

Curriculum for the Bachelor Programme in Music Management

For students commenced in August 2024 or later



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Introduction

This curriculum for the Bachelor Programme in Music Management has been compiled pursuant to section 39 of Executive Order no. 1326 of 23 November 2023 on the Academies of Music and the Opera Academy and section 20 of Executive Order no. 1244 of 11 December 2009 on Marking Scales and Other Forms of Assessment at Certain Educational Institutions under the Danish Ministry of Culture (the Assessment Order).

The curriculum shall enter into force on 30. april 2024 and shall apply to all undergraduates who commenced their study programme in 2024 or later.

1. Title, entrance requirements, admission

1.1 Title

The study programme conveys the right to use the designation Bachelor of Arts (BA) (music management).

1.2 Entrance requirements

The entrance requirement for the Bachelor study programme is a completed upper secondary or vocational education (Upper Secondary School, Higher Preparatory Examination (HF), Higher Commercial Examination (HHX) or Higher Technical Examination (HTX)) and a passed entrance examination. The decision on whether to admit an applicant is taken by the Conservatory on the basis of a concrete assessment of the applicant's abilities and skills. The requirements of the music profession are also taken into consideration during admission assessment.

1.3 Rules for admission

Applications for admission must be made via the current digital application portal. The Conservatory lays down detailed rules on the admission procedure. Within these rules, the Conservatory lays down further detailed rules on the form and content of the entrance examination. Information on the form and content of the entrance examination is available at the Conservatory's website.

2. Programme aims and learning outcomes

2.1 Programme aims

The Bachelor programme qualifies the student to work with management, business development and operations in the music industry or related industries. The Bachelor programme is a discrete study programme that provides students with a foundation to pursue further studies at Master's level.

2.2 Learning outcomes

Pursuant to the applicable Danish qualifications framework for programmes of higher education, the learning outcome goals for the study programme are formulated in three general categories:

Knowledge, which refers to the student's knowledge and understanding;

Skills, which refer to the student's central abilities;

Competencies, which describe the student's personal and independent application of knowledge and skills.

The learning outcomes indicate the student's expected benefit at the conclusion of the learning process, and focus on learning and on each student's learning results, rather than on the intention of a particular teaching or teacher.

At the conclusion of the Bachelor programme, it is expected that the student will have achieved the following learning outcomes at a basic level:

2.2.1 Skills

The student must:

- Be able to develop, plan, manage and evaluate typical processes and projects within the music industry;
- Be able to utilise the methods and tools of the subject areas, as well as general skills associated with employment in the music industry;
- Be able to assess issues of a theoretical and practical nature and apply relevant analytical models and solution models;
- Be able to communicate professional issues and solution models to peers and non-specialists;
- Be capable of working with innovation, the management of innovative activities and the launch of new projects/companies in the music industry.

2.2.2 Knowledge

The student must:

- Possess knowledge of the music industry's business areas, activities, development possibilities, production conditions and methods;
- Possess knowledge of music as a cultural and artistic phenomenon;
- Possess knowledge of the fundamental financial, legal and managerial conditions of the business, as well as its environmental and framework conditions;
- Possess knowledge of theory, method and practice within the subject areas of the study programme;
- Be able to understand and reflect on the theory, method and practice of the subject areas.

2.2.3 Competencies

The student must:

- Be able to handle complex and development-oriented situations in educational or work contexts;
- Be able to independently engage in professional and interdisciplinary collaborations and networks;
- Be capable of identifying one's own learning needs and independently acquiring new knowledge and skills.

3. Structure and subject areas

3.1 Programme structure

The Bachelor programme corresponds to 180 ECTS points, equivalent to three years of full-time study. A year of full-time study includes teaching, independent study, examinations and all other study-related activities.

The location of the subjects and projects, and their ECTS values, are shown in the figure below.

Fig. 3 ECTS points in the programme

Subject	1st sem.	2nd sem.	3rd sem.	4th sem.	5th sem.	6th sem.	ECTS per subject
The Music Industry	2.5	2.5	2.5	2.5	30		40
Project Management & Specialisation	5	5	5	5		10	30
Economics	12.5						12.5
Strategy	7.5						7.5
Organisation & Management		12.5					12.5
Music Appreciation		7.5					7.5
Music Sociology			12.5				12.5
Music Law			7.5				7.5
Communication & Marketing				12.5			12.5
Innovation & Entrepreneurship				7.5			7.5
Art & Culture Studies	2.5	2.5	2.5	2.5			10
Bachelor Project						20	20
ECTS, total	30	30	30	30	30	30	180

3.2 Course registration

3.2.1 The programme is organised in a progressive academic sequence, and each student is automatically registered for courses in accordance with the programme curriculum.

3.2.2 In special cases, the Conservatory may allow Bachelor students to complete courses and examinations in a Master's programme corresponding to up to 30 ECTS.

3.3 Prerequisites

Any special prerequisites will be set out in the course plan for each subject or project.

3.4 Organisation of the teaching

The teaching takes the form of dialogue-based lectures, group work, projects and internships with guidance, written assignments, seminars and company visits.

The teaching is mainly provided within a particular year group; however, subjects and projects may also be provided in classes made up of students drawn from various years and/or study programmes.

Before a year of study commences, a course plan is compiled for each subject or project. For each subject or project, the course plan contains information on its organisation, credits, premises and equipment, and class composition. In subjects where assessment is based on attendance at classes, etc., the course plan will include specific requirements towards assignment submissions and/or presentations. The course plan is approved by the Principal and may be viewed on the Conservatory's intranet at the start of the semester.

4. Assessment

4.1 Aims

The aim of assessment is to evaluate whether and to what degree the student's qualifications comply with the programme's learning outcomes.

4.2. Rules on assessment

At RMC, assessment of the student's qualifications can take place in three ways:

- A. Assessment on the basis of examinations, at which the student's qualifications are assessed by teachers, possibly supplemented by internal and/or external moderators. A grade is awarded from the 7-point scale, possibly supplemented by a written statement, or the assessment: Approved/Not approved.
- B. Assessment on the basis of an assignment submission, in which the student's qualifications are assessed by teachers, possibly supplemented by internal and/or external moderators. A grade is awarded from the 7-point scale, or the assessment: Approved/Not approved.
- C. Assessment on the basis of the student's active participation in the course. The assessment awarded is: Approved/Not approved.

