and national exams. Applicants will need to contact the International Admissions and Recruitment Department to learn if we recognize the results of their national test.

**Minimum Eligibility Requirement** – All students who have completed the pre-college curriculum (see below) as prescribed by the Council on Postsecondary Education and have a minimum 2.0 high school grade-point average are encouraged to apply to the undergraduate class. Enrollment in the undergraduate class is limited. Within the limits of space availability, the International Department Admissions Office will endeavor to accommodate all eligible applicants. However, the number of undergraduate applications far exceeds the number of spaces available in the entering class. For this reason, **the selective and competitive admission requirements often exceed the minimum eligibility requirement.**

Strength of record is a relative term and refers to an applicant's record in comparison with those of all other undergraduate applicants. Strength of record may be determined by a number of different factors beyond selective admission criteria. While grades and test scores are important in this assessment, course selection, senior year schedule, honors and Advanced Placement courses, extracurricular and leadership activities and a student's potential to benefit from or contribute to the learning community may also be considered. The overriding concern will always be for the student's potential to be successful in meeting the academic expectations at Niels Brock.

**Pre-College Curriculum** – Incoming freshmen should have the high school preparation necessary for academic success at the collegiate level. To be eligible for consideration under the policy outlined above, an applicant must have successfully completed the following high school courses as a minimum:

**Mathematics – 250 hours (from final years in high school, typically 3 or 4 years)**

Algebra I, Algebra II, Geometry, Business Economics or more rigorous courses in mathematics

**Required Scores for English Proficiency** – Undergraduate applicants must meet our English proficiency requirement for admission by attaining the necessary score on any one of the following tests:

TEST	SCORE
International English Language Testing System (IELTS)	6.5
TOEFL (internet-based test)	85
TOEFL (paper-based test)	565
PTE Academic	61
SAT Critical Reading Section or SAT Evidence-Based Reading and Writing	500
ACT English section	21
Cambridge English Certificate	Minimum level C1
British Ordinary Level English Language Exam (GCE/GCSE/IGCSE)	Grade A or B in First Language English

If you have not yet taken a test at the time of submitting your application, you must register for the first available test and upload the registration certificate for the test in question; otherwise your application will not be considered.

If you have already sat the language test, but have not received the results of your test at the time of submitting your application, you must upload your registration certificate for the test in question and as soon as you receive the result, you must email a copy of the test score to [international@brock.dk](mailto:international@brock.dk).

The deadline for submitting documentary proof that your English language skills are adequate will be stated in an email sent to you once you submit your application.

**Exemptions** – You are exempted from submitting a language test if you:

- Are from a country with English as an official language and the language of instruction in higher education. Please refer to [www.copenhagenbusinesscollege.com](http://www.copenhagenbusinesscollege.com) to see the list of countries.

**Note:** The documentation must be uploaded under the section concerning language requirements.

### Application Procedures

Non-EU applicants should apply and submit all required documents by May 1 for Fall semester admission, October 1 for Spring semester admission.

EU applicants should apply and submit all required documents by June 15 for Fall semester admission, November 15 for Spring semester admission.

All applicants must submit to the Admissions Office:

1. An application for admission
2. Official high school transcripts and diploma translated into English\*
3. Verification form confirming Mathematics or Business Economics background
4. English proficiency test results
5. Personal essay (max. 250 words)

#### OPTIONAL DOCUMENTS:

6. ACT/SAT test results (or regional/national standardized test from home country, please inquire as to which are taken)\*\*

\* Official transcript from each institution attended. Applicants from non-English speaking countries must provide an official literal English translation of their official school records

\*\* High school students are strongly encouraged to take the ACT or SAT I late in their junior year and again early in their senior year. When registering for the test, please request that scores be sent to Niels Brock. Please request scores from all test administrations so that the International Department Admissions Office can work with the complete test history.

**High School Equivalency Certificates** – Niels Brock also considers admission from undergraduate applicants who present a valid High School Equivalency Certificate or General Education Development (GED) test scores.

**The International Department Admissions Office may require additional documents in order to process an application.**

### Upper Division Admission/Transfer Students

Niels Brock offers a transfer option for students who have completed, in whole or in part, education at an institution of higher learning that has been approved by a government recognized body from anywhere in the world. The Admissions Office, in consultation with the Dean of Academic Affairs, and using the regulations laid down by the Danish Ministry of Higher Education and Science examines official transcripts will determine whether students fulfill general education and core curriculum requirements. The transferred credits must be comparable in level and content to credits for courses in the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program.

The maximum amount of credit accepted into the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is 75% of the total number of credits (180 ETCS or 96 US semester credits)

### Application Procedures for Upper Division/Transfer Students

Non-EU applicants should apply and submit all required documents by May 1 for Fall semester admission, October 1 for Spring semester admission.

EU applicants should apply and submit all required documents by June 15 for Fall semester admission, November 15 for Spring semester admission.

All applicants must submit to the Admissions Office:

1. An application for admission
2. Official high school transcripts and diploma translated into English\*
3. Official copy of all higher education transcripts translated into English\*
4. English proficiency test results\*\*

\* Official transcript from each institution attended. Applicants from non-English speaking countries must provide an official literal English translation of their official school records

\*\* **The English proficiency requirement may be waived if you have completed a minimum of 2 years of higher education in English.**

### Transfer of Credits from Niels Brock Partner Universities

Applicants who have passed Niels Brock's Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program courses taken at one of our partner universities abroad—which, to date, consists of Foreign Trade University in Hanoi, Vietnam. Students having completed and passed all requirements of the first 3 years of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program—based on Niels Brock's syllabi—to the full satisfaction of NB will be given credits for this coursework. Niels Brock awards transfer credit only for full academic year(s). We do not issue transfer credit for single courses due to the interdisciplinary nature of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program curriculum. Students must declare their concentration before transferring to Niels Brock, if they have not already done so. To date, the three areas of concentration are Marketing, Finance, and Hospitality Management.



The final transcript issued by Niels Brock will include all courses and grades in the document, stating the university location(s) where the student took the coursework.

### **Transferring with a Danish or European AP Degree in Marketing, Finance, or Hospitality Management**

Recipients of the 2-year AP Degree in Denmark or other EU countries, who majored in either Marketing, Finance or Hospitality Management, will be exempt from taking the first 2-year business courses in these subjects at Niels Brock. This degree must come from a higher education institution that has been approved by a government-recognized body.

The transcripts of these transfer students will also be evaluated to determine whether their liberal arts and non-business general education background correspond to the general education requirements of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program. This equivalency is determined based on the website-posted catalog at the time of student's application evaluation, and where necessary, our Admissions Office contacts the Dean of Academic Affairs for further clarification.

In addition, ECTS points, which are the European analog to U.S. credit hours, are tallied to determine whether they amount to 60, 120 or 180 ECTS points for transfer students who wish to enter the 2nd, 3rd or 4th year of the program, respectively.

The final Niels Brock Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program transcript will include "Approval" of the transferred coursework, plus all courses and grades earned at Niels Brock.

### **Transferring with a Danish or European AP Degree in Other Subjects**

Recipients of the 2-year AP Degree in Denmark, who have not majored in Marketing, Finance, or Hospitality Management, along with recipients of degrees earned outside of Denmark, will have their full transcripts evaluated to determine if transfer credits for business and non-business general education courses may be given. The degree must come from a higher education institution that has been approved by a government-recognized body. Transfer students must possess a minimum of the equivalent of 60, 120, or 180 ECTS credits to transfer into the 2nd, 3rd, and 4th year, respectively, of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program.

All courses on a student's transcript will be vetted to determine whether they correspond to the general education and concentration requirements of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program. This equivalency is determined based on the current catalog at the time of student application evaluation, and where necessary, our Admissions Office contacts the Dean of Academic Affairs for further clarification.

The final Niels Brock Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program transcript will include "Approval" of the transferred coursework, plus all courses and grades earned at Niels Brock.

### **Transferring from a Non-Partner, Non-European University**

University and college students who have earned passing grades, as determined by their home institutions, in courses that correspond to courses and credits at Niels Brock are transfer-eligible. All universities and colleges attended by transfer students must be approved by a government recognized body.

For students whose institutions use the credit system, transfer students must possess a minimum of the equivalent of 32, 64, or 96 credits to transfer into the 2nd, 3rd, and 4th year, respectively, of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program. For

institutions that use neither credits nor ECTS points, the Admissions Officer will count the number of courses, and then consult the institution's website and/or seek guidance about the number of contact hours and semester length. These metrics are then used to determine the number of credits awarded, and the Admissions Officer can then apply the abovementioned requirement for number of credits.

All courses on a student's transcript will be vetted to determine whether they correspond to the general education and concentration requirements of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program. This equivalency is determined based on the current catalog at the time of student application evaluation, and where necessary, our Admissions Office contacts the Dean of Academic Affairs for further clarification.

### **Transfer of Credits to Niels Brock Partner Universities**

Applicants who have passed Niels Brock Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program courses taken in Copenhagen may apply to take courses at any of our partner universities abroad. Students' applications will be accepted, subject to (1) enrollment limitations of the partner university and (2) student visa/immigration policy of the country in which the partner institution is located.

The Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program will give students direct access to the M.Sc. in International Business Management delivered at Niels Brock in Copenhagen which is the same Master's program delivered at De Montfort University in Leicester, UK. Transfer of Credits to a Non-Partner University/College from Niels Brock

Applying credits earned at Niels Brock to an application for admission to another institution than mentioned above is a decision made exclusively by the university or college to which the student applies. Niels Brock makes no representation whatsoever concerning the transferability of credits earned in the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program.

### **Application Decisions**

Niels Brock uses rolling admission and continues to accept applications as long as space is still available and there is ample time to apply for a Danish residence permit. Admission decisions are typically made within 8 to 12 weeks after all application materials are received. A complete application includes the application for admission as well as official transcripts and diploma, Mathematics Verification Form, English proficiency test results and personal essay and proof of id.

Once an applicant has been accepted into the program, they will be required to submit the 1<sup>st</sup> tuition payment within 1 month of receiving the Letter of Acceptance and Student Contract. If the applicant fails to make a payment within this timeframe, their status will be changed to conditional acceptance and they will be reconsidered at the end of application period if there is still room available in the program.

### **Accepting the Offer & Contract of Admission**

All offers for a place in the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program are transmitted via email by Niels Brock's International Department Admissions Office. Any offer of a place made by the College is made on the basis of the applicant's:

- Acceptance of the College's rules and regulations signified when signing the Student Contract
- Undertaking to pay the 1<sup>st</sup> tuition payment by the required deadline of 1 month from receipt of the Letter of Acceptance
- Ensuring that statements made in applying for entry are accurate, as the discovery of false statements or omissions may lead to the offer being withdrawn (or in the case of students registered, to their registration being terminated)

### **Questions Concerning Admission Decisions**

All applicants to Niels Brock Copenhagen Business College have the right to question or appeal admission decisions. Applicants desiring to appeal a decision should contact the International Department Admissions Office to obtain information on the appeal process as well as deadlines. The contact information is as follows:

**Niels Brock Copenhagen Business College**  
**International Department Admissions Office**  
**Bispøtorvet 1-3**  
**Copenhagen 1167**  
**Denmark**  
[international@brock.dk](mailto:international@brock.dk)

## Scholarships

### Diversity Scholarship

#### Purpose

The purpose of the Niels Brock Diversity Scholarship is to encourage individuals from diverse backgrounds to enroll and contribute their perspectives to the program. Niels Brock values diversity in all aspects of its institution, particularly in its student body, and seeks to bolster the experience of all students through cross-cultural communication and the exchange of ideas.

#### Awards

Scholarship awards are available for a total of one (1) full year's tuition fee and will be granted at the beginning of the student's enrollment. The number of diversity scholarships awarded varies according to diversity balance.

#### Eligibility

1. Applicants must be accepted into the program and have received their Letter of Acceptance and Student Contract.
2. An applicant must be a member of a group not well-represented within the Niels Brock community, including but not limited to: women, people with disabilities, LGBTQI+
3. An applicant must be interested in actively contributing to the mission and goals of Niels Brock.
4. The scholarship recipients will be selected based upon their academic merit, letter of motivation and letter of recommendation.

The institution reserves the right *not* to award scholarships in a given semester.

#### Selection Criteria

- Admission application
- Letter of motivation
- Recommendation Letter from professor/teacher or counselor/advisor signed by the individual writing the letter

#### Application Requirements

To be considered for a Niels Brock Diversity Scholarship, applicants must submit their documents within a month of being accepted into the program. The application must include:

- Letter of Motivation
- Recommendation Letter

Both of the above items must be submitted before the application will be considered.

#### Submission of the Scholarship Documents

Note that all documents must be received within a month of being accepted into the program. For more information about the scholarship, application procedures, and submission requirements, please visit [www.copenhagenbusinesscollege.com](http://www.copenhagenbusinesscollege.com).

### Academic Scholarship

#### Purpose

The purpose of the Niels Brock Academic Scholarships is to provide financial support to students who demonstrate high academic achievement and good academic citizenship.



## **Awards**

Five (5) scholarship awards of DKK 10,000 are available. All scholarship awards will be granted per semester and will be applied as a reduction in the current semester's tuition.

## **Eligibility**

1. Applicants must be a full-time undergraduate student in the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program.
2. Applicants must have completed at least one (1) semester prior to applying for the scholarship.

Niels Brock Scholarships are awarded without regard to race, sex, religion, age, national origin or sexual orientation. Niels Brock will not award scholarships to applicants who are not academically qualified. The institution also reserves the right not to award scholarships in a given semester. Financial need is not a consideration.

