

Curriculum – BA of International Sales and Marketing Management

2013-
2015

Bachelor of International Sales and Marketing Management

September 2013

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PART 1: GENERAL PART

1. The programme

1.1 Title

This course can be referred to as a Bachelor of International Sales and Marketing Management or abbreviated to BA International Sales and Marketing Management.

Its equivalent Danish title is Professionsbachelor i international handel og markedsføring or PBA International handel og markedsføring.

1.2 The purpose

The purpose of the course is to educate BA students within International Sales and Marketing Management who can independently and professionally perform duties related to international business in the marketplace – not only in small and medium-sized businesses but in particular within international business-to-business sales.

1.3 Learning Objectives

Knowledge

The graduate will

- have knowledge and understanding of practice, applied theory and methods in sales and marketing management in an international context
- be able to understand and reflect upon central theories and models necessary for business-to-business sales and marketing management

Skills

The graduate will

- be able to develop, assess and implement international sales strategies for different business types (industry, sizes, resources etc.) and apply relevant models to the implementation of product and concept development in business
- be able to analysis, assess and apply legal methods and tools to support the sales performance in an internationally focused company
- be able to assess the competitive position of a business as a basis for the preparation of the company's marketing mix with a focus on the sales effort
- be able to substantiate and communicate the chosen strategies into a sales plan for the relevant parties
- be able to create a motivating environment in the sales department and develop and implement sales meetings with a focus on the economic results and human contribution

Competencies

The graduate will

- be able to stay informed of and identify the need for relevant economic and legal information surrounding international sales assignments

- be able to form part of multidisciplinary teams related to the company's work and be able to independently plan and implement assignments related to international sales
- be able to develop, manage and implement sales strategies starting from different complex situations and with the involvement of relevant parties
- be able to enter into work towards the sales performance in a business with independent responsibility at management level
- be able to attain competencies for further education
- develop independence, the ability to co-operate and the ability to create something new
- develop an interest in and ability to actively co-operate in a democratic society

1.4 Scope

The course is arranged as a 1½ year full-time programme which corresponds to 1½ years of full-time study or 90 ECTS credits.

One year's study is a full-time student's work in one year. The work load includes time-tabled classes, preparation for classes, self-study, written assignments, class assignments, study trips, internships and projects in companies, along with preparation for and participation in exams.

1.5 Legal basis of the degree programme

The degree as a BA in International Sales and Marketing is based on the following acts and regulations governing the completion of the degree.

- Executive Order no. 1031 of 3 November 2009 on the Professional Bachelor's Degree Programme in International Sales and Marketing
- Executive Order no. 636 of 29 June 2009 on Academy Profession Degree Programmes and Professional Bachelor Programmes
- Danish Act no. 882 of 8 August 2011 on Academy Profession Degree Programmes and Professional Bachelor Programmes with later amendments.
- Danish Act no. 850 of 12 September 2009 on Business Academies for Higher Education with later amendments.
- Executive Order no. 714 of 27 August 2012 on Tests and Examinations in Business-oriented Educational Programmes (Eksamensbekendtgørelsen).
- Executive Order no. 214 of 21 February 2012 on Admission to Academy Profession Degree Programmes and Professional Bachelor Programmes with later amendments
- Executive Order no. 262 of 20 March 2007 on Grading Scale and Other Forms of Assessment, with later amendments
- Executive Order no. 684 of 27 June 2008 on Accreditation and Approval of Business Academy Programmes and Professional Bachelor Programmes with later amendments.

In addition to this curriculum, the individual institutions prepare the following:

- A set of rules for the examinations.
- A set of rules regarding requirements to format in connection with the submission of projects and written assignments.

The acts and orders are accessible under uvm.dk

2. Course content and structure

The course consists of 3 semesters which combined give the BA student the competencies outlined in Section 1.

At the same time each semester forms a complete self-contained teaching period with its own assessment. It is therefore possible for a student to replace a semester with a documented equivalent course and assessment from another Danish or foreign institution.

Similarly, foreign students can complete one or more semesters on the course.

The academic content is structured into two core components for the first two semesters of the course.

The 2 core components are divided up below into course elements whose approach to theoretical knowledge is drawn from the following academic disciplines:

- Sales / Marketing
- Supply Chain Management
- Management / Organisation
- Economics
- Law

The core components and course elements dictate the learning process, not the academic disciplines.