4.3 Other provisions

All subjects must be passed before a diploma can be issued for a successfully completed study programme.

Students who depart the study programme without completing it are entitled to documentation indicating in ECTS points the parts of the study programme that have been passed.

The programme is organised in a progressive sequence, and each student is automatically registered for assessment in accordance with the student's progress in the study programme.

In the process of the composition of examination panels, it must in the planning be ensured that all students at the same assessment in the same subject are dealt with equally in terms of the participation of their own teacher in the examination panel.

Information on other rules governing assessment through examinations, class attendance, etc., is available on the Conservatory's intranet.

4.4 First-year assessment

The Conservatory will automatically register the student for the first-year assessment prior to the end of the second semester after commencing the Bachelor programme.

In order to continue the Bachelor programme, the student must pass the first-year assessment before the end of the fourth semester.

The Conservatory may grant exemptions from this provision under special circumstances.

In the Bachelor programme in Music Management, the first-year assessment is undertaken in the subject Project Management, in which the students' qualifications are assessed through class attendance, etc.

Rhythmic Music Conservatory (RMC) MM

CURRICULUM FOR THE BACHELOR PROGRAMME IN MUSIC MANAGEMENT

4.5 Examination overview

Subject	ECTS	Semester	Assessment method	Assessment	Moderation
The Music Industry	2.5	1st sem.	C	Approved/Not approved	Internal
	2.5	2nd sem.	C	Approved/Not approved	Internal
	2.5	3rd sem.	C	Approved/Not approved	Internal
	2.5	4th sem.	C	Approved/Not approved	Internal
	30	5th sem.	A	Approved/Not approved	External
Project Management & Specialisation	5	1st sem.	B	Approved/Not approved	Internal
	5	2nd sem.	B	Approved/Not approved	Internal
	5	3rd sem.	B	Approved/Not approved	Internal
	5	4th sem.	A	Grade awarded from the seven-point scale	External
	10	6th sem.	B	Approved/Not approved	Internal
Economics	12.5	1st sem.	A	Grade awarded from the seven-point scale	Internal
Strategy	7.5	1st sem.	B	Grade awarded from the seven-point scale	Internal
Organisation & Management	12.5	2nd sem.	A	Grade awarded from the seven-point scale	Internal
Music Appreciation	7.5	2nd sem.	C	Approved/Not approved	Internal
Music Sociology	12.5	3rd sem.	A	Grade awarded from the seven-point scale	External
Music law	7.5	3rd sem.	B	Grade awarded from the seven-point scale	Internal
Communication & Marketing	12.5	4th sem.	A	Grade awarded from the seven-point scale	Internal
Innovation & Entrepreneurship	7.5	4th sem.	B	Grade awarded from the seven-point scale	Internal
Art & Culture Studies	2.5	1st sem.	B	Approved/Not approved	Internal
	2.5	2nd sem.	B	Approved/Not approved	Internal
	2.5	3rd sem.	B	Approved/Not approved	Internal
	2.5	4th sem.	B	Approved/Not approved	Internal
Bachelor Project	20	6th sem.	A	Grade awarded from the seven-point scale, plus written statement	External

4.6 Calculation of standard pages

Where subject descriptions refer to the size of the syllabus or written assignments, the pages referred to are in all cases standard pages of 2,400 keystrokes (including spaces). The front cover, table of contents, bibliography and appendices do not count towards the size of the written assignments.

Written assignments may deviate from the specified number of pages by at most +/- 10%.

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5. Other provisions

5.1 Language

The language of instruction is usually Danish, but teachers may provide teaching in English to individuals or small groups as necessary.

RMC also offers selected courses in English. The course plan will state the language in which each of the courses is taught.

Non-Danish-speaking students may choose to write their assignments or take their examinations in one of the other Scandinavian languages, or in English.

5.2 Rules for internship

The practical elements of the Bachelor programme are described in the subject description for the subject The Music Industry.

5.3 Rules for credit transfer

5.3.1 Equivalence

Approved programme elements taken at an academy that offers a study programme under the Education Order are equivalent to corresponding programme elements at other academies that offer the same programme of study.

5.3.2 Credit agreement

Credit for programme elements may be obtained under the Danish academies' joint credit agreement.

8.3 Other credit

Study programme elements passed as part of another non-completed Danish or foreign course of higher education may substitute for study programme elements covered by the Education Order, subject to the decision of the Conservatory in each individual instance, or in accordance with rules laid down by the Conservatory.

5.4 Disciplinary measures

Students at the Rhythmic Music Conservatory are subject to the Conservatory's rules of conduct. Students are required to be familiar with and keep themselves informed of the rules. The rules of conduct may be viewed on the Conservatory's intranet.

5.5. Attendance

Attendance is compulsory at tuition and related activities at the Conservatory. The Conservatory lays down specific regulations for procedures and sanctions towards students who fail to observe the Conservatory's rules for attendance. The rules for attendance may be viewed on the Conservatory's intranet.

5.6 Evaluation

The study programme is subject to continuous evaluation through systematic evaluation procedures. The Conservatory lays down the specific procedures for the evaluations.

5.8 Exemptions

The Conservatory may grant exemptions from any rules in the curriculum that are determined solely by the Conservatory.

6. Subject descriptions

Subject description: The Music Industry

The aim of the subject is to provide the student with knowledge of the Danish and international music industry.

The subject equips the student with knowledge of the factors that control the development of the industry, including technological, economic and relational framework conditions. The student learns to take a critical approach to the industry's professional practices, with a view to creating his or her own innovative business models and products. Finally, the student acquires an in-depth knowledge of the music industry and its interaction with other branches of the cultural sector and the experience economy.