## **Selection Criteria**

- Academic standing based on the student's previous semester's grade point average (GPA, 4.0 scale)
- Good academic citizenship and compliance with the honor code, as indicated by the absence of academic probation incidents and academic warnings
- Student's application essay

## **Application Requirements**

To be considered for a Niels Brock Academic Scholarship, applicants must complete an application and must submit it prior to the deadline. The application must include:

- A completed application form. Only completed application forms will be considered.
- A one-page (< 500 words) essay.

Both of the above items must be submitted before the application will be considered.

## **Submission of the Application Form**

Note that all applications must be received prior to the deadline each semester. For more information about the scholarship, application procedures, application deadline, and submission requirements, please visit [www.copenhagenbusinesscollege.com](http://www.copenhagenbusinesscollege.com).

## Student Services

Student Services mainly consists of academic advising, student counseling services, and placement services.

### Academic Advising

Academic advising starts when potential applicants seek more detailed and personalized information about the study program than is given in the Catalog, on our website, etc., and therefore contact us either in person or via email, text message, or phone. The Dean of Academic Affairs stands ready to answer all questions in relation to the study program.

Once enrolled, Niels Brock undergraduate students may, of course, ask the Dean of Academic Affairs about degree requirements and progress toward graduation, in general. They may also seek the guidance of the Dean of Student Affairs about administrative matters and campus affairs. In fact, we urge students to see both Deans at least once a semester usually prior to registration for the upcoming semester and, of course, once the semester has begun.

### Student Counseling Services

The Student Counseling Services Division offers students the opportunity to discuss personal issues in a safe, confidential environment.

The Dean of Student Affairs aims to empower students and to help them fulfill their potential by providing a range of support services. These services equip them to make informed choices so that they may focus on their studies and campus life. The Dean of Student Affairs liaises with academic staff, other campus support services, and with external agencies to ensure effective referral as an integrated approach to student welfare.

Niels Brock's will provide Student Counseling Services that will provide professional counseling to all students who want to discuss personal issues and their well-being concerns in general. We will help guide students through the Danish National Health system which provides counselling upon referral through the student's GP (General Practitioner).

### Why go to the Office of Student Affairs?

- As a student you are going to face many challenges that counseling can help you manage;
- Being positive and managing your emotions increases your academic success;
- Please note that you do not need to be in a crisis or dealing with a serious problem to go to counseling.
- Counseling is free to all Niels Brock students.

### The Office of Student Affairs can help you by:

- providing a clearer understanding of your concerns;
- offering you a different perspective, which can help you think of creative solutions to problems;
- teaching you new skills to manage your challenges;
- providing a safe place for you to share your thoughts and feelings with someone not personally involved in your life;
- offering advice and information on procedures and processes and referring you to other professionals if necessary.

If:

- your life is being significantly affected;
- you are feeling alone;
- you are feeling unsafe;
- you are having thoughts of harming yourself or others,

Go immediately to see your doctor, who will refer you to a psychologist.

## Placement Services

A Placement Counselor will be available through individual drop-in appointments as well as through group placement and career counseling in the Office of Student Affairs during the student's third year at Niels Brock. In addition, Niels Brock arranges special events to help students develop and pursue goals for life after graduation.

- Drop-in placement counseling consists of a brief 10- to 15-minute meeting with the Placement Counselor for any career-related concerns, such as résumés, job interviews, networking skills, job shadowing, graduate school, further education and training, etc.
- Group placement and career counseling are typically longer sessions for a group of students in the same areas as mentioned above.
- The "Know Your Program" workshop takes place at the beginning of the Program during Freshman Orientation week. The purpose of the workshop is for students to gain an insight into their program as well as to communicate the identity and values of Niels Brock, while introducing students to various areas of study. Students receive information on subjects, exams, and placement opportunities. The intention is to engage the students at an early stage and to give them a thorough understanding of their program soon after enrollment.
- An annual job fair will be set up in order to increase the placement rate of graduates from the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program. The companies and other organizations present at the fair will have their own stand. In order for the Job Fair to be successful, it is essential that the students be well prepared and able to express their interests about job opportunities. This means that students are expected to do some research about the participating organizations prior to the fair. It is also expected that they are able to present a professional résumé and to introduce themselves to employers who are at the fair to discover and recruit our talented students. The job fair has taken place in Hanoi and Ho Chi Minh City for students enrolled under the FTU IPA.

## Interruptions to studies/withdrawals

Student Counseling Services provides one-to-one meetings for all undergraduate students who are considering interruptions to or withdrawal from their studies. The goal is to explore ways of staying on track, where possible. In cases where continuation is not possible, the Service aims to make leaving or interrupting studies as positive and as burden-free as possible. The objectives are:

- to empower students to make informed decisions by providing clear information on the academic, financial and wider implications of leaving or interrupting studies;
- to reassure students of the normality of unforeseen life events and the impact they can have on a student's ability to commit to their studies;
- to provide a professional service to administer interruptions to, or withdrawals from, studies;
- to ensure that students are aware of the range of possibilities and constraints that may affect their eventual return to college.

## IT Helpdesk

All students and staff have access to an IT-support helpdesk. For example, Helpdesk supports students in getting access to a Wi-Fi signal, to printers, to Mit Niels Brock (our Learning Management System) and to our Citrix-platform, where students can access internal Niels Brock resources from anywhere in the world.

The helpdesk is organized with both a central helpdesk in the IT-department and with local support in every Niels Brock building.

Students can access the helpdesk either by:

- visiting the IT department Monday-Thursday from 7:45am – 4:00pm, and Friday 7:45am – 3:00pm on the main floor, H-building of the TKH building

- by phone weekdays from 7:45am – 7:00pm (Friday 7.45am-2pm), at +45 33 41 96 66;
- or by creating an email support-case by simply sending a message to [Helpdesk@Brock.dk](mailto:Helpdesk@Brock.dk).
- Daily support on Bispøtorvet Campus is also offered; please visit the open Learning Center to check time.

The helpdesk also supplies a number of online guides in order to help students to help themselves.

### The Niels Brock Libraries

Students can receive a great deal of support from our two librarians who will help and guide them as much as possible.

The main Niels Brock Library is located at Bispøtorvet 1-3, 1167 Copenhagen K.

The open learning Center is open Monday to Friday, 07:00am–5:00pm, however, the librarian is only available for 30 hours a week. Please visit or contact the Online library for specific hours each week; in addition, one-on-one meetings are available by appointment.

Since it is an educational library, the Niels Brock library selects and purchases resources primarily within business subject areas that are relevant to the courses taught. Subjects represented in the library include: finance, economics, marketing, communication, economic history, sociology, philosophy, business communication, computer science, statistics, etc., as well as general business texts and texts on more specific topics. The library contains required course texts, related materials requested by faculty, core business texts, Danish and international magazines and reference material such as encyclopedias and handbooks. We hope to have a limited selection of fiction included in the future.

Importantly, the collection is being expanded in order to meet the current and future needs of students and faculty. This process includes collaborating closely with faculty to determine necessary reference materials for strengthening student language and writing skills, for purchasing additional course texts, and for acquiring related materials for students to pursue in-depth research.

Students and faculty can borrow the majority of materials. However, core course texts and handbooks are treated as reference materials for use in the library only. Borrowers use their Danish health insurance cards ("*sundhedskort*") as library cards. Books and magazines can be borrowed for a period of 1 month, after which they must be returned or renewed. The borrower must compensate for lost materials.

Electronic resources:

The Niels Brock Library also provides an online library via the Mit Niels Brock learning management system platform, specifically for the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program. The "Mit Niels Brock Library" includes information pertaining to visiting libraries, contacting librarians, accessing online databases, using guides for conducting research, and gaining access to additional resources. The librarian visits each class to give a workshop on Academic Honesty, accessing online databases and finding reliable resources. Teacher collaboration, more class visits, workshops, and field trips with the librarian will be written into the College's plans for further academic enrichment.

Online databases currently available to students and faculty through the Mit Niels Brock Library include proprietary and open access services listed below:

- Britannica Academic - Online encyclopedia with over 73,000 entries. An accurate reference resource, containing both short and book-length articles on a wide range of subjects.
- EBSCOHost - Academic journal search across multiple full-text databases from leading information providers, with access to: Business Source Elite, Regional Business News, GreenFILE, Teacher Reference Center, ERIC, Academic Search Elite

- Gale Student Resources In Context - Over 150 eBooks from Gale and partners, full-text newspapers and periodicals including: The Economist, The New York Times, Newsweek, Business Economics, Business History
- Marketline - Profiles for 50,000 public and private companies and 215 countries, country statistics and market analytics, and a financial analysis tool.
- OECD ILibrary - Access to books, magazines, and statistical databases from OECD. Publishers include: OECD (Organization for Economic Cooperation and Development), International Energy Agency (IEA), Nuclear Energy Agency (NEA), OECD Development Centre, PISA (Program for International Student Assessment), International Transport Forum (ITF)
- Orbis - Company database with information for over 100 million companies worldwide, including banking and insurance sectors, ownership data, merger and acquisition information, and analysis tools.
- Passport - Online information system covering business intelligence for over 350 markets and 207 countries.
- Stanford Encyclopedia of Philosophy (Open Access) - Online encyclopedia with entries on philosophers, philosophical, and related concepts. A dynamic reference work maintained by the Metaphysics Research Lab at Stanford University.
- StatBank Denmark - Statistical information on Danish society, data can be exported in several file formats.
- The Economist - Access to full-text content published in The Economist, from 1997–present.
- UNdata (Open Access) - United Nations (UN) statistical databases provided by The United Nations Statistics Division (UNSD) of the Department of Economic and Social Affairs (DESA). Including: Commodity Trade Statistics Database, INDSTAT, Industrial Commodity Statistics Database, International Financial Statistics (IMF), OECD Data, World Development Indicators (WB)
- Emerald Insight, “EM120” – A single full-text database that contains 120 journals from Emerald’s multidisciplinary collection, inclusive of journals devoted to the study of innovation and entrepreneurship, as well as other subjects in business and the liberal arts from both theoretical and applied perspectives.

Beyond databases, the library aims to provide students with guides and tutorials about conducting research. These resources are available on the Mit Niels Brock platform and introduced to students in workshops and presentations. The Mit Niels Brock Library contains an introduction to APA citation style with links to detailed style guides as well as additional guides.

### Student Representative Council

The Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program requires that students choose, from a list of self-selected candidates, whom they would like to be their student representatives. Only one male and one female representative from each class will be selected by classmates in that class section, according to the following process.

#### The 7-Step Process to Becoming a Student Representative Council Member

- Step 1.** Students interested in serving as representatives make their requests known to the Dean of Student Affairs. Students must make their interest known to the Dean at least one calendar week in advance of their speeches to their classmates (see Step 3 below).
- Step 2.** Faculty members determine, based on students' grades and in-class performance, whether they can be placed on the ballot. Given the extra demands on students' time and attention, only students with the strongest grade point averages *and* overall academic and personal integrity will be allowed to serve on the Council.
- Step 3.** The Dean of Student Affairs may request an individual, subgroup, or full group interview with candidates on the ballot in order to further assess their interest in and capacity for being a member of the Student Representative Council.

- Step 4.** Students included on the ballot will be allowed subsequently to deliver speeches to their classmates in which they demonstrate their readiness to serve.
- Step 5.** Student voting will take place at some point, not more than one week, after speeches have been delivered. The setting must be free of talking, discussion and other distractions during voting.
- Step 6.** The professor for each class will announce the results of the vote to the class, announce the outcome to students, and report the results to the Dean of Student Affairs and to the Dean of Academic Affairs.
- Step 7.** The Dean of Student Affairs will subsequently invite students to a luncheon meeting to initiate and formalize the establishment of the Student Representative Council.

Together, these representatives from the all class sections will serve as representatives for the time specified in the student representative constitution, which will be developed and voted upon by the full student assembly.

### **Activities of the Student Representative Council**

The Student Representative Council is required to carry out certain functions, among them:

1. Assign a recorder of meeting minutes and post to the appropriate forum in Mit Niels Brock
2. Draft a constitution and rules or order for meetings
3. Serve as student representatives in faculty and staff meetings
4. Serve as student representatives at extracurricular functions, such as Student Entrepreneurship Days
5. Provide reports to the student body about these abovementioned (2, 3) activities
6. Conduct surveys on topics of interest to students, compile results and report to students, staff, and faculty.
7. The Student Representative Council also recommends changes in curriculum to the faculty. For details, see "Evaluation of Standards of Academic Progress (SAP) at Niels Brock".

In addition, the Council may also choose to engage in other programs or projects that add value to the academic and professional experiences of their classmates, among them:

1. Sponsor assemblies to discuss issues that students face on campus and off campus
2. Hold lunchtime meetings and events, on campus; as well as field trips, off campus
3. Promote academic and social values as a "peer review board" or "student court"
4. Organize and participate in fund-raising activities
5. Engage with the wider community through participation at local association meetings, conferences, webinars, etc.
6. Assist in the establishment of student business organizations, student clubs, student publications and other student bodies, as needed
7. Present to the Dean of Student Affairs a written, transparent and fair process for selecting fellow non-Council students to serve on Student Representative Council subcommittees that assist with the implementation of the above and additional SRC responsibilities.
8. The members of the Student Representative Council must also be willing to share their ideas *and* listen to the ideas of students, staff, and faculty in order to continue to improve our academic community.

### **Decision Making**

Robert's Rules of Order should be used to guide the meeting agenda, call to order, note taking, and report of meeting minutes.