2.1 Semester overview with ECTS classification

	ECTS credits
1st Semester	30
Core component 1: <i>The Background for a Company's sales</i> <i>including semester project</i>	25
Compulsory course element 1: The Customer as Starting Point	15
Compulsory course element 2: Industry and competitors	5
Compulsory course element 3: Innovation	5
Compulsory course element 4: Theory of Science and Methods	5
2nd Semester	30
Core component 2: <i>Business Development with an International Perspective</i> <i>Including semester project</i>	20
Compulsory course element 5: Developing the Sales Base	10
Compulsory course element 6: The Tactical and Operational Sales Performance	5
Compulsory course element 7: Implementation and Follow-up	5
Elective course element	10
3rd Semester	30
Internship	15
BA project (dissertation)	15
Total	90

In Appendix A the content of the core components is described in detail. This description contains a list of course elements along with aims for educational gain in the form of the knowledge, skills and competencies the student will acquire.

3. Core components

3.1 Core component 1: The Background for a Company's Sales

Contents

- An analysis of current and potential customers, their strategic situation, needs and wants as a basis for an assessment of a company's total efforts
- Analysis of a company's business model and effectiveness in a company's supply chain with a view to determining a company's core competencies and ability to cover the customers' needs
- Complex competition forms, competitor analysis, regulation of competition and an analysis and assessment of the international economic environment including financial and economic benchmarking and benchmarking of a company's supply chain
- The organisation of the sales department and its relation to other departments including business partners
- Product and concept development strategies and processes
- Assessment of the innovative platform including a company's innovative processes and incentives
- Conclusion of International Contracts and Sale of Goods and Services
- International Conflict Management from a Legal Perspective

Weighing and position in the programme

The Background for a Company's Sales totals 25 ECTS credits and takes place during the 1st semester.

Learning Objectives

Knowledge

The student will:

- have knowledge and understanding of relevant theories and models to analyse a company's competencies, customer base, development of the customer portfolio and profitability assessments
- be able to understand the tools for assessment of the customer portfolio surrounding profitability, commitment and credit
- be able to understand the rules of international trade with goods and services including knowledge of EU competition law and marketing law
- have knowledge of employment clauses and EU employment law concerning employment contracts and posted employment
- have knowledge of the EU Service Directive

- have knowledge of international conflict management
- have knowledge of international patent and trademark law
- be able to relate to and implement relevant theories and models of the competitive position in the marketplace
- be able to understand benchmarking theory for comparisons within industry
- have established knowledge of the economic effects of globalisation
- have understanding of relevant models for assessment of growth and developmental possibilities
- have knowledge of different models of strategic handling of product and concept development processes in business
- understand theory of a company's innovative platform, creative processes and value-based management
- understand essential implications of innovative projects on a company's supply chain

Skills

The student will:

- be able to assess the customer base including the individual customer in relation to company and a sales competencies and business model
- be able to analyse and assess an internationally focused company's choice of supply chain with involvement of relevant theories
- be capable of implementing an economic analysis, assessment and prioritisation of a customer portfolio
- be able to analyse and assess a company's competitive position
- be able to benchmark a company against a competitor or industry
- be able to apply relevant models to the implementation of product and concept development in business including assessing the economic consequences
- be able to assess various options to secure the purchase sum

Competencies

The student will:

- be able to enter into in a company's work with marketing intelligence with a focus on collection and assessment of information about the competitive position in the marketplace
- be able to involve relevant data for the assessment of a company's customer care and customer development structure including the ability to implement the sales assignment
- be able to assess and identify areas for improvement in a company's supply chain
- be able to make a basis for decision as a support for an economic assessment of customer base and external influences

- be able to assess a company's innovative starting point and be able to enter into a company's work in order to plan and implement product and concept developmental processes
- be able to analyse and assess legal issues in relation to international trade
- be able to apply and assess different forms of distribution
- be able to assess the compliance of marketing measures with EU law on misleading and comparative advertising

3.2 Core component 2: Business Development with an International Perspective

Contents

- Strategy development focusing on customers, relations, products, incentives, sales organisation and presentations, activity-based costing and value chain optimisation
- Evaluation of the contribution of the sales department
- Management of the sales department

Weighing and position in the programme

Business Development with an International Perspective totals 20 ECTS credits and takes place during the 2nd semester.