The subject is based on an interdisciplinary practice, in which knowledge and skills from the other subjects in the programme may be drawn upon as necessary. The teaching is based on describing and analysing fundamental conditions in the music industry and the work areas and job functions of the individual company, the path from idea to the producer and consumer, the possibilities and challenges of the technology, current trends and issues and their anticipated impact on the future development of the industry, music exports, the interaction between the private and public sectors, and the international music industry and its relations to the music industry in Denmark.

A period of internship gives the student practical work experience in a self-chosen area of the music industry. The internship qualifies the student to carry out independent production processes and other tasks within the chosen area of the industry. Finally, the internship gives the student an opportunity to apply the knowledge, skills and competencies he or she has acquired from the programme in a self-selected area of professional practice. In order to qualify and support the student's career choices after graduation, the internship should preferably be conducted on the basis of the student's professional profile.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
2.5	2.5	2.5	2.5	30	-	40

Learning outcomes

At the conclusion of the subject, the student should have acquired:

Knowledge and understanding of the business areas, dynamics, player roles, development possibilities, production conditions and methods of the music industry.

Skills in handling complex development-oriented tasks and issues in the music industry and interdisciplinary contexts, and in mastering the associated communicative skills.

Competencies in, independently and in collaboration with others, analysing the methodological and practical issues within the music industry, and in devising and applying appropriate solutions, as well as in identifying and acquiring additional knowledge and applying professional tools and methods in this context.

Content

The subject includes the following elements:

The Music Industry

Each semester is organised with varying themes, which together form a single, discrete course. The content of the semester is organised in dialogue with the students and seeks to reflect current issues

and challenges in the music industry, while at the same time providing students with a basic knowledge of the work areas of the music industry.

Internship

The internship takes the form of an individual period of external practical experience at a Danish or foreign company in the music industry or a related sector, and constitutes an independent semester course. Internship supervision mainly takes the form of individual guidance and common guidance seminars at which students present and evaluate their internships with the internship supervisor and fellow students.

Teaching and working modes

The course includes:

- Dialogue-based group teaching
- Guest presentations
- Presentations by students
- Company visits
- External internship

Assessment

- Semester assessment 1 – end of 1st semester
- Semester assessment 2 – end of 2nd semester
- Semester assessment 3 – end of 3rd semester
- Semester assessment 4 – end of 4th semester
- Semester assessment 5 (internship) - end of 5th semester

Semester assessment, 1st-4th semester

At the end of the 1st, 2nd, 3rd and 4th semesters, the student's qualifications are assessed on the basis of the student's active participation in the course.

- The assessment is made by the teacher
- The assessment is made in accordance with announced criteria for active participation, and takes place within a deadline set by the study administration and specified in the applicable course plan.
- The assessment awarded is: Approved/Not approved.

Semester assessment, 5th semester (internship)

Examination description

At the end of the course, the student's qualifications are assessed through an oral examination, on the basis of a written internship report.

Content

The oral test consists of two parts – presentation and oral examination:

- Presentation: The student orally elaborates on his or her written reflections.
- Oral examination and interview.

Duration

- Presentation: 5 minutes
- Oral examination: 15 minutes
- Assessment including disclosure of examination result: 5 minutes

Assessment

- The performance is awarded with the assessment Approved/Not approved.
- The assessment basis consists of the presentation, the oral examination and interview, and the written internship report.
- The assessment is based on an overall evaluation of the extent to which the performance meets the learning outcomes for the subject.

Examination panel

External subject expert and internal subject expert. The internal expert acts as examination supervisor. Pursuant to section 13 of the Assessment Order, the external subject expert acts as ‘moderator’, and the internal subject expert as ‘examiner’.

Form

- The written internship report must include a description and evaluation of the internship, reflections on the student’s own learning during the internship, and a description and assessment of the location of the internship host company and its developmental possibilities in the music industry.
- The internship report must be 10 standard pages in length.
- The project report must be submitted approximately two weeks prior to the examination, at the latest. The precise deadline for submission will be set by the Study Administration and stated in the applicable course plan.

Subject description: Project Management & Specialisation

The aim of the subject is to equip the student with the skills and experience to develop, plan, manage, implement and evaluate projects. Through work with group and individual projects, the student’s individual specialisation and professional profile is strengthened.

The teaching is based on generally recognised project management tools for goal management, stakeholder management, risk management, estimation, control and follow-up. In addition, the course focuses on managerial aspects, including facilitation, process management, interview technique, meeting management/leadership, conflict management, communication and general management theory.

Emphasis in the subject is placed on such topics as idea development, project design, project scoping, project management, stakeholder management, process facilitation, evaluation and success criteria, and on the role of the project manager and project participant.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
5	5	5	5	-	10	30

Learning outcomes

At the conclusion of the subject, the student should have acquired:

Knowledge and understanding necessary to develop, plan, manage, implement and evaluate processes associated with project work.

Skills in developing, designing, managing, implementing and evaluating projects, and mastering the associated communicative skills.

Competencies in, independently and in collaboration with others, analysing the methodological and practical issues associated with project management, and in devising and applying appropriate solutions, as well as identifying and acquiring additional knowledge that supports the individual specialisation and professional profile, and applying professional tools and methods in this connection.

Content

The subject includes the following elements:

Project management

Students complete a number of set and self-chosen semester projects, typically in collaboration with external partners in the music industry and/or students from the other programmes of the Conservatory.

In connection with the semester projects, teaching is provided in project management, in which the students learn to work on a methodologically stringent basis and gain insight into the project work form, including drawing up goals, organising and planning the project, working in a project team and completing the project within the allocated time, resources and budget.

Specialisation

Through the individual project portfolio, the subject’s specialisation track must generally support the student’s study specialisation and professional profile, as well as supporting the student’s work with the concluding Bachelor project.

Teaching and working modes

The course includes:

- Dialogue-based group teaching
- Group guidance
- Individual guidance
- Set group projects
- Individual, self-chosen projects

Assessment

- Semester assessment 1 – end of 1st semester
- Semester assessment 2 – end of 2nd semester
- Semester assessment 3 – end of 3rd semester
- Semester assessment 4 – end of 4th semester
- Semester assessment 5 – end of 6th semester

Semester assessment, 1st-3rd semester

At the end of the first, second and third semesters, the student's qualifications are assessed on the basis of a written project report.