A quorum, in this case, is 100% of the Council. The outcome of voting decisions will be made by majority rule. In the event of a tied decision, the Dean of Student Affairs will break the tie. All voting must be done in an environment of total silence and with the protection of complete anonymity. To this end, the



Council's forum in Mit Niels Brock should be used for voting, with administrator rights provided only to the Dean of Student Affairs.

## CBC Research, Scholarly, and Creative Activities

Osborn and Karukstis (2009) argue that the research, scholarly, and creative activities characterized by mentorship, originality, acceptability, and dissemination have benefits to students, faculty, and institutions. Although Osborn and Karukstis focus on undergraduate research in their study, the argument can be made that these benefits apply to graduate students, faculty, and institutions as well. In addition, it should be noted that the authors mention even greater benefits for traditionally underrepresented groups such as minority, low-income, first-generation, and disabled students. Some of these benefits include:

### Benefits to Students:

- Advancing cognitive and intellectual growth such as gains in knowledge and skills, academic achievement
- Fostering professional growth and advancements
- Promoting personal growth

### Benefits to Faculty:

- Enhancing mentoring and teaching
- Achieving research, scholarly, and creative outcomes
- Integrating scholarship and teaching
- Increasing job satisfaction and personal development

### Benefits to Institutions:

- Building a community of scholars
- Deepening relationships with alumni
- Fostering innovation and cross-talk
- Sharing a sense of purpose and achievement
- Enriching curriculum
- Providing opportunities to engage the local community

Therefore, we have focused our efforts on attracting these benefits for students, faculty, and the institution through various activities designed to both share knowledge with the outside world as well as to bring innovative ideas to our campus. Examples of these activities include:

- Knowledge dissemination through publication and consultancy
- Faculty-student research-based pedagogical activities
- Presentations and events engaging the local community

Osborn, J.M. and Karukstis, K.K., (2009). The benefits of undergraduate research, scholarship, and creative activity. *Broadening participation in undergraduate research: Fostering excellence and enhancing the impact*, pp. 41-53.

## Grading System and Exams

### The American Number-of-Points Grading Scale

The grading system stated below is used in all courses offered in the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program. This grading scale is adapted from the American tradition of assigning points to a specific task, and then assigning the grades according to the points on the following absolute scale:

Explanation of Grade Symbols on Transcripts:

- A = Highest level, showing excellence.
- B = Performance is good.
- C = Performance is adequate.
- D = Performance is less than adequate.
- F = Course requirements have not been met. The student does not earn credits.

Letter Grade	Grade (%)	Grade Points	Description
A	93-100	4.0	Excellent: Dean's List 90-100%
A-	90-92	3.7	
B+	87-89	3.3	
B	83-86	3.0	Good: Honor Roll 85-90%
B-	80-82	2.7	
C+	77-79	2.3	
C	73-76	2.0	Adequate
C-	70-72	1.7	
D+	67-69	1.3	
D	63-66	1.0	Poor: less than adequate but passing
D-	60-62	0.7	
F	<60	0.0	Course requirements not yet met

I .....Incomplete. Course requirements not achieved during the normal teaching period. Final grade will be awarded in the subsequent teaching period.

IP ..... In Progress: An in-progress grade is given when academic work has not been completed and is in progress as of the date of issue of this transcript.

P ..... Passing: Does not affect GPA.

F..... Failure: Does not affect GPA and does not contribute to total credits.

TR ..... Transfer credit: Where applicable. The student has received credit for NBCBC-approved courses taken at another institution. Transfer Credit does not affect GPA.

The grade point average (GPA) is a number that represents the average of a student's grades during their time at Niels Brock. Usually, it is weighted by the number of credits earned in enrolled courses. At Niels Brock we use the four-point system. Under this system, the maximum grade point average is 4.0, which is equivalent to receiving an A in every course.

At Niels Brock all students require a GPA of at least 2.0 in order to graduate. Additionally, students must maintain a minimum GPA throughout their studies in order to remain in good academic standing. For more information about good academic standing, please see the Standards of Academic Progress (SAP) section.

The grading scale is compatible with the ECTS and Danish grading systems. The following table shows the US grade equivalents:

US	ECTS*	Danish
A	A	12

B+	B	10
B	C	7
C	D	4
D	E	2
F	F	-3

\* European Credit Transfer and Accumulation System (Source: Danish Ministry of Science, Innovation and Higher Education: <http://fivu.dk/en/education-and-institutions/the-danish-education-system/grading-system>)

### Grade Appeals

An informal appeal must first be made to the member of the faculty in question within two weeks of receipt of the grade. If the matter cannot be resolved informally, a formal appeal must then be made in writing within one week of the decision by the faculty member in question. This appeal must be submitted to the Dean of Academic Affairs who will consult within the appropriate faculty member(s) before arriving at a decision. If the matter is still not resolved, the student is allowed one more appeal, in writing, within one week of the decision by the Dean of Academic Affairs. This final appeal must be submitted to the Executive Vice President.

### Principles of the Evaluation System

At Niels Brock we have the following grading principles:

- As a guideline, the last day of scheduled classes in any course will be the last day on which course assignments will be accepted for credit in a course.
- As a guideline, assigned work will be distributed in such a way that approximately half way through the course the students will receive an estimate of their individual standing in the course.
- As a guideline, instructors will be required to return assignments to students as promptly as possible with reasonable explanations of the instructor's assessment of the assignment.

Our policy shall be that departments ensure that, wherever possible, final grades in courses under their aegis are derived largely from documented evidence demonstrating academic achievement, i.e., written or practical examinations, essays, reports, problem assignments. This guideline shall not preclude the use of oral examinations as part of the evaluative process.

As a guideline, all academic departments shall take appropriate action to ensure that for all sections of a multi-sectioned course, course requirements and grading procedures are equivalent and that grades assigned reflect achievement accurately.

### External Evaluators

The role of the external evaluators is primarily one of quality assurance, ensuring that procedures and processes allow students to gain appropriate outcomes from their studies, consistent with outcomes at other institutions.

Throughout the program, evaluation of course assessments and second assessment of a sample of assessment items, including all mid-term and final exams, takes place with the assistance of at least one additional faculty member who teaches the same or a similar course. In compliance with Danish educational practice, the external evaluators' marks are final, but subject to faculty-evaluator consensus if there is a dispute about grades.

Suitable qualified external evaluators are used for all Senior Theses. External evaluators provide a grade for both the written thesis and oral defense of the thesis.

### Role of the External Evaluators

- ensuring that degrees awarded in similar subjects are of comparable standards across higher education institutions globally.

- ensuring that students are dealt with fairly in assessment and classification.
- ensuring the integrity, rigor, and fairness of assessment procedures.
- assessing the standards of academic awards and student performance.

### Assessment

Briefly described, there are five major ways in which we examine and assess the students of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program, regardless of their concentration:

- *Quizzes*: Typically administered in each topic of each subject as a formative assessment helping the student realize his or her understanding of any given material.
- *Essays/Reports*: Assigned to students in situations where they have to write an in-depth analysis of a specific subject (often based on literature that students can choose themselves). Essays and reports are also used to assess students' acquisition of learning outcomes based on outings to museums, external lectures, student entrepreneurship competitions, retailers, etc.
- *Tests/Exams*: These are often a combination of multiple choice and essay questions – giving all students a fair chance of achieving success on the test, but also allowing the most brilliant students to succeed at more in-depth analysis.
- *Presentations*: Students have to make presentations in groups and the presentations will often be based on literature that is required for the course. In this way, a grade will work as both a formative and summative assessment of students' academic skills.
- *Simulations*: Students engage in role-playing though exercises that contain the ambiguity and that require the judgment or real world events, such as the simulation of a sales campaign with multiple different types of writing assignments in English Composition to the generation of random numbers and statistical analysis of them in the Statistics Lab of the Introduction to Statistics course.
- *Case studies*: Formative assessment given to students on a cross-curricular subject. Again, this will be carried out in groups and will thus be beneficial in not only giving students the chance for in-depth analysis of a given field, but also providing students with a chance to test their abilities in a group environment. The end result will often be a written report and/or an oral presentation.

In addition to the above, students must also hand in a cross-curricular project, or “Senior Thesis”, within the field of finance, marketing, or hospitality management at the end of the program. Often the student will write this project on the basis of cooperation with a self-chosen company or other organization—a company assignment or internship is not required, however, for successful completion of a project. This course must be passed in order to graduate from the program.

### Make-up Assessments and Late Assignments

Make-up assessments will be administered for medical reasons support by original, authentic and verifiable documents and for other emergencies.

For non-medical and extremely exceptional cases, **advanced permission** from the instructor is required for a make-up assessment.

## Standards of Academic Progress (SAP)

As Niels Brock Copenhagen Business College is a Danish college, students are not eligible for U.S. financial aid. However, Niels Brock is accredited by an American accrediting agency and therefore in accordance with those standards, Niels Brock has established a minimum standard of “Satisfactory Academic Progress (SAP)” for all its students.

All students must maintain satisfactory progress at Niels Brock as determined by the qualitative and quantitative standards established by the institution. According to these standards, a student remains in good standing if the student's cumulative grade point average (GPA) is meets the cumulative grade point average (CGPA) requirements (see chart below) and if the student’s progress toward the completion of their respective program within the maximum program length established by Niels Brock (see chart below).

### Maximum Program Length (MPL) – Quantitative Measurement of SAP

The MPL for the program is established by multiplying the number of semesters in the program of study by 1.5. The MPL for the program is as follows:

Program	Normal Program Length*	Maximum Program Length
Business Administration (Concentration in Finance, Marketing, or Hospitality Management)	8 semesters	12 semesters

- \* The Normal Program Length describes the length of time a student with no transfer credits shall remain enrolled in a program at Niels Brock. A student with prior, transferable academic experience will have a shorter normal program length as well as the maximum program length.

### Maximum Program Length Requirements for International Students

For non-European Union, international students, the Danish Agency for International Recruitment and Integration (SIRI), allows students to study in the program in Denmark for a normal period of 4 academic years and a maximum period of 5 academic years. For a student to study past the normal 4 year-period, the student must apply and be approved by SIRI prior to enrolling in their 5<sup>th</sup> year. Therefore, if a student does not receive approval for study in Demark for their 5<sup>th</sup> year or still needs to complete courses past their 5<sup>th</sup> year, that student may complete their program online (in accordance with the SAP requirements listed below).

### Earning Degree/Credential

Students who exceed the MPL cannot receive the original credential (e.g., Bachelor’s Degree) for the program. Instead, students will receive a “Certificate of Completion” for courses completed at Niels Brock. Niels Brock reserves the right to confer the original credential for the program where extenuating circumstances can be demonstrated.

### Qualitative Measurement of SAP

Satisfactory Academic Progress will be assessed at the end of every semester. A student will be deemed to be progressing satisfactorily if they meet the following requirements:

- The grade point average required from courses not yet completed (rGPA) does not exceed 2.15;
- At least 2/3 of course attempts are successful; and
- No course has been unsuccessfully attempted 3 times.

rGPA is the Grade Point Average from courses not yet completed needed to meet the 2.0 GPA graduation requirement.

Students whose rGPA exceeds 2.15 will be placed on probation. At the end of the following semester:

- rGPA increases: student will be dismissed;
- rGPA decreases but remains above 2.0: student will remain on probation.
- rGPA is less than 2.0: student will be removed from probation.

Students failing more than 25% of their course attempts will be placed on probation. Removal from probation will only occur once 2/3 of their course attempts have been passed.

Students failing a course for the second time will be placed on probation. Failure to successfully complete the course on the next attempt will result in dismissal.

### Academic Probation

Students who have been placed on Probation are subject to the following requirements:

- absence rate must remain below 10% at all times unless supported by relevant documentation from hospital and/or doctor, or equivalent; and
- must attend all appointments with the Academic Counselor.

Additional requirements may be added at the discretion of the Dean of Academic Affairs.

### Removal from Academic Probation

Students can be removed from probation once their rGPA falls below 2.0, and are not otherwise on any other disciplinary action.

### Dismissal

A student will be dismissed from his/her program of study if they fail to meet the Qualitative Measurement of SAP requirements described above or at any point Niels Brock determines the student will be unable to complete a program of study within the MTF.

### Academic Evaluation of Students Placed on Academic Probation

An academic evaluation of the student placed on academic probation will be conducted by the Academic Counselor. The purpose is to determine that the student has the desire and the academic ability to progress satisfactorily in the program. If the academic counselor finds that the student lacks the desire or ability to progress satisfactorily, the student will be dismissed from Niels Brock.

### Effect of Grades on Satisfactory Academic Progress

Units attempted but not completed include the following grades: F (fail), I (incomplete) and IP (in progress).

For repeated courses, only the higher grade counts toward the GPA. The repeated course counts only once for units completed.

The grades TR (transfer) do count as credits attempted and completed; they have no effect on the calculation of GPA.

Niels Brock does not offer withdrawals, non-punitive grades, "extra-credit" work, or non-credit remedial grades

Students cannot change programs, because we offer only this one bachelor's degree program, and there is consequently no possibility of seeking an additional credential at the current time.

Credits transferred will reduce the normal program length by the number of units transferred. Transferred credits therefore are counted towards the maximum time frame and shorten the maximum program length for the programs. Credit transferred has no effect on the calculation of the student's GPA or SCCP.

## Appeal Process

A student may appeal to the Dean of Academic Affairs to waive the Standards of Satisfactory Progress for circumstances of personal illness or injury, unusual family responsibilities, or other significant occurrence outside the control of the student. This appeal must be received within 2 weeks of the student receiving notification that they have been placed on probation or dismissed. These circumstances must be documented by the student to demonstrate that the cited circumstances have had an adverse impact on their performance. No waivers will be provided for graduation requirements. If the decision by the Dean of Academic Affairs is not accepted by the students, they are allowed one additional appeal to the Executive Vice President.