- Specific requirements towards the written project report are set out in the applicable course plan for the subject.
- The deadline for submission is set by the Study Administration and stated in the applicable course plan.
- The assessment is made by the teacher.
- The assessment awarded is: Approved/Not approved.

Semester assessment, 4th semester

Examination description

At the end of the fourth semester, the student's qualifications are assessed through an oral examination which takes its starting-point in a written project report on the fourth semester project.

Duration

- Oral examination: 20 minutes
- Assessment including disclosure of examination result: 5 minutes

Assessment

- A grade from the seven-point scale is awarded for the performance.
- The assessment basis consists of the oral examination and the written project report.
- An overall grade is awarded for the written project report and the oral examination.
- The assessment is based on an overall evaluation of the extent to which the performance meets the learning outcomes for the subject.

Examination panel

External subject expert and internal subject expert. The internal expert acts as examination supervisor. Pursuant to section 13 of the Assessment Order, the external subject expert acts as ‘moderator’, and the internal subject expert as ‘examiner’.

Form

- The project report on the fourth semester project may be written as a group assignment in a group of up to two students.
- The assignment must be 10 standard pages in length (two students: 15 standard pages).
- The project report must be submitted approximately two weeks prior to the examination, at the latest. The precise deadline for submission will be set by the Study Administration and stated in the applicable course plan.
- In connection with the examination, the student must submit a self-chosen syllabus of 300 pages. The syllabus must be stated in the project report’s bibliography.

Semester assessment, 6th semester

At the end of the sixth semester, the student’s qualifications are assessed on the basis of a written assignment.

- The written assignment must be five standard pages in length.
- Specific content requirements for the written assignment will be stated in the applicable course plan for the subject.
- The deadline for submission is set by the Study Administration and stated in the applicable course plan.
- The assessment will be undertaken by the programme head for Project Management & Specialisation.
- The assessment awarded is: Approved/Not approved.

Subject description: Economics

The aim of the subject is to equip students with a theoretical and practical introduction to business economics and economic concepts, including demand, cost and investment theory. At the same time, emphasis is placed on providing a basic introduction to accounting and financial management, including a number of methods and tools in connection with bookkeeping, financial analysis, budgeting, pricing, costing and investment. The basic skills on the practical level include the construction and utilisation of accounts, including compiling profitability analyses and the calculation of key figures, liquidity and solvency. Emphasis is also placed on equipping the student to be able to undertake financial planning through pricing, drawing up cost estimates and budgets, and being able to follow up on and analyse economic events.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
12.5	-	-	-	-	-	12.5

Learning outcomes

At the conclusion of the subject, the student should have acquired:

Knowledge of theories, methods, models and practice within economics and accounting in a broad sense, along with an understanding of the application of these elements in the music industry.

Skills in applying the theories, methods, models and practice of the subject area with a view to being able to take financial decisions and carry out planning and following-up on the many varied challenges that the music industry can present.

Competencies in, independently and in collaboration with others, formulating and implementing analyses of economic and accounting issues, as well as in identifying and acquiring additional knowledge and applying relevant professional tools in this connection.

Content

The course begins with an examination of the basic concepts, methods and classifications of demand theory, cost theory and investment theory. This forms the starting-point for the construction and application of economic models to support the many and varied decisions on pricing, resource utilisation and investment that can occur in practice. At the same time, this knowledge serves as the foundation for the construction of more general economic planning and monitoring systems. The starting-point is a basic understanding of how economic data are collected, sorted and aggregated in accordance with the principles of double-entry bookkeeping. This is the prerequisite for being able to undertake financial analysis and control. At the same time, it creates input for financial planning by setting goals and targets, and in budgeting more generally. The course also focuses on the use of various financial and non-financial indicators to support analyses and decisions.

Teaching and working modes

The course includes:

- Dialogue-based group teaching
- Exercises
- Practical case studies in which central financial and accounting issues within the music industry are discussed and analysed.
- Presentations by students, with subsequent group discussions.

Assessment

Semester assessment – end of 1st semester

Examination description

At the end of the course, the student's qualifications are assessed through an oral examination based on the syllabus for the subject.

Duration

The examination consists of two parts – individual preparation and oral examination:

- Preparation: 25 minutes
- Oral examination: 20 minutes
- Assessment including disclosure of examination result: 5 minutes

Assessment

- A grade from the seven-point scale is awarded for the performance.
- The assessment basis consists of the oral examination.
- The assessment is based on an evaluation of the extent to which the performance meets the learning outcomes for the subject.

Examination panel

An internal expert within the subject area and the student's own teacher in the subject, who also acts as examination supervisor. Pursuant to section 13 of the Assessment Order, the internal subject expert acts as 'moderator' and the student's own teacher as 'examiner'.

Form

- 25 minutes' preparation time is allowed before the oral examination.
- Permitted examination aids will be stated in the applicable course plan.

Subject description: Strategy

The purpose of the subject is to provide the student with knowledge of strategy and the specific application of the subject area in the music industry.

The goal is to equip the student with a commercial and holistic perspective on companies and an understanding of what a company is and how its overall long-term development and management takes place, with special emphasis on how strategy is used in and for the development of the company.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
7.5	-	-	-	-	-	7.5

Learning outcomes

At the conclusion of the subject, the student should have acquired:

Knowledge of theories, methods, models and practice within strategy, together with an understanding of the application of these elements in the music industry.

Skills in applying the theories, methods, models and practice of the subject area with a view to the planning and implementation of strategies in the music industry.

Competencies in, independently and in collaboration with others, working with strategic management and strategies, as well as in identifying and acquiring additional knowledge and applying relevant professional tools in this connection.

Content

The subject focuses on strategy as something that is created in an interaction between the company and its surroundings. Briefly put, strategy is about understanding the company’s *raison d’être* and its visions for the future, competitive possibilities and development. Firstly, an introduction is provided to the subject, including a consideration of the reasons why companies have strategies and objectives, and how these relate to each other. On this basis, models for the development of competition, corporate, internationalisation, innovation and growth strategies are reviewed. In addition, focus is placed on how strategies can be changed, developed and implemented.

In general, the subject takes an instrumental, rational approach to strategy, but other, competing, perspectives on strategy are also introduced and drawn upon, in order to show the diversity of the subject and expand the strategic toolbox.

Teaching and working modes

The course includes:

- Dialogue-based group teaching
- Group work
- Presentations by students
- Company visits
- Case studies in which central and relevant strategic issues within the music industry and related industries are discussed and analysed.

Assessment

Semester assessment – end of 1st semester

Examination description

At the conclusion of the course, the student's qualifications are assessed through a set written assignment.

Assessment

- A grade is awarded from the seven-point scale for the student's performance.
- The assessment basis consists of the student's assignment paper.
- The assessment is based on an evaluation of the extent to which the student's assignment paper meets the learning outcomes for the subject.
- The assessment is undertaken by the student's subject teacher.

Form

- The assignment paper must be 10 standard pages in length.
- Two weeks are allowed to complete the assignment.
- The precise deadline for submission of the assignment will be set by the Study Administration and stated in the applicable course plan.

Subject description: Organisation & Management

The aim of the subject is to equip the student with knowledge about organisation and management, the mutual relationships between these subject areas and their relevance to other subject areas of the study programme, and their specific uses in the music industry.

The goal is to provide the student with an understanding of how organisations function, including management of and in organisations, various organisational forms, and the strengths and weaknesses of these. The subject focuses on behaviour and change in organisations, how these occur in interaction with the external environment and internal processes, and how management can and should enter into this interplay.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
-	12.5	-	-	-	-	12.5

Learning outcomes

At the conclusion of the subject, the student should have acquired:

Knowledge of theories, methods, models and practice within organisation and management, together with an understanding of the application of these elements in the music industry.

Skills in applying the theories, methods, models and practice of the subject areas with a view to handling organisational and management-related challenges in the music industry.

Competencies in, independently and in collaboration with others, working with the management of processes of organisational change and development, personal management and how this can contribute to personal and career development, and in identifying and acquiring additional knowledge and applying relevant professional tools in this connection.

Content

The subject seeks to integrate the subject areas of organisation and management by examining a number of common themes and exemplifying these on the basis of common case studies. Organisation and management are crucial to the ways in which an organisation manages to meet its goals and objectives, and functions in general.

An introduction is firstly of all provided to the subject, including a consideration of the reasons why we have organisations. We then look at the organisation’s environment and its internal factors from an institutional, structural and individual perspective. We examine various types of management processes and the ways in which organisations take decisions. We also focus on how strategies can be implemented through organisational design and communication, and finally we look at how change processes can be organised and managed.

In general, the subject takes an instrumental and rational approach to organisation and management, but other, competing, perspectives are also introduced and drawn upon, in order to show the diversity of the subject and expand the organisational and managerial toolbox.

Teaching and working modes

The course includes:

- Dialogue-based group teaching
- Group work
- Presentations by students
- Company visits
- Case studies in which central and relevant organisational and management-related issues within the music industry and related industries are discussed and analysed.

Assessment

Semester assessment – end of 2nd semester

Examination description

At the end of the course, the student's qualifications are assessed through an oral examination, based on a self-chosen, written project.

Content

The oral test consists of two elements – presentation and oral examination:

- Presentation: The student describes and elaborates on his or her academic choices
- Oral examination and interview

Duration

- Presentation: 5 minutes
- Examination 15 minutes
- Assessment including disclosure of examination result: 5 minutes

Assessment

- A grade from the seven-point scale is awarded for the performance.
- The assessment basis consists of the presentation, the oral examination and interview, and the self-chosen written project.
- An overall grade is awarded for the self-chosen, written project and the oral examination.
- The assessment is based on an overall evaluation of the extent to which the performance meets the learning outcomes for the subject.

Examination panel

An internal expert within the subject area and the student's own teacher in the subject, who acts as examination supervisor. Pursuant to section 13 of the Assessment Order, the internal subject expert acts as 'moderator' and the student's own teacher as 'examiner'.

Form

- The self-chosen, written project may be written as a group project by up to two students.
- The self-chosen, written project must be 15 standard pages in length (two students: 25 standard pages).
- The self-chosen, written project must be submitted approximately two weeks prior to the examination, at the latest. The precise deadline for submission will be set by the Study Administration and stated in the applicable course plan. In connection with the examination, the student must submit a self-chosen syllabus of 300 pages. The syllabus must be stated in the assignment's bibliography.

Subject description: Music Appreciation

The aim of the subject is to equip the student with knowledge of the historical, technological and theoretical aspects of music. Aural analysis of selected popular music helps to strengthen the students' genre knowledge and ability to undertake aesthetic reflection.

The subject enables the student to evaluate music on the basis of various parameters of quality, and thereby communicate this precisely and appropriately to artists, producers, audiences, public authorities and other stakeholders.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
-	7.5	-	-	-	-	7.5

Learning outcomes

At the conclusion of the subject, the student should have acquired:

Knowledge and understanding of popular music in Western countries and its historical, technological and aesthetic aspects, including practical understanding of music's creative processes, and relevant theoretical tools.

Skills to undertake informed professional assessments of rhythmic music of various kinds, including the ability to place new music in perspective in relation to historical and contemporary trends, and to describe and reflect on the quality criteria of various genres and styles.

Competencies to relate to and navigate in a dynamic musical culture, independently and in collaboration with others, including identifying and acquiring additional knowledge and applying professional tools and methods in this connection.

Content

The teaching is based on the artistic expression, creative processes, music theory concepts and terminology of popular music in Western countries. Work is done with practice-based aural musical analysis. Finally, selected points in the history, genres and styles of popular music are examined.

Teaching and working modes

The course includes:

- Dialogue-based group teaching
- Presentations by students

Assessment

Semester assessment – end of 2nd semester

Examination description

At the conclusion of the subject, the student's qualifications are assessed on the basis of the student's active participation in the course.