If the appeal is approved, the student will remain on probation, but not be dismissed from the program. The student must meet the SAP requirements in the subsequent evaluation point or be dismissed. Upon an approved appeal, the student may also be required to meet with a counselor, seek tutorial assistance outside the university, correct the difficulties that prevent success and/or other suggested remediation to show increased possibilities of future academic success.

## Repeating a Course

Undergraduate students must earn a cumulative GPA of 2.0 or higher on a 4.0 scale upon graduation. Undergraduate students must repeat courses in which they have received an "F" grade. Students will be charged the regular tuition fees for each course they repeat.

## Re-Sits for Exams

In the Danish educational system, students are typically allowed the opportunity to "re-sit" for their final exam a number of times if they did not pass the exam on their first attempt. Since the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program combines the Danish pedagogical methodology with the structure of an American degree, the programs allows the opportunity for a re-sit of exams in a limited number of courses. Currently, Niels Brock only allows students the opportunity for one (1) re-sit exam in the following courses: Information Technology, Introduction to Western Philosophy, Introduction to Sociology, World Economic History, Cross-Cultural Communication, and Introduction to Organizational Psychology. If following the re-sit exam in the listed courses, the student still does not successfully pass the course, the student must then re-take the course, in its entirety, in accordance with the "Repeating a Course" policy listed above. In addition, for all other courses not listed above, if a student does not successfully pass the course, the student must re-take the course, in its entirety, in accordance with the "Repeating a Course" policy listed above.

## Academic Misconduct Policy – Disciplinary Action Policy

Students who violate Niels Brock's Code of Academic Conduct are subject to any of the following academic disciplinary actions:

- Receiving no credit in the applicable course assignment
- A failing grade in the course
- An academic warning
- An academic probation or
- Dismissal

The faculty are responsible for reporting any student who violates the Academic Code of Conduct to the Dean of Academic Affairs. The faculty member should include a recommendation of action against the student(s) and evidence of the reported violation. The Dean of Academic Affairs will review the case, and notify the student and faculty member of the disciplinary action that has been decided. If the decision by the Dean is not accepted by the students, they are allowed one additional appeal to the Executive Vice President.

## Ethical Code of Conduct – Disciplinary Action Policy

Students who violate Niels Brock's Code of Ethical Conduct are subject to any of the following disciplinary actions:

- An academic warning
- An academic probation or
- Dismissal

The faculty, student, or staff member who witnesses the violation of the Code of Ethics is requested to bring this matter to the attention of the Dean of Student Affairs. The Dean of Student Affairs will review the case, and notify the student and reporting individual of the disciplinary action that has been decided. If the decision by the Dean is not accepted by the students, they are allowed one additional appeal to the Executive Vice President.

#### **Academic Misconduct or Ethical Misconduct - Warning**

If a student receives a warning (either from academic and/or ethical misconduct), they will be formally notified of this status. If the student receives three warnings in the course of one evaluation period, the student will be heightened to the probation status. If the student is not currently on any status, then they would be placed on probation and subject to the probation policy at the subsequent evaluation point. If the student is already currently on a probation status, and receives a probation (either from academic or ethical misconduct), then that student will be dismissed.

#### **Removal from Academic Misconduct or Ethical Misconduct Disciplinary Action**

If at the subsequent evaluation point, the student has not had any additional instances of academic and/or ethical misconduct, and is not otherwise on probation, then the student would be removed from the disciplinary action and considered in good standing.

#### **Code of Academic Integrity**

Niels Brock is an academic community whose fundamental mission is the pursuit of intellectual and professional growth. Achieving this goal requires independent thought and respect for the ideas of others. Academic dishonesty threatens the integrity of individual students as well as the College's academic community. By virtue of membership in the University's academic community, students accept a responsibility to abide by this Student Code of Academic Integrity, which is a part of the Student Code of Conduct. In accordance with the satisfactory academic progress policy noted above, students who violate the ethical code of conduct are subject to disciplinary action.

Academic integrity violations include all forms of academic dishonesty, including but not limited to:

**Plagiarism** – Intentional or unintentional representation of another's words or ideas as one's own in an academic exercise.

Examples of plagiarism include but are not limited to:

- The exact copy of information from a source without proper citation and without use of quotation marks or block quotation formatting. If any words or ideas used in a class posting or assignment submission do not represent the student's original words or ideas, the student must distinguish them with quotation marks or a freestanding, indented block quotation (for a quotation of 40 or more words), followed by the appropriate citation in accordance with the Publication Manual of the American Psychological Association. When a student copies information from a source, he or she must acknowledge the source with quotation marks or block quotes irrespective of whether or not the source has been formally published.
- Paraphrasing statements, paragraphs, or other bodies of work without proper citation using someone else's ideas, data, language, and/or arguments without acknowledgement.
- Presenting work as the student's own that has been prepared in whole or part by someone other than that particular student. This includes the purchase and/or sharing of work.

- Failure to properly cite and reference statistics, data, or other sources of information that are used in one's submission.

**Self-plagiarism, double dipping, or dovetailing** – Submission of work that has been prepared for a different course without fair citation of the original work and prior approval of faculty. Students who submit assignments that were previously submitted in another course are subject to the same consequences they would face if they plagiarized these assignments. The use of one's previous work in an assignment requires prior approval from the current faculty member and citation of the previous work.

**Fabrication** – Falsification or invention of any information, citation, data, or document. This includes the invention or alteration of data or results, or relying on another source's results in any assignment without proper acknowledgement of that source. Fabrication includes citing sources that the student has not actually used or consulted.

**Unauthorized Assistance** – Use of materials or information not authorized by the faculty member to complete an academic exercise, or the completion of an academic exercise by someone other than the student. Students must rely upon their own abilities and refrain from obtaining assistance in any manner that faculty does not explicitly allow. This includes but is not limited to providing or receiving answers to an exam, use of faculty materials or answer keys, or a student having someone take his or her exam.

**Copyright infringement** – Acquisition or use of copyrighted works without appropriate legal license or permission.

**Misrepresentation** – Falsely representing the student's situation to faculty when (1) justifying an absence or the need for an incomplete grade; or (2) requesting a makeup exam, a special due date, or extension of a syllabus or class deadline for submitting a course requirement.

**Collusion** – Helping or allowing another student to commit any act of academic dishonesty.

### Code of Ethical Conduct

Niels Brock and all faculty, staff, and students are committed to and responsible for sustaining the highest ethical standards of our institution. The policies, procedures, and standards are set forth below. Niels Brock values integrity, honesty, and fairness and seeks to integrate these values into the teaching and into our conduct with others. These values are the basis for the compliance with all laws and policies, and we honor them in our daily activities as members of our community. We are committed to:

**Respect** - We respect the rights and dignity of others.

**Integrity** - We conduct ourselves with integrity in our dealings with and on behalf of all individuals in our community.

**Accountability** - We are accountable as individuals and as members of this community for the ethical conduct and for compliance with applicable laws, directives and policies.

By virtue of membership in the University's community, students accept a responsibility to adhere to the values set forth by Niels Brock. In accordance with the satisfactory academic progress policy noted above, students who violate the ethical code of conduct are subject to disciplinary action.

### Zero Tolerance for language other than English in class

The Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program adheres to a zero-tolerance policy regarding the speaking of anything other than English during

class. Speaking other languages will be not be allowed unless it is part of an instructor-initiated learning activity. Instructors can take disciplinary actions against students who speak a language other than English.

### **Academic warning notice**

Instructors may issue written academic warnings to students for not only misconduct associated with their studies, but also with their in-class behavior. Misconduct includes, but is not limited to, all forms of academic misconduct, as specified in the Student Catalog, in addition to inappropriate behavior, such as bullying and sexual harassment.

### **Attendance**

Students are required to attend all class sessions and events, and to observe the specific guidelines of each faculty member. This includes mid-term and final exams, and other important events in each class schedule. Faculty members will take attendance each class session. The following actions will occur if students are not maintaining sufficient attendance levels:

- Students will receive an administrative notice if the absentee rate reaches 10%.
- In keeping with Danish immigration rules, students may be dismissed if the absentee rate exceeds 20% of all class sessions in a semester. Niels Brock will inform the Danish immigration authorities of the student's dismissal.

### **Policy on Student Leave**

Students may apply for a leave of absence (e.g. maternity, paternity, and adoption leave). All student leave requests will be assessed on an individual basis by the Danish Agency for International Recruitment and Integration (SIRI). Therefore, students must contact the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program administration in due time and receive approval before a leave of absence is granted for any reason. Any unrequested or unapproved leave will disqualify students from submitting homework and taking exams. Please note that Niels Brock can grant academic leave; however, you should know that a leave of absence could have consequences for your student visa in Denmark and therefore you must request and receive approval before a leave of absence is granted for any reason.

The maximum consecutive leave period that a student can be granted is one semester. The maximum combined leave period that a student can be granted is one year.

### **Make-Up Work**

Make-up work is handled by faculty members on a case-by-case basis. Make-up work may be required for any absence. However, hours of make-up work cannot be accepted as hours of class attendance.

## Complaints

We urge students and staff to communicate any problems that arise directly related to the individual(s) involved. If the problem cannot be resolved in this manner, the administration should be contacted. Normally, informal procedures, such as discussing differences, can resolve the problem.

For problems that any student or member of staff believes requires formal complaint, the following procedure must be followed: Any student or member of staff who feels that he or she has been subjected to unfair treatment by the College by any of its employees, entities, policies, procedures or programs may report the matter in writing to the Executive Vice President, Niels Brock International. If the matter is still not resolved, the individual has 30 days to report the matter in writing to the President.

If a student or member of staff continues to be unsatisfied with the outcome, he or she may file a complaint with the College's American accrediting agency, the Accrediting Council for Independent Colleges and Schools (ACICS).

All complaints considered by ACICS must be in written form, with permission from the complainant(s) for ACICS to forward a copy of the complaint to the school for a response. The complainant(s) will be kept informed as to the status of the complaint as well as the final resolution by ACICS. Please direct all inquiries to:

Accrediting Council for Independent Colleges and Schools,  
1350 Eye Street NW, Suite 560  
Washington, DC 20005  
Phone: +1 (202) 336-6780

## Faculty

In addition to being leaders in their academic fields, many of our faculty also has hands-on business experience as analysts, managers, consultants, entrepreneurs, investors, advisors, board members authors and executives.

### Name, area of teaching specialization, and educational background (in alphabetical order by first name):

<b>Assad Ullah</b>	Accounting
<ul style="list-style-type: none"> <li>• Master of Science in INTERNATIONAL ACCOUNTING, University of Essex</li> </ul>	
<b>Charles-David Mpengula - Online Instructor</b>	Marketing
<ul style="list-style-type: none"> <li>• SIMI Executive MBA 1997/1999, CBS Executive</li> </ul>	
<b>Elham Rahbar</b>	Marketing
<ul style="list-style-type: none"> <li>• Doctor of Philosophy, Universiti Sains Malaysia</li> <li>• MASTER OF BUSINESS ADMINISTRATION, Universiti Sains Malaysia</li> </ul>	
<b>Flemming H. Clausen</b>	Finance and Accounting
<ul style="list-style-type: none"> <li>• Master of Business Administration, The University of North Carolina at Chapel Hill</li> <li>• Chartered Financial Analyst (CFA), Association for Investment Management and Research</li> </ul>	
<b>Imran Khan</b>	Project Management, Information Technology
<ul style="list-style-type: none"> <li>• M.Sc. (Taught) Investments with Distinction, University of Birmingham</li> </ul>	
<b>Kwabena Ofei</b>	Hospitality
<ul style="list-style-type: none"> <li>• PHD, Aalborg University, Denmark</li> <li>• Master of Medical Science, Umeå University</li> <li>• Master of Science in Dietetics, University of Ghana</li> </ul>	
<b>Pernille Wantzin</b>	Hospitality Management
<ul style="list-style-type: none"> <li>• Academy Foundation Degree in Business</li> </ul>	
<b>René Holmbjerg Bøtker</b>	Philosophy, Experience Economy, Innovation, and Management
<ul style="list-style-type: none"> <li>• MASTER OF SCIENCE IN BUSINESS ADMINISTRATION AND PHILOSOPHY, MSC, Copenhagen Business School</li> </ul>	
<b>Safania Eriksen</b>	Experience Economy, Innovation, Organizational Psychology
<ul style="list-style-type: none"> <li>• PhD, Social Sciences, Roskilde University, Denmark</li> <li>• Master of Social Science in Development and International Relations, Aalborg University, Denmark</li> </ul>	

## Academic Calendar

Both online and onsite students have the same academic calendar. In order to ensure an effective and appropriate orientation session for incoming on-site students, first semester students have a slightly different schedule than returning students.

<b>FALL SEMESTER 2020</b>		<b>Week<sup>1</sup></b>
<b>August 17 - December 18, 2020</b>		<b>34-51</b>
Instruction Begins	August 17	34
Fall Break	October 12-16	42
Final Exam Period	December 7-18	50-51

<b>SPRING SEMESTER 2021</b>		<b>5-24</b>
<b>February 1 - June 11, 2021</b>		
Instruction Begins	February 1	5
Spring Break	February 15-19	7
Easter Holiday (Påsker)	March 29 - April 5	13-14
General Prayer Day (Store Bededag)	April 30	17
Ascension Day (Kristi Himmelfart)	May 13	19
Whit Monday	May 24	21
Final Exam Period	May 31 - June 11	22-23

<b>SUMMER SEMESTER 2021</b>		<b>25-31</b>
<b>June 21 - August 6, 2021</b>		
Instruction Begins	June 21	25
Final Exam Period	August 2-6	31

*The academic calendar is subject to change.*

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<sup>1</sup> Week number of calendar year

## Curriculum, Program Objectives, and Semester Overview

### Curriculum

With innovative curricula that combine outstanding classroom teaching and online instruction with distinctive experiential learning opportunities, the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program at Niels Brock is dedicated to preparing current and future business leaders to contribute positively to their organizations and their communities.

Emphasizing a generalist and career-oriented approach to management education, the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program trains students to become well-rounded employees and middle managers who can analyze problems and propose workable solutions.

The Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is a broad career-oriented international business economics program based on strong ties to the international market place – with the option of choosing a concentration in the final 2 years in either finance, marketing, or hospitality management.

There are no obligatory periods of work placement/internships in the Program but it is recommended to perform the final-semester course called “Senior Thesis” in cooperation with an enterprise. Likewise, all business-related courses have strong practice-oriented elements.

### Program Objectives

The aim of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is thus to deliver courses that combine business education with a broad-based liberal arts foundation in order to provide the student with the theoretical knowhow as well as and practical skills needed to advance in today's dynamic business environment. Therefore, the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program enables you to:

- develop and refine an understanding of yourself and others through knowledge, listening, and dialogue
- develop critical thinking skills / learn how to evaluate an economic argument
- apply theoretical models and tools to understand real-world business phenomena
- process and critically evaluate financial/marketing/hospitality management theories and apply them to practical situations
- demonstrate an understanding of the processes for analyzing, segmenting, and targeting customers in both consumer and business markets
- understand practice and are able to apply theories and methodologies within international business and marketing and who can independently and professionally perform duties related to international business and marketing in the international market place
- identify and interpret the role of financial management in the enterprise
- understand practice and are able to apply theories and methodologies within international business and finance and who can perform advisory and administrative functions including customer-oriented tasks in the specific financial market place as well as in the finance departments of enterprises
- understand practices, apply theories and methodologies within international business and hospitality management, and perform advisory and administrative functions including customer-oriented tasks in specific hospitality markets
- identify and employ various research designs and their appropriate application

## Graduation Requirements

In order to graduate with a Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor's degree, students are required to complete a minimum of 128 credit hours of academic work and achieve at least a 2.00 cumulative grade point average.

## Definition of credit hours

One semester credit hour equals, at a minimum, 15 classroom hours of lecture, 30 hours of laboratory, and 45 hours of externship. The formula for calculating the number of semester credit hours for each course is (hours of lecture/15) + (hours of lab/30) + (hours of externship/45).

## Semester Overview

### Course Numbering System

All courses at the four-year Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program have both a descriptive title (Introduction to Marketing) and a course number (206 Introduction to Marketing).

Besides identifying the courses, the numbers indicate other useful information.

100-299 lower division, typically for freshmen and sophomores

300-499 upper division, typically for juniors and seniors

Upper division courses generally are intended for juniors and seniors, lower division courses for sophomores and freshmen. As the numbering table shows, lower division course numbers run from 100-299, upper division from 300-499.

### Required number of credit hours:

Courses	Semester credit hours
General Education courses	36
Required Core courses	40
Concentration courses	28
Elective courses	24
<b>Total Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program</b>	<b>128</b>

## General Education

The Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program at Niels Brock is committed to the values of a professional education with a strong liberal education foundation. One component of that commitment is the requirement that all undergraduates complete a set of general education (GE) requirements. General education courses introduce students to a range of ideas and intellectual activities that engage our potential scholars, providing both scope and balance to a University degree beyond the study of a specific field.

The general education requirements are intended to help undergraduates place their specialized study within a broader context. They are designed to cultivate the skills, knowledge, and understanding that will make students effective contributors to society and the world. The general education requirements are designed to enable Niels Brock undergraduates to apply the abilities developed in their studies to identify significant issues, gather and evaluate available evidence, analyze alternatives, reach conclusions, communicate the results effectively, and take considered actions.

The general education requirement is a graduation requirement but need not be satisfied during only the lower-division years. To satisfy the general education requirement, courses are required in each of the following categories:

### Humanities

Courses in fields such as literature, philosophy, logic, foreign language, art, music appreciation and communications, including rhetoric, composition and speech; but excluding business communications, spelling, letter writing and word study (minimum of 4 courses).

### Mathematics and the Sciences

Courses such as biology, chemistry, physics, geology, astronomy, and mathematics theory and analysis, including algebra, trigonometry, geometry, calculus, and other advanced mathematics courses, but excluding business mathematics and basic computations (minimum of 2 courses).

### Social Sciences

Courses such as history, economics, political science, geography, sociology, anthropology, and general psychology, but excluding courses such as practical psychology, selling techniques, and social or business behavior (minimum of 3 courses).

### General Education courses

Course No.	Course title	Semester credit hours
101	English Composition 1	4
102	World Economic History	4
103	Introduction to Sociology	4
104	Introduction to Western Philosophy	4
105	English Composition 2	4
201	Information Technology	4
202	Microeconomics	4
203	Cross-Cultural Communication	4
204	Introduction to Statistics	4
<b>Total General Education credit hours</b>		<b>36</b>

### Core courses

Niels Brock core courses are courses that every student is required to take in order to obtain a degree in that field. These courses serve as the basis for the rest of the work you will do in your chosen field of study.

We ensure that our courses are up-to-date by seeking feedback from a variety of sources, among them students, course developers, faculty members who bring expertise from other institutions, consultation with other universities, and consultants who act as advisors to the Program, etc.

Niels Brock's integrated core curriculum provides rigorous coverage of key functional areas and disciplines: statistics and decision science, corporate finance and capital markets, managerial and global economics, marketing, organizational behavior and personal leadership, strategy, communications, and operations. The courses are carefully integrated and build on and complement each other.

The core courses make up the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program Core Curriculum and cannot be dropped, nor can they be taken elsewhere. Students may transfer core courses from other universities once they are admitted to Niels Brock.

### Required Core courses

Course No.	Course title	Semester credit hours
106	Introduction to Finance	4
107	Macroeconomics	4
205	Introduction to Accounting	4
206	Introduction to Marketing	4
207	Introduction to Organizational Psychology	4
209	Business Communication	4
210	Business Statistics	4
402	Risk Management	4
404	Senior Thesis	4
405	Cases in Management	4
<b>Total Core Course credit hours</b>		<b>40</b>

### Concentration courses

Upon completion of the lower-core courses and the prerequisites in the upper-core courses, students will start studying their concentration courses.

#### Concentration courses – Finance

Course No.	Course title	Semester credit hours
208	Financial Statement Analysis	4
301	Financial Products and Services	4
302	Financial Modeling	4
303	Counseling and Sales	4
403	Venture Capital and Private Equity	4
406	Advanced Financial Management	4
413	Financial Econometric Modeling	4
<b>Total Finance Concentration credit hours</b>		<b>28</b>

#### Concentration courses – Marketing

Course No.	Course title	Semester credit hours
315	Experience Economy	4
316	Business to Business Marketing	4
317	Supply Chain Management	4
318	Developing the Sales Base	4
408	Innovation	4
411	Marketing Instruments	4
412	Buying Behavior	4
<b>Total Marketing Concentration credit hours</b>		<b>28</b>

#### Concentration courses – Hospitality Management

Students must complete 28 credits from the courses below:

Course no.	Course title	Semester credit hours
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320	Hospitality Industry Environment	4
321	Kitchen Operations	4
322	Food and Beverage Operations	4
323	Food Cost Control and Management	4
411	Hospitality Instruments	4
420	Room Division Operations	4
421	Catering Operations and Management	4
422	World Wine Vintages	4
<b>Total Hospitality Management Concentration credit hours</b>		<b>28</b>

### Elective courses

The Elective Curriculum (EC) follows the NBCBC's breadth of experience with an opportunity for depth and breadth. Students choose according to their interests and future career goals and are required to study 6 of the 12 below-mentioned elective courses during their 5th to 8th semesters. Please refer to the "Courses per semester" overview for more information on when the elective courses are offered.

Students may elect to replace one or more elective courses with concentration courses with the approval of the Dean.

Elective courses (student must select a minimum of 24 credits)

Course no.	Course title	Semester credit hours
304	Real Estate Financing	4
305	Greening Business	4
306	Project Management	4
307	International Marketing	4
308	Advertising and Promotion	4
309	International Business Law	4
310	Cases in Entrepreneurship	4
311	International Communication	4
312	Relationship Marketing	4
313	The Sales Performance	4
314	Dimensions in Human Resource Management	4
324	Conventions & Events Management	4
401	Real Estate Planning and Development	4
407	Personal Finance	4
409	Strategic Marketing	4
410	Viral Communication	4
414	Global Finance	4
415	Entrepreneurship Finance	4
423	Guest Services & Reservation Management	4

## Program Structure

Business Administration (Concentration in Finance, Marketing, or Hospitality Management)

### Years 1 and 2: Lower Division Courses

#### General Education 36 Credit Hours

101 English Composition 1<sup>1</sup>  
 102 World Economic History  
 103 Introduction to Sociology  
 104 Introduction to Western Philosophy  
 105 English Composition 2<sup>2</sup>  
 201 Information Technology  
 202 Microeconomics<sup>1</sup>  
 203 Cross-Cultural Communication  
 204 Introduction to Statistics<sup>1</sup>

#### Core 28 Credit Hours

106 Introduction to Finance<sup>1</sup>  
 107 Macroeconomics<sup>1</sup>  
 205 Introduction to Accounting  
 206 Introduction to Marketing<sup>1</sup>  
 207 Introduction to Organizational Psychology  
 209 Business Communication  
 210 Business Statistics<sup>1,2</sup>

### Years 3 and 4: Upper Division Courses

#### Core 12 Credit Hours

402 Risk Management<sup>2</sup>  
 404 Senior Thesis  
 405 Cases in Management<sup>2</sup>

#### Finance Concentration 28 Credit Hours

208 Financial Statement Analysis<sup>1,2</sup>  
 301 Financial Products and Services<sup>1,2</sup>  
 302 Financial Modeling<sup>1,2</sup>  
 303 Counseling and Sales<sup>2</sup>  
 403 Venture Capital and Private Equity<sup>2</sup>  
 406 Advanced Financial Management<sup>2</sup>  
 413 Financial Econometric Modeling<sup>2</sup>

#### Marketing Concentration 28 Credit Hours

315 Experience Economy<sup>2</sup>  
 316 Business to Business Marketing<sup>2</sup>  
 317 Supply Chain Management<sup>2</sup>  
 318 Developing the Sales Base<sup>2</sup>  
 408 Innovation  
 411 Marketing Instruments<sup>2</sup>  
 412 Buying Behavior<sup>2</sup>

#### Hospitality Management Concentration 28 Credit Hours from

320 Hospitality Industry Environment  
 321 Kitchen Operations  
 322 Food and Beverage Operations  
 323 Food Cost Control and Management  
 411 Hospitality Instruments<sup>3</sup>  
 420 Room Division Operations  
 421 Catering Operations and Management  
 422 World Wine Vintages

#### Electives 24 Credit Hours

304 Real Estate Financing<sup>2</sup>  
 305 Greening Business  
 306 Project Management  
 307 International Marketing<sup>2</sup>  
 308 Advertising and Promotion<sup>2</sup>  
 309 International Business Law  
 310 Cases in Entrepreneurship  
 311 International Communication  
 312 Relationship Marketing<sup>2</sup>  
 313 The Sales Performance<sup>2</sup>  
 314 Dimensions in Human Resource Management  
 324 Conventions & Events Management  
 401 Real Estate Planning and Development  
 407 Personal Finance<sup>2</sup>  
 409 Strategic Marketing<sup>2</sup>  
 410 Viral Communication<sup>2</sup>  
 414 Global Finance<sup>2</sup>  
 415 Entrepreneurship Finance<sup>2</sup>  
 423 Guest Services & Reservation Management

- 
1. Course is a prerequisite
  2. Course has a prerequisite
  3. Course replaces an elective
- See course descriptions on following page for details.

### Overall pedagogical Principles for Niels Brock

At Niels Brock we believe in academic freedom as well as academic governance. The program is thus taught on the basis of a set of pedagogical principles called PIPPI – known and valued by all faculty and staff:

These principles are:

- Professionalism
- ICT-centered learning
- Practice-oriented learning
- Problem-based learning
- Innovative and Internationally oriented learning

Furthermore, it should be noted that all programs at Niels Brock are characterized by small cohorts with close contact between faculty and students.

## Course Descriptions

The Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is designed to provide students with the academic and practical tools necessary for effectively functioning in the world of business. Thus, all business courses contain strong elements of practice.

Below the courses offered are listed by number. All courses are 4-credit courses.

### **101 English Composition 1**

The content of this course is organized around two principal areas of focus, each with a number of specific subtopics designed to help students develop an adequate understanding of the building blocks of English texts and apply that knowledge to the production of their own short compositions. The first focus area is the fundamentals of language, which include: (a) the Metalanguage of Language Learning; (b) style; (c) vocabulary; and (d) grammar. The second focus area is language in the written form, which include: (a) the building blocks of written English; (b) simple and complex sentence structure; (c) common sentence-level anomalies; (d) English paragraph structure; (e) cohesion and coherence; and (f) outlines and main ideas.