- The assessment is made by the teacher.
- The assessment is made in accordance with announced criteria for active participation and takes place within a deadline set by the Study Administration and specified in the applicable course plan.
- The assessment awarded is: Approved/Not approved.

Subject description: Music Sociology

The purpose of the subject is to give the student insight into the music sociological (i.e. societal, cultural and historical) aspects of recent Danish and Western popular music culture, and the relationship between these. Through work with selected sociological and music sociological approaches, frameworks of understanding, theories and methods of analysis, the student learns to investigate issues that relate to the changing roles, functions and character of popular music culture in society.

The subject enables the student to reflect on popular music culture – including the practice of various industry actors – in a socio-cultural and aesthetic context. This strengthens the student’s ability to identify, comprehend and account for current and historical issues in relation to the subject and to the student’s own professional practice.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
-	-	12.5	-	-	-	12.5

Learning outcomes

At the conclusion of the subject, the student should have acquired:

Knowledge and understanding of parts of recent Western popular music culture and its sociological aspects, including an understanding of the psychological and societal frameworks of musical culture.

Skills in applying forms of work that are relevant in order to define and implement theoretically based analysis and communicate defined music sociological issues, including skills in assessing and selecting relevant theories and methods to create an appropriate investigation design.

Competencies in formulating and carrying out analyses of music sociological issues, both independently and in collaboration with others, including identifying and acquiring additional knowledge and applying professional tools and methods in this connection.

Content

The teaching is based on formulating and investigating relevant issues that illuminate the interrelationships between music, the individual and society from a sociological and social scientific perspective. The teaching is aimed at teaching and supporting the working methods that are relevant for methodical, nuanced treatment and communication of issues relating to recent popular music culture, especially with regard to its cultural practice and industrial conditions.

Teaching and working modes

The course includes:

- Dialogue-based group teaching
- Presentations by students
- Individual guidance

Assessment

Semester assessment – end of 3rd semester

Examination description

At the conclusion of the subject, the student’s qualifications are assessed through an oral examination, based on a self-chosen, written project.

For students commenced in 2024 or later

Content

The oral test consists of two parts – presentation and oral examination:

- Presentation: The student describes and elaborates on his or her academic choices
- Oral examination and interview

Duration

- Presentation: 5 minutes
- Oral examination and interview: 15 minutes
- Assessment including disclosure of examination result: 5 minutes

Assessment

- A grade from the seven-point scale is awarded for the performance.
- The assessment basis consists of the presentation, the oral examination and interview, and the self-chosen written project.
- The assessment is based on an overall evaluation of the extent to which the performance meets the learning outcomes for the subject.

Examination panel

External subject expert and internal subject expert, in which the internal expert acts as examination supervisor. Pursuant to section 13 of the Assessment Order, the external subject expert acts as ‘moderator’, and the internal subject expert as ‘examiner’.

Form

- The self-chosen, written project may be written as a group project by up to two students.
- The written project must be 10 standard pages in length (two students: 15 standard pages).
- The written project paper must be submitted approximately two weeks prior to the examination, at the latest. The precise deadline for submission will be set by the Study Administration and stated in the relevant course plan.
- In connection with the examination, the student must submit a self-chosen syllabus of 200 pages.
- The syllabus must be stated in the bibliography of the written project. The nature of the syllabus will depend on the chosen topic.

Subject description: Music Law

The aim of the subject is to provide the student with knowledge of how the law can be used as a management tool, with a view to preventing and solving conflicts. On the basis of the music industry, the student learns to identify, analyse and assess situations in which an actual or potential legal problem may arise that requires intervention, in both a national and an international perspective.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
-	-	7.5	-	-	-	7.5

Learning outcomes

At the conclusion of the subject, the student should have acquired:

Knowledge of theories, methods, models and practice within law, together with an understanding of the application of these elements in the music industry.

Skills in applying the theories, methods, models and practice of the subject area with a view to handling law-related challenges in the music industry.

Competencies in, independently and in collaboration with others, identifying and analysing legal issues in relation to music, as well as in identifying and acquiring additional knowledge and applying relevant professional tools in this connection.

Content

The subject’s academic linchpin comprises those aspects of commercial law which are of national and international importance to the music industry.

An initial introduction to legal method is provided which enables the student to work in a methodologically correct manner with relevant national and international legal sources that may be of significance in the prevention and resolution of disputes.

In relation to the music industry and its contracts, the student must possess knowledge of contract interpretation and supplementation, and the ability to apply this correctly.

The activities of the music industry are typical international in character. Knowledge of procedural and civil law enables the student to assess when a case of an international character can or should be brought, and according to which national rules a case should be resolved. International cases of intellectual property law will also be examined.

On the basis of the typical types of contracts used in the music industry, the rules of contract formation and content will be studied, in order to identify the key elements of a contract. Licensing contracts and the significance of electronic commerce will be examined in this connection, as well as ways to incorporate potential gains in a contract.

Intellectual property rights will be reviewed, with special emphasis on copyright and on the interaction between contract law and intellectual property law. The teaching will address the specific issues raised by electronic communication in relation to the enforcement of rights.

Marketing law will be examined in both a national and an international perspective. Marketing is increasingly taking place via the electronic media, which gives rise to particular difficulties, including the use of increasingly targeted marketing, through which legal problems can arise with personal data. In this context, we will study, inter alia, the significance of the Danish E-Commerce Act in relation to the use of traditional marketing through the print media.

Teaching and working modes

The course includes:

- Dialogue-based group teaching
- Presentations by students
- Case studies in which central and relevant legal issues within the music industry and related industries are discussed and analysed.

Assessment

Semester assessment – end of 3rd semester

Examination description

At the conclusion of the subject, the student's qualifications are assessed on the basis of a set written assignment.

Assessment

- A grade is awarded from the seven-point scale for the assignment.
- The assessment basis consists of the student's assignment paper.
- The assessment is based on an evaluation of the extent to which the student's assignment paper meets the learning outcomes for the subject.
- The assessment is undertaken by the student's subject teacher.