Course Prerequisite: None

### **102 World Economic History**

In this course we will trace the evolution of historical events that have helped to shape the economy of our world as we see it today. In the course of doing so we will be using materials from the discipline of Economic History. It is a discipline that has as its main focus, History, but also encompasses other disciplines such as economics, archaeology, anthropology, psychology, sociology and geography. The purpose of the course is to provide a framework in which the students can understand the historical links with the past and how they relate to the present. It is hoped that not only will the students develop a knowledge of historical events in World Economic History, but will be able to make connections with the other aspects of their courses so that they start to understand the bigger picture that is the world economy. Students will gain a sense of the dynamism that has existed in economic relations since the time of the ancient man and how scholars over time have tried to understand or even affect those relations.

Course Prerequisite: None

### **103 Introduction to Sociology**

Sociologists examine how social arrangements shape human experience and how people create order and conflict. This introduction to sociology offers students foundational understandings of central sociological approaches, including terminology and theory that sociologists use to understand life worlds, social order, social conflict, and social change. The goal of this course is to open students to an awareness of the sociological insights that transcend individualistic explanations of social behavior and organization (i.e. crime is not simply caused by bad people). When students leave this course, they will have a general understanding of what sociologists do and how to view the world through sociological perspectives.

Course Prerequisite: None

### **104 Introduction to Western Philosophy**

Introduction to Western Philosophy will deliver insights into the foundations of various business and academic domains, which will promote more reflective and academically rigorous research and study practices.

All areas within business and science have at some point in history been posed as philosophical inquiries. Introduction to Western Philosophy will cover the main methodological and theoretical frameworks behind these inquiries. This will be done through a range of philosophical traditions, ranging from the ancient Greek philosophical traditions to the contemporary on-going fields of research.

The content of the course will present the philosophical foundations of various business and academic domains related the educational content of the program. Thereby, it is specifically designed to integrate the philosophical content into the educational development of the students.

Course Prerequisite: None

### **105 English Composition 2**

This course is the continuation of English Composition 1 (101), with which it shares the same overall aim, namely to help students develop an adequate understanding of the building blocks of English texts and apply that knowledge to the production of their own compositions. It is a course based on the principle of learning by doing, in which students are expected to broaden their knowledge of the mechanics of the English language and engage in intensive practice of their writing skills. While English Composition 1 focused on training students to write clear and well-structured paragraphs, this course will provide them with a deeper understanding of standard text structure, and equip them with the basic tools they need to write full-length academic essays in English.

Course Prerequisite: 101 English Composition 1

### **106 Introduction to Finance**

This introductory course in finance provides an overview of financial management and its basic concepts. It explores how a corporate manager acquires, monitors, and manages financial resources. It focuses on the theory, practical concepts, and procedures relevant for making financial management decisions in a corporate environment. The course provides further tools to evaluate the financial implications of some of the key management decisions.

Course Prerequisite: None

### **107 Macroeconomics**

This course provides a comprehensive overview of macroeconomics. It examines both long-run and short-run macroeconomic issues. Topics include economic growth, unemployment, inflation, income inequality, stabilization policy, government debt and deficits, international trade, exchange rates, and financial crises. Students are exposed to both macroeconomic theory and contemporary macroeconomic issues. Special emphasis is placed on developing economic tools like empirical, theoretical, and historical investigation and applying those tools to understanding contemporary issues.

Course Prerequisite: None

### **201 Information Technology**

Information Technology aims to provide to students the foundation knowledge of contemporary Information Technology areas, software, applications and job skills required to enter the Marketing and Finance job field.

A major component of the course is the practical application of the knowledge gained from the theoretical content. Students will learn how to effectively use an operating system along with programs for word processing, spreadsheets, presentations and coding in order to be able to effectively analyze and visualize data.

Course Prerequisite: None, though It is assumed that students will be familiar with introductory concepts in computing skills.

### **202 Microeconomics**

This course will teach students how various stakeholders make up their decisions and how markets work. Consumers, producers and last but not least governments will be analyzed using modern microeconomic tools and theories. The 'art of decision-making' will be learned using case studies and microeconomic games as well as traditional textbooks and online resources. This course will equip students with effective analytical skills, but also with digital skills, to solve various case problems in more advanced classes. The

microeconomic theories that will be learned can be applied to a wide range of economic problems.

Course Prerequisite: None

### **203 Cross-Cultural Communication**

This course will introduce you to the major concepts of and debates surrounding cross-cultural communication. Cross-cultural communication involves knowledge about the main elements that make out how people communicate and how these elements are affected by cultural differences. Working mainly from the framework of Fons Trompenaars' 7 culture dimensions and E.T. Hall's culture theory on high- and low-context communication cultures, the subject of cultural differences is debated and related to each students' personal experiences.

The skills and topics covered in this course may help each student adapt to any new cultural setting on an informed basis, thus enhance their personal performance both in work relations and otherwise.

Course Prerequisite: None

### **204 Introduction to Statistics**

The course aims at acquainting the students with the basic statistical methods in a business context. The course demonstrates the relevance of the statistical methods in making decisions in the different areas of business: finance, human resource management, marketing, quality control, management of information systems, and more. The course covers the following: descriptive statistics, random variables and continuous probability distributions, sampling distributions, estimation and confidence intervals, one-sample hypothesis testing, inferences from two samples, Chi-Square tests, and simple linear regression.

Course Prerequisite: None, though it assumed students with have an understanding of basic mathematics

### **205 Introduction to Accounting**

Introduction to Accounting provides an introduction to the concepts and uses of financial accounting information in a business environment and its role in the economic decision-making process. Accounting is referred to as the language of business. Primary areas of study include the theory of debits and credits, special journals, the accounting cycle, notes and interest, receivables and payables, accruals and deferrals, measurement and valuation of assets and liabilities, the determination of net income (profit) and the preparation and analysis of basic financial statements. Broad accounting topic areas to be covered include: Accounting as an information system, Measuring and reporting the operating cycle, Measuring and reporting long-term assets and long-term liabilities, Expanded presentation and analysis of accounting information

Course Prerequisite: None

### **206 Introduction to Marketing**

The purpose of this course is to introduce the student to the marketing of goods and services in a global economy. This is a survey course designed to familiarize you with most of the activities and strategies employed by marketers. The student will acquire a conceptual base for understanding the role of marketing in a business environment. The course will explore the major components of the marketing mix, including pricing, product, distribution, advertising, sales retailing and wholesaling. Other elements of the marketing plan will be studied so that the student gains an understanding of the critical role, which marketing plays in the firm. Students will also learn and become familiar with the important ethical, environmental and social issues in marketing, measured by examinations, discussion and case papers. In addition, the successful completion of a Personal Career Prospectus, an individual term project, will measure students' analytical and critical thinking ability, creative and written communication skills and the capability to prepare a comprehensive marketing plan with the student as the "product".

Course Prerequisite: None

### **207 Introduction to Organizational Psychology**

This is the course that applies the findings of Psychology to the working world. Industrial Organizational Psychology is involved with the study as to how business, in all its forms, works and, more specifically, how people in business work. How do individuals fit into organizations and how do organizations and groups within them work best? I/O Psychology looks at Human Resources, how managers work their wonders, relations between management and unions, and how the different parts of organizations fit together among many other topics. This is a very valuable course for people planning on business careers in organizations (such as non-profits, governments, as well as general business, etc.). It should also be really helpful to anyone who wants to lead others. We're all in business in one way or another.

Course Prerequisite: None

### **208 Financial Statement Analysis**

This course is designed to prepare you to interpret and analyze financial statements effectively. This course explores in greater depth financial reporting topics introduced in the core course in financial accounting and also examines additional topics not covered in that course. The viewpoint is that of the user of financial statements. This course is designed primarily for students who expect to be intensive users of financial statements as part of their professional responsibilities. This course is about analyzing and using information from corporate financial reports for the purpose of financial analysis and valuation. The goal of this course is to learn how to use financial statement information to evaluate the firm's past and present performance and to predict likely future outcomes.

Course Prerequisite: 106 Introduction to Finance

### **209 Business Communication**

Business Communication is designed to develop students' ability to communicate effectively and professionally in a business context by developing their business English reading and writing skills. Students will be introduced to the characteristics of relevant genres and will work with communication, message strategies, relevant business terminology, and target audience analysis with a view to producing appropriate business texts. Examples of genres covered in the course are business letters, emails, press releases and newsletters, and web texts. The course will also include practice in using various language aids, review of a number of grammar problems, and ESP-terminology.

Course Prerequisite: None

### **210 Business Statistics**

Business Statistics is the second of a two-course sequence, which begins with a brief review of descriptive statistics and then covers inferential statistics for the remainder of the course. Students learn the conceptual and theoretical foundations of inference, combined with even more applications of business disciplines, primarily marketing, economics, and finance. This course, like the one that precedes it, places a premium on students being able to assess the quality of real data, as well as being able to describe, interpret, and draw inferences from it. The structure of the course is identical to that of Introduction to Statistics, in that it also requires laboratory sessions throughout the semester in which students learn programming and spreadsheet modeling with R statistical computing software package and office spreadsheet software (e.g., Microsoft Excel®, Google Sheets®), respectively.

Course Prerequisite: 204 Introduction to Statistics

### **301 Financial Products and Services**

This course provides a broad introduction to the financial products and services that are most important to companies and private citizens, including bonds and other debt instruments, stocks, derivatives, mortgages, and foreign exchange. The practical usefulness of these products and services in solving specific problems (e.g. hedging risk or investing financial resources) is thoroughly examined, and the advantages and disadvantages of specific products are discussed. For example, if a company wishes to reduce its exposure

to exchange rate risk, it can achieve this objective by various means, such as buying currency options or entering into currency forward contracts. Similarly, an investor with funds to invest faces a choice of potential investments with different risk and return profiles. This course enables students to analyze which financial instruments are appropriate to use in a given situation and introduces techniques for determining the value of various instruments.

Course Prerequisite: 106 Introduction to Finance

### **302 Financial Modeling**

This is a course about financial *spreadsheet* modeling that requires an understanding of (1) the underlying economics of finance and (2) the use of spreadsheets, starting with basic functions and ending with a complete financial model of a financial market development, process, or product. (The *next* course in this series covers also covers financial modeling; however, its focus is on the problems of financial economics and financial econometrics that require the use of computer programming and statistical software packages such as R, SAS, SPSS, Stata, etc.)

This first course covers a range of topics in finance and financial economics, while also requiring that you learn how other disciplines—including microeconomics, macroeconomics, language studies, philosophy, sociology, science and more—contribute to the discussion about what and how to model financial activity. Each topic below was chosen because it lends itself readily to financial modeling, and collectively these topics insure that you acquire the key learning objectives of the course. Know, however, the number and types of applications are limitless!

Course Prerequisite: 106 Introduction to Finance and 210 Business Statistics

### **303 Counseling and Sales**

This course provides an introduction to the objectives, techniques, and challenges of financial counseling. Emphasis is placed on the importance of behavioral finance in the counseling process. Clients are not necessarily driven by the simple goal of wealth maximization but may be influenced by a variety of needs, attitudes, beliefs, and habits rooted in personal psychology. This course examines how the financial advisor can use standardized scales or “tests” to measure the characteristics of clients and tailor counseling services accordingly. The theory underpinning the design of such tests is introduced. Students gain experience working with tests and interpreting their results through a variety of practical exercises, to their benefit as future researchers or counseling practitioners.

Course Prerequisite: None

### **304 Real Estate Financing**

The aim of this course is to deliver both a theoretical and practical knowledge of the financing of housing and small business property. Paramount is the ability to understand the principles of valuation and of how to fix lending limits on personal owner-occupied property and business property. The student should be able to apply the rules of financial counselling regulating the lending activities of banks and building societies in the area of owner occupied property. The student should be able to take independent and professional responsibility for the entire financial process in all kinds of known property financing.

Course Prerequisite: 106 Introduction to Finance

### **305 Greening Business**

Green business operations and sustainability are becoming increasingly important in the US and global economy as companies attempt to grapple with competing pressures in order to deliver goods and services in an environment where scarce natural and energy resources, pollution regulations, population growth and climate change are driving corporate decision-making. Those businesses who adapt to this new environment will be better positioned to succeed in the global economy where demand for “green” products is increasing exponentially. Environment and energy constraints are becoming increasingly in

company's efforts to manage their operations here and abroad. In addition, social responsibility has become the watch-word in many corporate boardrooms. In as much as companies can lower their costs relative to their competitors and differentiate their products and services the chances of business success will increase greatly. This course is designed as a survey of green business operating principles, sustainability, and social responsibility issues that will impact decision-making of the business leaders of the future.

Course Prerequisite: None

### **306 Project Management**

This course introduces the tasks and challenges fundamental to project management, the vital function of managing complex projects across multiple functions. Successful project managers possess the skills necessary to manage their teams, schedules, risks, and resources to produce a desired outcome. Students learn the skills and tools of project management with a practical, hands-on approach. A key and often overlooked challenge for project managers is the ability to manage without influence—to gain the support of stakeholders and access to resources not directly under their management control. This course guides students through many of the fundamental project management tools and behavioral skills required in profit and nonprofit organizations. There is a special emphasis on causes of project failure and how to mitigate these issues through proper planning in the early phases of a new initiative.

Course Prerequisite: None

### **307 International Marketing**

World trade, international capital inflows and outflows, foreign direct investment, global portfolio investments, technological diffusion, e-commerce and the like are now everyday realities. One ignores these trends only at their own peril. Business executives need to understand the factors driving industries and firms to compete on a global basis and to develop management and marketing strategies and policies to deal with this reality. Although the speed and degree of globalization will vary by industry according to a variety of technological and environmental factors, all modern executives, in any field of specialization, must incorporate a global perspective in the execution of their tasks. As global economic growth occurs, understanding marketing in all cultures is increasingly important. International Marketing addresses global issues and describes concepts relevant to all international business executives, regardless of the extent of their marketing involvement.