Form

- The written assignment paper must be 5 standard pages in length.
- Two weeks are allowed to complete the assignment.
- The precise deadline for submission of the assignment will be set by the Study Administration and stated in the applicable course plan.

Subject description: Communication & Marketing

The aim of the subject is to equip the student with a fundamental knowledge of communication and marketing techniques, and an understanding of the mutual relationships between these subject areas and their links to other subject areas in the study programme.

Through work with the theories and methods used in communication and marketing, the goal is to enable the student to independently solve communication and marketing tasks within the music business, on an analytical basis and in appropriate interaction with other parties in the sector.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
-	-	-	12.5	-	-	12.5

Learning outcomes

At the conclusion of the subject, the student should have acquired:

Knowledge and understanding of the theories, methods, models and practices of communication and marketing, and the application of these elements in the music industry.

Skills in applying the theories, methods, models and practice of the subject area with a view to the planning and implementation of industry-relevant communication and marketing strategies and associated plans.

Competencies in, independently and in collaboration with others, formulating and implementing analyses of communications and marketing issues, as well as in identifying and acquiring additional knowledge and applying relevant professional tools in this connection.

Content

The teaching in communication and marketing is based on the modern, market-oriented music business as a communicating network operator, and views communication and marketing as both independent and closely related areas of study.

The subject provides an introduction to the theoretical basis of communication and marketing.

Students are presented with both the field's traditional basic theory and the integrated marketing communication theories of recent years. On this basis, the student is presented with the core concepts and issues involved in the design and implementation of communication and marketing strategies and plans, including market studies and research, consumer behaviour, segmentation, positioning, branding, product strategy, pricing, sales, distribution, advertising, media selection, sales promotion, public relations, public affairs and campaign planning and evaluation. Through industry-related exercises, students are given an opportunity to gain experience by applying the concepts in practice.

In addition, a detailed examination of public relations is carried out, in view of its central role in the dissemination of music. In this context, special attention is given to the practical disciplines in the area, such as press work. A presentation will be provided of associated industry-relevant areas, including sponsorships, community-building and merchandising.

Teaching and working modes

The course includes:

- Dialogue-based group teaching
- Presentations by students
- Practical exercises with communication and marketing-related issues
- Guest presentations

Assessment

Semester assessment – end of 4th semester

Examination description

At the conclusion of the subject, the student's qualifications are assessed through an oral examination, based on a self-chosen, written project.

At the conclusion of the subject, the student's qualifications are assessed through an oral examination based on a written project and a subsequent oral presentation of the project.

The project includes a full communication and marketing plan within a self-selected area of the music industry.

Content

The examination consists of two parts – presentation and oral examination and interview.

- Presentation: Oral presentation with pitch of the project, supported by a shorter presentation version of the submitted slideshow.
- Oral examination and interview

Duration

- 1 student:
 - Presentation 15 minutes
 - Oral examination and interview 5 minutes
 - Assessment including disclosure of the examination result, 5 minutes
- 2 students:
 - Presentation 25 minutes
 - Oral examination and interview 10 minutes
 - Assessment including disclosure of the examination result, 5 minutes per student; this part individual.

Assessment

- A grade is awarded from the seven-point scale for the overall performance.
- The assessment basis consists of the presentation, the oral examination and interview, and the submitted written project.
- The assessment is based on an overall evaluation of the extent to which the performance meets the learning outcomes for the subject.

Examination panel

An internal expert within the subject area and the student's own teacher in the subject, who acts as examination supervisor. Pursuant to section 13 of the Assessment Order, the internal subject expert acts as 'moderator' and the student's own teacher as 'examiner'.

Form

- The examination is conducted as an individual examination or as a group examination (max. 2 students) with individual assessment.
- As a prerequisite for the examination, the student prepares a written project, which must be submitted no later than approx. two weeks before the exam.
- The written project must meet the following requirements:
 - The project must contain a full communication and marketing plan within a self-selected area of the music industry;
 - The project must be prepared as a slideshow, which must be able to stand alone without an oral presentation, and must contain a relevant mix of text, infographics, diagrams, images, etc. with an extent of 25 pages/slides (2 students: 35 pages/slides). Submitted in pdf format;
 - The project must be based on a self-selected syllabus, comprising 150 normal pages. The syllabus must appear from a bibliography on the last slide in the slideshow.

The deadline for handing in the written project is approximately two weeks before the exam; the exact submission deadline is set by the Study Administration and indicated in the subject's course plan.

Subject description: Innovation & Entrepreneurship

The aim of the subject is to equip the student with a fundamental knowledge of innovation and entrepreneurship, together with an understanding of the mutual relationships between these subject areas and their links to other subject areas in the study programme.

Through work with the theories and methods used in innovation and entrepreneurship, the goal is to enable the student, on an analytical basis, to independently manage innovative projects in the music industry and/or start an independent business venture in the industry, drawing upon organisational, marketing and technological perspectives.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
-	-	-	7.5	-	-	7.5

Learning outcomes

At the conclusion of the subject, the student should have acquired:

Knowledge and understanding of the theories, methods, models and practices of innovation and entrepreneurship, and the application of these elements in the music industry.

Skills in applying the theories, methods, models and practices of the subject area in the concept development, planning and management of innovative and entrepreneurial projects and activities.

Competencies in, independently and in collaboration with others, working with innovation, the management of innovative activities and starting-up of new projects/companies in the music industry, as well as in identifying and acquiring additional knowledge and applying relevant professional tools in this connection.

Content

The course will focus on three key areas of innovation, intrapreneurship and entrepreneurship in the music business:

- Characteristics of innovation in the music industry and other creative industries. The emphasis will be on the specific challenges and conditions associated with innovation and innovative activities in the music industry.
- Managing the process of innovation within the framework of existing companies, and the activities that must be undertaken in this connection. This encompasses:
 - Idea generation, which includes creativity and the ability to recognise opportunities and sources of innovation;
 - Selection and evaluation of innovative ideas for further development;
 - Implementation of developmental activities, so that the selected ideas can be realised in concrete solutions;
 - Creating value from innovation – How can we ensure that value is created from the solutions developed?

Special emphasis will be placed on the challenges associated with the implementation of innovative processes in an existing organisational context.

- Entrepreneurship in the music industry, with a special focus on starting up new companies. In this connection, the course focuses on the drawing up of a business plan for the start-up company, as well as the challenges associated with the preparation of strategies for start-up projects of an innovative nature.

Teaching and working modes

The course includes:

- Dialogue-based group teaching
- Presentations by students

Assessment

Semester assessment – end of 4th semester

Examination description

At the conclusion of the subject, the student's qualifications are assessed on the basis of a self-chosen, written project.

Assessment

- A grade from the seven-point scale is awarded for the performance.
- The assessment basis consists of the self-chosen, written project.
- The assessment is based on an overall evaluation of the extent to which the performance meets the learning outcomes for the subject.
- The assessment is undertaken by the student's subject teacher.

Form

- The self-chosen, written project may be written as a group project by up to two students.
- The written project must be 10 standard pages in length (two students: 15 standard pages).
- The deadline for submission of the written project will be set by the Study Administration and stated in the applicable course plan.

Subject description: Art & Culture Studies

In the work of a music professional, it is essential to possess insight into art and culture issues, locally and globally and in a contemporary as well as a historic perspective.

The subject focuses on developing knowledge and insight into art and culture- related issues in order to stimulate reflective competencies and to develop an understanding of own placement in contemporary as well as in a historic perspective of art and culture.

The student’s development in the subject is viewed in close association with studies in the subjects Music Appreciation and Music Sociology.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
2.5	2.5	2.5	2.5	-	-	10

Learning outcomes

At the conclusion of the teaching in Art and Culture Studies in the fourth semester, the student must:

- Possess professional skills within Art and Culture Studies that support the student’s professional practice;
- Be aware of artistic and cultural issues, both contemporary and historically;
- Be able to apply and relate knowledge of art and culture – related issues in relation to one’s own professional practice;
- Be capable of identifying one’s own learning needs and independently acquiring new knowledge and skills.

Content

Each semester, the conservatoire offers a range of themed modules in the subject area.

Teaching and working modes

- Group teaching, lectures, presentations, dialogue, debate
- Group work
- Individual guidance
- Preparation, individually and in small groups

Assessment

- Semester assessment I, end of the first semester
- Semester assessment II, end of the second semester
- Semester assessment III, end of the third semester
- Semester assessment IV, end of the fourth semester

Semester assessments I, II, III and IV

At the end of all semesters, the student’s qualifications are assessed on the basis of a submitted assignment.

The specific submission requirements will be stated in the applicable module description.

The specific submission deadlines will be stated in the relevant course plan for the subject.

The assessment is undertaken by the teacher.

All semester assessments are awarded: Approved/Not approved.

Subject description: Bachelor Project

The aim of the subject is to plan, implement and communicate an independent analysis of a self-selected, relevant issue relating to the music industry.

The subject equips the student to reflect on the practice of various industry players on the basis of a scientific perspective. This strengthens the student’s ability to identify, explain and solve problems in his or her own professional practice. The Bachelor project should as far as possible be interdisciplinary in nature in relation to the study areas of the programme.

ECTS credits

1st semester	2nd semester	3rd semester	4th semester	5th semester	6th semester	ECTS, total
-	-	-	-	-	20	20

Learning outcomes

At the conclusion of the subject, the student should have acquired:

Knowledge and understanding of scientifically- based analysis as a tool for reflection and problem-solving in professional practice.

Skills in applying forms of work that are relevant in order to define and implement interdisciplinary, scientifically- based analysis and communication of defined industry-related issues, including skills in assessing and selecting relevant theories and methods to create an appropriate investigation design.

Competencies to formulate and carry out analyses of music industry issues, both independently and in collaboration with others, including identifying and acquiring additional knowledge and applying professional tools and methods in an interdisciplinary manner.

Content

Through discussions of the students’ projects at various stages of the investigative process, the quality of each project’s subject area, problem formulation, theoretical basis, empirical data, scientific method and synopsis is examined. Sparring is encouraged with both the project supervisor and fellow students, and emphasis may be placed on idea generation or on the clarification/focus of the project, depending on the student’s needs.

Teaching and working modes

The course includes:

- Dialogue-based group teaching
- Joint guidance workshops
- Individual guidance
- Joint discussions and sparring with fellow students

Assessment

Semester assessment – end of 6th semester

Examination description

At the conclusion of the subject, the student’s qualifications are assessed on the basis of a self-chosen, written Bachelor project, with a subsequent oral examination.

Content

The oral test consists of two parts – presentation and oral examination.

- Presentation: The student describes and elaborates on his or her academic choices
- Oral examination and interview

Duration

- Presentation: 5 minutes
- Oral examination and interview: 25 minutes
- Assessment including disclosure of examination result: 10 minutes.

Assessment

- A written statement and a grade from the seven-point scale are awarded for the performance.
- The assessment basis consists of the presentation, the oral examination and interview, and the self-chosen, written Bachelor project.
- An overall grade is awarded for the self-chosen, written Bachelor project and the oral examination and interview.
- The assessment is based on an overall evaluation of the extent to which the performance meets the learning outcomes for the subject.
- The written statement is based on the presentation, the oral examination and the self-chosen, written Bachelor project. The written statement is an academic elaboration on the extent to which the student meets the subject's goals for learning outcomes.

Examination panel

External subject expert and internal subject expert. The internal expert acts as examination supervisor. Pursuant to section 13 of the Assessment Order, the external subject expert acts as 'moderator', and the internal subject expert as 'examiner'.

Form

- The self-chosen, written Bachelor project may be written as a group project by up to two students.
- The Bachelor project must be 25 standard pages in length (two students: 40 standard pages).
- The Bachelor project must begin with a brief summary in English (max. one standard page).
- The deadline for submission of the Bachelor project will be stated in the course plan for the subject.
- In connection with the examination, the student must submit a self-chosen syllabus of 500 pages. The syllabus must be stated in the bibliography of the Bachelor project.