Course Prerequisite: 206 Introduction to Marketing

### **308 Advertising and Promotion**

The course provides a comprehensive overview of advertising and promotion from an integrated marketing communications (IMC) perspective. It creates a clear understanding of traditional advertising and promotional tools, and shows how other key elements within the marketing communications mix (e.g., advertising, direct marketing, promotion and the Internet) can be integrated. Attention is given to key subjects such as market research, media planning, creative strategies for traditional and non-traditional markets, advertising agency practices, competitive positioning, and how each influences the effectiveness of an advertiser's campaign. A primary goal of the course is to shift the perceptual focus of class members from an audience to creators of advertising and promotion strategies for businesses. There is a hands-on practicum in which class participants prepare advertising campaigns for clients.

Course Prerequisite: 206 Introduction to Marketing

### **309 International Business Law**

This course examines the sources of international business law, the relationship between such law and the any country's legal system, the choice of law in international business disputes, the special issues that arise when doing business with foreign governments, the law governing international sales and the shipment of goods, and international intellectual property protection. In addition, the relationships between law and

culture involved in international business transactions will be examined.

Course Prerequisite: None

### **310 Cases in Entrepreneurship**

Are you an entrepreneur? That is the question many individuals are asking in this age of corporate downsizing, follow-your-dream philosophies, and in the post dot-com age of the entrepreneurial start-up. In this course, students learn the essential attributes of an entrepreneur and the stages one goes through in taking the seed of an idea and growing it into a successful business. It also takes more than a good business plan and money to succeed; however, Entrepreneurs misunderstand that all too often, the strengths that helped them be successful as a start-up become liabilities to overcome in order to take it to the next level. This course provides practical insights into the differences between effective entrepreneurial leadership and management with a variety of case studies. The final outcome of the course is the ability of a team of entrepreneurs to pitch their idea and the details of their business model, financing, production, and distribution to investors.

Course Prerequisite: None

### **311 International Communication**

This course will provide students with a deep cultural awareness of diverse global views, valuable insights on understanding and overcoming cultural differences, and a clear path to international business success. The course will integrate the theory and skills of intercultural communication with the practices of multinational organizations and international business negotiations. We will examine intercultural transitions and cross-cultural relationships as well as how virtual teams constant change and influence multinational organizations. Besides the course will provide you with the tools necessary to communicate effectively across cultures as well as help you to understand the strategic use of media technologies in the business world and how to apply these to the financial world.

Course Prerequisite: None

### **312 Relationship Marketing**

Relationship marketing is a business strategy paradigm that focuses on the systematic development and maintenance of collaborative business relationships both internal and external to the firm. The powerful forces of globalization of industries, the total quality management movement, rapid advances in technology, and a shift in the balance of power toward customers have fundamentally changed the rules for business success. Managing sales transactions for short-term results is giving way to building long-term continuous customer value through managing relationships. Both an opportunity and challenge, relationship marketing requires a fundamental change in perspective from share of the market to share of the customer. The key to attaining a higher share of each customer's life-time business is the systematic development and management of relationships with external customers, suppliers, competitors and internal constituents within the firm. This course explores the emerging paradigm of relationship marketing and attempts to provide a structure and overview of its relevant dimensions for the aspiring manager.

Course Prerequisite: 206 Introduction to Marketing

### **313 The Sales Performance**

The goal of the Sales Performance course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. The course will extend student's understanding of marketing's reach and potential impact in achieving its overarching goals. Course objectives include understanding the sales process, the relationship between sales and marketing, sales force structure, customer relationship management (CRM), use of technology to improve sales force effectiveness, and issues in recruiting, selecting, training, motivating, compensating and retaining salespeople. Students learn to apply the discussion topics through an interactive project worked on throughout the course.

The course is primarily an interactive discussion including debates, cases, and multiple opportunities to apply the theories that are discussed. A critical element of the class is a group project simulating a typical complex management situation; the project includes a written paper with the option for a presentation to the class with verbal defense.

Course Prerequisite: 206 Introduction to Marketing

### **314 Dimensions in Human Resource Management**

This in-depth course surveys the role, major outcomes, policies and procedures of human resource management in organizations today. Course material deals with environmental impacts on human resource management, equal employment opportunity, human resource planning, selection, performance evaluation, wage and salary administration, training and other pertinent topics. Students will increase their understanding of the role of human resource management today, be able to explain the steps necessary to staff and motivate a workforce, and appreciate the role of quantitative and qualitative decision making in human resource management. A new dimension – the art of “green HRM” will also be evaluated for possible future impact.

Course Prerequisite: None

### **315 Experience Economy**

The experience economy is about new forms of value creation. This course emphasizes how experiences can add value to firms and customers. This course provides students with concrete design principles and models that can be used as a basis for creating meaningful and memorable experiences. Both theory and practice are discussed; numerous case studies are examined. The course focuses on (a) experience economy - theory and models; (b) strategic context for use of experience economy; (c) management and strategy for experience economy; and (d) experience economy in relation to innovation and marketing.

Course Prerequisite: 206 Introduction to Marketing

### **316 Business to Business Marketing**

This course develops students' understanding of the various marketing concepts involved in organizational buying. It helps students to comprehend the buying process of business markets. Concepts including strategic alliance, networking, supply chain management, outsourcing, and issues and impacts of globalization, will be introduced. With value created and delivered in the marketplace as its cornerstone, this course equips students with the necessary marketing tools to deal with issues related to business markets. Business ethics is emphasized in the course and integrated into the topics.

Course Prerequisite: 206 Introduction to Marketing

### **317 Supply Chain Management**

This course focuses on management and improvement of supply chain processes and performance. It will be valuable for students who would like to pursue a career in consulting or take a position in operations, marketing or finance functions in a manufacturing or distribution firm. We explore important supply chain metrics, primary tradeoffs in making supply chain decisions, and basic tools for effective and efficient supply chain management, production planning and inventory control, order fulfillment and supply chain coordination. We will also investigate topics such as global supply chain design, logistics, and outsourcing, several other recent supply chain innovations.

Course Prerequisite: 206 Introduction to Marketing

### **318 Developing the Sales Base**

The goal of this course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. The course will extend student's understanding of marketing's reach and potential impact in achieving its overarching goals. Course objectives include understanding the sales process, the relationship between sales and marketing, sales force structure, customer relationship

management (CRM), use of technology to improve sales force effectiveness, and issues in recruiting, selecting, training, motivating, compensating and retaining salespeople. Students learn to apply the discussion topics through an interactive project worked on throughout the course.

The course is primarily an interactive discussion including debates, cases, and multiple opportunities to apply the theories that are discussed. A critical element of the class is a group project simulating a typical ... though complex ... sales management situation; the project includes a written paper with the option for a presentation to the class with verbal defense.

Course Prerequisite: 206 Introduction to Marketing

### **320 Hospitality Industry Environment**

This course provides a broad and inclusive perspective on the hospitality industry today and gives students a foundation for understanding and exploring the range of possibilities with which the industry is engaged. While the course presents theoretical/conceptual material crucial to a full understanding of the industry, it grounds learning in practical knowledge and in actual industry operations, particularly through case studies. Students will have opportunities to put their knowledge to use in the classroom and in the field.

Course Prerequisite: None

### **321 Kitchen Operations**

This course covers the spectrum of food safety and preparation from the vendor to the customer, including kitchen equipment, food purchasing, preparation, cooking, quality assurance, and serving. Students will prepare recipes, menus, and production schedules and will learn risk analysis using the HACCP (Hazard Analysis and Critical Control Points) method. Topics will include kitchen organization and efficiency, equipment use and maintenance, food composition, food ingredients, dining room management, utilizing local food producers, inventorying, hiring and organizing and scheduling staff, assessing quality and efficiency, using economies of scale, food and beverage knowledge and implementation, and effective purchasing. The course is taught with practical exercises and methods, including role play, mock exercises, and video training.

Course Prerequisite: None

### **322 Food and Beverage Operations**

This course introduces the principles of food service operation by providing a broad overview of the food service industry. The course then focuses on major industry segments, business practices, and trends. Students learn the roles and operating procedures along with dining equipment, product identification, and guest service styles and standards. Other topics treated include menu planning, sanitation, safety, kitchen design, pricing, storage practices, inventory processes, purchasing, food service presentation, human resources utilization, conducting research on food service operations, firing and training employees, departmental structure, reservations, quality control, room service, takeout, catering and special events, cuisines of different cultures, healthy foods today, and wine and wine-food pairing. The course is taught with practical exercises and methods, including role play, exercises, and videos. Students are expected to undertake a project in a local facility that focuses on food and beverage operations.

Course Prerequisite: None

### **323 Food Cost Control and Management**

Students in this course explore managerial duties and responsibilities for budgeting and forecasting costs, and for developing and maintaining controls in food establishments. They learn how to manage supply and demand while maintaining quality. Emphasis is placed on methods used by hotel managers in order to increase food and beverage operational profits by maximizing revenues and controlling costs. Topics include accounting, marketing, legal issues, sanitation, service, inventory control, purchasing, pricing, storage, menus, measuring labor production, and using tools to keep costs low and profits high. The course includes practical exercises and methods, including role play, exercises, videos, and a project at a local

restaurant or food facility.

Course Prerequisite: None

### **324 Conventions & Events Management**

This course examines the strategic management process as it applies to conventions and events, and it places heavy emphasis on selected aspects of operational planning, notably those associated with human resource management, administration/operations, and evaluation and research. Other areas covered include: the principles of managing venue and facility operations; the process of identifying, developing, and implementing creative concepts for events; and the organization and administration of attraction-based events. Topics include tourism as a positive economic, ecological, social, and cultural force today; cutting edge knowledge and research in the tourism industry; holistic thinking for tourism managers; sustainability within the tourism industry; the use of innovative technologies; and tourism management for the future. Students will conduct a project with a local facility that involves convention or event management.

Course Prerequisite: None

### **401 Real Estate Planning and Development**

The aim is that the student knows how the basic rent for various types of property is fixed. The student should also know how to calculate and give notice of rent increases for different types of leases. In addition, the aim is that the student is qualified to implement a rent increase due to improvements of residential or non-residential leases. The student should acquire knowledge of the accounting related to statement of internal and external maintenance accounts as well as statement of provisions. Furthermore, the student should have knowledge of the preparation of the accounts on heating, water, aerial, operation and joint costs. The objective is, finally, to give the student an overview of the special rules and conditions which apply to the financial position of a subsidized housing organization and its departments. This will be acquired through general knowledge of the following specific areas: Financing of new build, contingent reserve, portfolio management and fixing of rent, increase of rent and maintenance budgets in the departments.

Course Prerequisite: 106 Introduction to Finance

### **402 Risk Management**

This course will look at the financial risks that a company faces when engaging in international trade. One of the major risk relates to foreign exchange risk. This course will look at how to measure foreign exchange risk and what possible actions a company can take to reduce the risk of being adversely affected by exchange rate movements, in both the short and long term. Furthermore, the course will look at how companies can access individual country risk when conducting international trade and how they can try to reduce those risks. Then the course will also cover the main methods that are being used to facilitate international trade and how to reduce international trade financing risks.

Course Prerequisite: 106 Introduction to Finance

### **403 Venture Capital and Private Equity**

Over the last two decades, venture capital has become an important segment of the financial system, and the economy at large. The venture capital industry provides vital equity financing to privately-held companies, and covers a surprisingly large spectrum of deals. In this class students will learn about the main challenges faced by venture capital practitioners, taking sometimes the investor perspective, sometimes switching perspective by looking at deal from the perspective of companies, or even limited partners. Students will become familiar with the terminology and institutional background of the industry, and learn to understand the underlying economic issues. Furthermore, this course traces the background and foundations for the growth in the start-up industry, the entrepreneurs who pioneered and today this new era, and the growth in the quality and quantity of financial sources available. We will study the various

sources of capital including Angel Investment, Venture Capital, and most recently, Crowd Funding. Angel Investment, though more recently coined, is the most traditional source of capital source for entrepreneurs. Angel Investment is often a vital first stage of development for entrepreneurs whose network of friends, family and associates can lend both financial and formational support. First developed in the 1960's and 1970's, Venture Capital has become an important component of the financial system, driver of economic activity, and segment of the economy at large.

Course Prerequisite: 106 Introduction to Finance

#### **404 Senior Thesis**

During this course, students will develop a project within the marketing stream, the finance stream, or the hospitality stream under the supervision of an instructor. The course prepares the students to undertake independent research. The specific research goals will be different for each independent researcher but the course will have common assignments and grading scheme. The research project is expected to take its outset in an existing company.

As a preparation to the work with the project, students are given an introduction to research methods and academic writing, including basic knowledge of scientific paradigms and research methods, how to conduct and in written form report a scientific study, and lastly how to collect data and information and evaluate this information according to relevant scientific criteria.

In this course the students will process and analyze the empirical data collected and write a final report on the basis of this and the know-how from the contents of the study program as such.

Course Prerequisite: Having passed the first seven semesters with the relevant concentration

#### **405 Cases in Management**

This course focuses on the concepts and methods of managing an organization with a strategic objective in marketing, finance, or hospitality (according to concentration). The overall course objective is to identify, apply, and evaluate techniques for structuring and resolving problems in organizations. The main educational tool used in the course is the analysis and class discussion of case studies. Readings and lectures are used to supplement the case analyses. Topics include, but are not limited to: Organization Structure, Motivation, Leadership, Operations Management, Strategy, Stakeholder Analysis, Managing Globally and Ethically.

Course Prerequisites: 106 Introduction to Finance and 206 Introduction to Marketing

#### **406 Advanced Financial Management**

The objective of this course to deepen students' knowledge about different aspect financial management. This include developing students' ability to estimate the value of different projects or investments. It also covers looking at company risk and estimating a company's cost of capital. The main goal of a company is to maximize its value for its shareholders and how company chooses to finance itself will have significant impact on its valuation. Therefore, this course also looks in detail at company capital structure decisions, the different features of debt and equity financing, and cash payout policy.

Course Prerequisite: 106 Introduction to Finance

#### **407 Personal Finance**

The aim is that the student acquires an understanding of the relationship between personal income, a person's life and financial arrangements. The student should have knowledge of various offers from the financial sector and their purpose seen in relation to personal financial issues. The student should be able to apply methods and tools for the collection and analysis of information concerning personal finance. Finally, the student should be able to evaluate concrete proposals for solutions using both text explanations and simple financial spreadsheet modeling.

Course Prerequisite: 106 Introduction to Finance

#### **408 Innovation**

The management of innovation is one of the most important and challenging aspects of modern organizations. Innovation is inherently difficult, uncertain and risky. Given this, it is essential that students understand the strategies, tools and techniques for managing innovation.

This course studies various definitions and examples of innovation from existing management literature and from a set of example cases that illustrate innovation. Students will gain knowledge of what innovation is and why it matters. Throughout the course students will examine innovation through case studies, best practice analyses, and relevant readings.

Course Prerequisite: None

#### **409 Strategic Marketing**

This course will review and appraise contemporary marketing strategies, literature and practice to provide students with a comprehensive understanding of marketing and business strategy. Strategic marketing focuses on the concepts and processes involved in developing market-driven strategies. The key challenges in formulating market-driven strategies include acquiring a shared understanding throughout the organization about the current market and how it may change in the future. Further it includes identifying opportunities for delivering superior value to customers, positioning the organization and its offerings to best meet the needs of its target markets. Finally, the course will teach you how to develop a coordinated marketing program and to deliver superior customer value.

Course Prerequisite: 206 Introduction to Marketing

#### **410 Viral Communication**

Getting users to share your promotional activities for you (either directly or indirectly), can in certain situations be a powerful marketing strategy. In this course we start by analyzing when (and if) viral communication can be beneficial for an organization. We do this by working with strategic brand building, using frameworks by Kevin Lane Keller. After understanding if, when and why (which branding goals) to use viral communication we start working on how to do effective viral communication. We look at current examples of videos and other promotion that have either succeeded or failed in breaking through to become truly viral communication – and analyze why this is.

The last third of the course is dedicated to promotional activities that are indirectly viral, such as Social Media and Search Engine advertising. The course will give the students hands-on experience with ad writing and in the end each student will get the chance to obtain a Google AdWords certification. We will apply the same brand-building framework to Video, Social Media and Google AdWords and analyze how to use the differences to determine when to use a specific promotional activity.

Course Prerequisite: 206 Introduction to Marketing

#### **411 Marketing Instruments**

This course will focus on how both qualitative and quantitative aspects of how marketing management research can help managers to address substantive marketing management problems including: market segmentation, targeting and positioning, estimating market potential, forecasting demand, developing advertising and pricing, and introducing new products. To achieve the course objectives, we use a combination of lectures, guest lectures, case discussion, and exercises. Additionally, there is a course project that provides the students with the opportunity to integrate the steps in the marketing management research process discussed in class. Class sessions will be devoted to probing, extending, and applying material found in the text. Analysis of cases will form the basis for applying the concepts in real-world situations, and students are expected to come well prepared for these class discussions. An

important aspect of the course involves getting "hands-on" experience with marketing management research problems through the exercises. Ultimately, the project will require you to integrate everything you've learned to conduct an actual research project from problem definition through a final report.

Course Prerequisite: 206 Introduction to Marketing

#### **411 Hospitality Instruments**

This course will focus on how both qualitative and quantitative aspects of how Tourism, Hospitality and Events Management research can help managers to address substantive tourism and hospitality problems. To achieve the course objectives, we use a combination of lectures, guest lectures, case discussion, and exercises. Additionally, there is a course project that provides the students with the opportunity to integrate the steps in the Tourism, Hospitality and Events Management research process discussed in class. Class sessions will be devoted to probing, extending, and applying material found in the text. Analysis of cases will form the basis for applying the concepts in real-world situations, and students are expected to come well prepared for these class discussions. An important aspect of the course involves getting "hands-on" experience with Tourism, Hospitality and Events Management research problems through the exercises. Ultimately, the project will require you to integrate everything you've learned to conduct an actual research project from problem definition through a final report.

#### **412 Buying Behavior**

The course introduces a wide range of behavioral concepts, and explores the strategic implications of customer behavior for marketers. The course challenges students to explore the realities and implications of buyer behavior in traditional and e-commerce markets. Key to the course is demonstrating how an understanding of buyer behavior can help to improve strategic decision making.

Course Prerequisite: 206 Introduction to Marketing

#### **413 Financial Econometric Modeling**

Financial Econometric Modeling employs the tools of economics and statistics to the unique problems that arise in the description and analysis of financial data. The purpose of this course is to enable to understand the determinants of macroeconomic indicators, which in turn affect the risk and pricing of financial instruments. This course therefore provides deeper insight into how financial markets operate. In addition, it provides students with tools for measuring and predicting financial market outcomes and events.

This course also comes bundled with an "Econometrics Lab" in which students will receive instruction in the mathematical and statistical methods specific to the weekly lesson while being required to use statistical software to derive financial econometric results. The statistical software used for the course is R.

Course Prerequisite: 106 Introduction to Finance, 107 Macroeconomics; 202 Microeconomics, 208 Financial Statement Analysis, 302 Financial Modeling (may be take concurrently)

#### **414 Global Finance**

Global Finance exposes students to the world's most integrated industry using a combination of approaches: review of the macroeconomic and financial rationales for the subject, along with a study of the markets, participants, and instruments used. The content of this course takes into account the financial decision making of not only large multinational corporations, but small and medium enterprises, as well as both public and private sector organizations.

Course Prerequisite: 106 Introduction to Finance, 107 Macroeconomics; 208 Financial Statement Analysis, 302 Financial Modeling

#### **415 Entrepreneurship Finance**

Entrepreneurship Finance addresses the needs of students who are interested in raising the financial capital and building the social networks essential to bringing their business ventures to fruition. These

business ideas can result from the student's own creativity, or they can be "intrapreneurial", that is, original within an existing company setting. Each student is required to begin the course with an entrepreneurial or intrapreneurial venture in mind.

The course begins with an overview of various types of entrepreneurial financial structures and instruments, and ends with the students being able to support the entrepreneurial project with financial reasoning and metrics. The test of mastery of this subject consists of a coherent, finance-informed pitch to financiers.

Course Prerequisite: 106 Introduction to Finance, 107 Macroeconomics; 202 Microeconomics, 208 Financial Statement Analysis, 302 Financial Modeling

#### **420 Room Division Operations**

Students examine how activities are coordinated within the rooms division and between the rooms division and other departments. They compare the application of various systems, procedures, and controls associated with a modern hotel housekeeping department. Emphasis is placed on management delegation, scheduling systems, routines, and equipment requirements. Topics treated include policies and procedures for managing rooms division, front office operations and its relationship with rooms division, reservations, check-in and check-out procedures, night auditing, room cleanliness, inspections, occupancy percentages, the work of the concierge and security/loss prevention department, yield management, the use of technology and in-room technology, "greening" of rooms, ADA compliance, and sustainability initiatives. The course includes practical exercises and methods as well as a field-based project at a hotel.

Course Prerequisite: None

#### **421 Catering Operations and Management**

This course emphasizes logistics in hotel catering departments, including operation, sales, and relationships with other departments within the hotel as well as with outside vendors. Students also learn about vending operations in other industry segments such as convention centers, stadiums, parks, schools, and hospitals. Topics include catering styles, catering business development, catering sales and marketing, catering menu programs, quality service and standards for catering, and managing catering equipment. The course includes practical exercises and methods as well as a field-based project with a local catering operation.

Course Prerequisite: None

#### **422 World Wine Vintages**

Students in this course acquire knowledge about manufacturing wines, quality criteria used in assessing wines, and sensory standards of different wines throughout the world. They learn the importance of geography to wines and vineyards in order to apply this knowledge when assisting guests with wine lists and advising guests on wine-food pairings. Topics include determining a great wine, wine varietals, the role of the sommelier, cooking with wine, wine tasting, winemaking, vineyard culture, climate for different wines, and white vs. red wines. Students have the opportunity to conduct a project at an accessible winery.

Course Prerequisite: None

#### **423 Guest Services and Reservation Management**

This course familiarizes students with the front office and front office operations in a hotel. Emphasis is placed on guestroom availability, reservation processing, guest registration, team selling, guest/employee relations, night audit, and checkout procedures using various property management systems. Topics include group reservations, forecasting, anticipating customer needs, empowering employees through respect, developing an effective training program, creating employee loyalty, developing standards for service, inculcating a strong service culture, effective supervision, and insisting upon unrelenting quality. Courses make use of practical exercises and methods, and students are required to conduct a project that involves guest services/reservation management at a local hotel.

Course Prerequisite: None



## Hours and Credits

The Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program is awarded on the basis of the number of courses successfully completed. Each course earns “credits” or “units”, which are known as “credit-hours” or “semester-hours”. The number of credits earned by each course relates to the number of hours of classroom work involved.

Niels Brock defines one (1) semester hour as, at a minimum, 15 classroom hours of lecture. Once classroom hour is equal to 50 minutes of instruction with a 10-minute break. In addition, students will complete out-of-class tasks and exercises corresponding to approximately two hours for every one classroom hour of lecture. Therefore, a course meeting four times a week for one classroom hour is considered a four credit course for that semester.

Number of semester hours required:

ACICS minimum requirements:

A minimum of 120 semester hours are required, distributed as follows:

A minimum of 60 semester-hours are required within one area of concentration

A minimum of 36 semester-hours are required in general education courses.

Niels Brock requires 128 semester credits to achieve our Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program.

### **Student evaluation surveys**

During the time at Niels Brock, students will be asked to give feedback on the Program and/or Niels Brock by completing evaluation surveys. These are important as they help the Program team and Niels Brock to determine strengths and opportunities at the college.

## Transcripts and further education

Graduates of the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program will receive a diploma and transcript. The transcript will specify the concentration in either Marketing, Finance, or Hospitality Management taken by the student, along with other descriptors that enhance full and fair evaluation of their academic records by future employers, investors, financiers, etc.

As for further education, students who successfully complete our Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program are able to apply to enter the Master of Science in Business Administration delivered at Niels Brock in Copenhagen, which is the same Master's Program delivered at De Montfort University in Leicester, UK.

Graduates may also apply to one of the many Masters Programs within business studies offered at other Danish and foreign universities. Acceptance into those programs will, of course, depend on the specific enrollment requirements of the graduate school in question. In addition to graduate study, the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program may also lead to careers in the private, public, and non-profit sectors of the global economy.

## Fees and Charges

This program is not currently accepting new students.

Tuition for the Niels Brock Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program for 2019-20 is EUR 5,800 per semester.

Tuition for the online option is USD4600 per year.

International students needing residence permit (student visa) will have to pay their first semester fee by September 1.

A supplement for required course Materials (textbook, articles, online resources, etc.) is included in the tuition, and students must bring their own computer.

The admissions deadline and first semester payment deadlines are always updated on the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program page at [www.copenhagenbusinesscollege.com](http://www.copenhagenbusinesscollege.com).

For international students, your residence permit will need to be renewed within the 4-year study period, for which you will be financially responsible. Please make sure you make note of the expiration date on your residence permit so you can apply for renewal in due time.

## Payment Policy

Invoices will be sent from Administration office to the student on the approved date.

The first payment reminder will be sent one week after the official payment deadline. Students will be required to pay 7 days after receiving the first reminder. The Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program Administration will follow up with students, taking both attendance and a qualitative assessment of the student's academic performance, etc. into consideration.

The second reminder will be sent one week after the revised payment deadline, if any, which has been arranged in consultation with the Executive Vice President. Students have 3 days to pay. If they do not pay, then they will receive a letter of dismissal from the Business Administration (Concentration in Finance, Marketing, or Hospitality Management) bachelor program Administration. The Dean of Students Affairs will inform faculty members of this letter of dismissal. The Administration Team will inform the Danish immigration authorities of the student's dismissal from Niels Brock.

## Refunds

International students who paid EUR 5,800 for the first semester but fail to achieve a student visa for Denmark will receive a refund of EUR 5,500 (EUR 5,800 less an administration fee of EUR 300).

The semester fees will not be refunded in case the student withdraws for other reasons than the above.

Students wishing to terminate their studies prior to each semester must notify the administration in writing to [international@brock.dk](mailto:international@brock.dk) 30 calendar days prior to the first payment deadline date of each semester. If no written notice is received by that date the student is liable for payment of that semester's full fee.

## Appendix 1. Revisions

## Rev. Mar/Apr 2021

- Appendix 1. Revisions added
- Privacy Protection added
- Residential Program added
- Online Option revised
  - Section title change
  - General revision
- Diversity scholarships revised
- Administrators amended
- Faculty amended
- Academic Calendar – summer semester added
- Payment policy updated – added online program tuition
- Board of Directors amended



# NIELS BROCK

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Tlf.: 33 41 91 00

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