Learning Objectives

Knowledge

The student will:

- have an understanding of and be able to reflect upon central theories and models for the development of a company's sales base
- have a general and broad knowledge about the management theories which can support the development of a company's sales base
- have knowledge and understanding of theories and models which support and develop the tactical and operational sales performance
- have knowledge of tools and models for customer follow-up
- have knowledge of situation-specific management in the sales department
- have knowledge and understanding of tools for measurement and management of the effectiveness in the company's supply chain

Skills

The student will:

- be able to develop, assess and implement international sales strategies for different business types
- be able to substantiate and communicate the chosen strategies in a sales plan to relevant parties

- be able to choose and apply theories and models for the planning of the tactical and operational sales performance based upon the chosen sales strategy
- be able to draw up a balanced scorecard for a sales department and sales territory including making suggestions for follow-up
- be able to assess and apply methods and tools for a company's supply chain to benefit the sales performance
- be able to assess the marketing mix against customers generally and the individual customer specifically
- be able to make suggestions for possible changes in strategy and operations

Competencies

The student will:

- be able to handle and manage the development of the sales strategy starting from different complex situations and with the involvement of relevant parties
- develop an organisational plan of action which ensures the implementation of the sales plan
- be able to develop the economic foundation for a sales strategy in a practical context for a specific company
- be able to participate in the sales work in a company at the tactical and operational level
- be able to make his/her own balanced scorecard in relation to a company's primary strategy and plan and secure ongoing follow-up
- be able to enter into a dialogue with the sales department about the optimisation of a company's total sales activities

4. Compulsory course elements

4.1 Compulsory course element 1: The Customer as Starting Point

Contents

- An analysis of current and potential customers, their strategic situation, needs and wants as a basis for an assessment of a company's total efforts
- Assessment of a company's business model and competencies
- Analysis of relations and marketing mix
- Analysis of effectiveness in a company's supply chain with a view to determining the company's core competencies and ability to satisfy the customers' needs
- Assessment of choice of geographical positioning of centres of production and know how, including partnerships and outsourcing
- A company's strategic foundation and focus

- The organisation of the sales department – strategically, tactically and operationally
- Organisational analysis of the sales team and buy centre in relation to a sales assignment
- The relation of the sales department to other departments, including business partners
- Competency analysis
- The rules for international agreement contracts and international sales of goods and services
- EU employment law concerning employment contracts and posted employment
- International conflict management
- The economic and financial foundation of the sale
- Activity-based costing
- Customer profitability, including credit assessment

Weigthing and position in the programme

The Customer as Starting Point totals 15 ECTS credits and takes place during the 1st semester.

Learning Objectives

Knowledge

The student will:

- have knowledge of and be able to understand relevant theories and models for analysis of a company's competencies, customer base, development of the customer portfolio including profitability assessment
- have knowledge and understanding of relevant models and theories of business models with the sale as the starting point
- be able to understand practical international examples in connection with current theory in the discipline
- have knowledge of general strategic perceptions and models within the structuring and organising of the sale, competence assessment, customer organisation, assessment of ability to implement plans, and relations to other departments and partners
- be able to understand tools for assessment of the customer portfolio surrounding profitability, commitment and credit
- have knowledge of how to apply to employment clauses in connection with employment in exporting countries and knowledge of EU rules concerning posted employment, employment contracts and social insurance
- have knowledge of the Brussels Regime (EU rules regulating jurisdiction in the EU and EFTA) and various international conflict management methods, including the rules concerning venue, pros and cons of court orders compared with arbitration and mediation
- have knowledge of the EU Service Directive

Skills

The student will:

- be able to assess the customer base as well as the individual customer in relation to a company's and sale's competencies and business model.---
- be able to analyse and assess these relations between a customer and a company
- be able to assess the customer's profitability and projected future earning potential along with the relevance of either a resource-based or market-oriented approach
- be able to analyse and assess an internationally focused company's choice of supply chain with the use of relevant theory from the discipline. This analysis will focus on the connection between:
 - the organisation of the sale
 - development of partnerships
 - securing customer satisfaction and experience of quality
- be able to analyse and perform an assessment of a company's strategic position
- be able to analyse and assess the organisation of a sale seen from a customer point of view, including relations to other departments in a company
- be able to analyse the organisation of a sale
- be able to use customer analysis to analyse and assess the competencies and requirements of the sales department
- be capable of implementing an economic analysis, assessment and prioritisation of a customer portfolio
- be capable of assessing various ways of securing the purchase sum in connection with export transactions, including the use of delivery clauses, letters of credit, export credit schemes, various types of banker's guarantees, factoring/forfaiting and retention of ownership

Competencies

The student will:

- be able to participate in multidisciplinary teams in marketing intelligence, focusing on the customer
- be able to extract relevant data for the assessment of a company's customer care and customer development structure
- assess a company's competencies and ability to match the customers' expectations to the sales department
- be able to identify legal regulations that are relevant for sales agreements
- be able to analyse and assess the legal consequences of an international sales agreement
- be able to make a basis for decision which supports an economic assessment of the customer base
- be able to use and assess the need for and the legal consequences of conditions of sales and delivery

- be able to analyse and assess questions in relation to international trade with goods and services, including choice of law and international contract rules with the main focus on the Global Sales Law (CISG)
- be able to apply the rules concerning the different forms of distribution to an analysis with a view to choosing form of distribution in connection with export transactions, including direct sales, sales agents, sales through branches, sales through subsidiaries, franchising, joint venture/strategic alliances and e-commerce

4.2 Compulsory course element 2: Industry and Competitors

Contents

- Analysis of the increasing complexity of forms of competition
- Analysis of competitors, clustering, and applications of benchmarking
- Benchmarking of a company's supply chain
- Ethics and social responsibility including corporate social responsibility
- Regulation of competition
- An analysis and assessment of international economic environment relations
- Financial and economic benchmarking

Weigthing and position in the programme

Industry and Competitors totals 5 ECTS credits and takes place during the 1st semester.

Learning Objectives

Knowledge

The student will:

- be able to relate to and extract relevant theories and models about the competitive position in the marketplace
- be able to identify and analyse specific competitors
- have knowledge about different benchmarking models
- have knowledge about basic benchmarking theory and models including supply chain management
- have knowledge about business ethics and corporate social responsibility
- have knowledge of international competition law with the main focus on EU competition law
- have knowledge of the ICC Advertising and Marketing Code
- have basic knowledge of the economic effects of globalisation
- have an understanding of international trade movements in the area
- be able to understand economic and financial benchmarking theory for comparisons within a industry

Skills

The student will:

- be able to analyse and assess the company's competitive position as a basis for preparation of the company's marketing mix with a focus on the sales effort. In relation to this the student will be able to benchmark a company against both the industry and its actual competitors with reference to strategic, tactical and operational level
- be able to involve relevant theories and models in relation to benchmarking the supply chain of an internationally-oriented medium-sized company
- understand a company's ethical dimension
- be able to benchmark a company against a competitor or industry with the involvement of relevant economic theory

Competencies

The student will:

- be able to carry out marketing intelligence with a focus on compilation and assessment of information about the competitive position in the marketplace
- be able to assess and identify areas of improvement in a company's supply chain based on benchmarking
- be able to handle an economic assessment of the external influences on a company from both the industry and international environment
- be able to assess whether certain marketing measures comply with the EU rules concerning misleading and comparative advertising

4.3 Compulsory course element 3: Innovation

Contents

- Analysis of growth basis of businesses
- Analysis of product and concept development strategies and processes
- Consequences of innovation for a company's supply chain
- Assessment of the innovative platform along with a company's innovative processes and incentives
- International/EU incorporeal law
- Project management and measurement systems

Weigthing and position in the programme

Innovation totals 5 ECTS credits and takes place during the 1st semester.

Learning Objectives

Knowledge

The student will:

- have an understanding of the relevant models for assessment of growth and development possibilities
- have knowledge about different models for strategic handling of product and concept developmental processes in a company

- understand practical implications of innovative products on a company's supply chain
- understand theory about a company's innovative platform and creative processes along with value-based management
- understand economic theory related to project management and assessment
- have knowledge of the rules concerning intellectual property rights, including international patents and EU trademarks

Skills

The student will:

- be able to apply relevant models to the implementation of product and concept development in a company
- be able to apply relevant models to the development of solutions for a company's supply chain in relation to innovative projects
- be capable of assessing the innovative structures, processes and incentives of the organisation of sales
- be able to analyse the economic consequences of a particular policy of innovation for a company

Competencies

The student will:

- be able to enter into a company's work with planning and implementing product and concept development
- be able to form part of multidisciplinary teams with a view to solving challenges in a company's supply chain in relation to implementation of innovative projects
- be able to assess a company's innovative basis
- be able to apply the rules of protection of incorporeal rights
- be able to define Key Performance Indicators for a company's innovative work in relation to the sales effort

4.4 Compulsory course element 4: Theory of Science and Methods

Contents

- *Theory of Science and Methods* refers to the specific subject area's considerations of its existence as an academic discipline
- Illustration of what consequences the choice of scientific paradigms have for choice of method and what it ultimately means for the analysis and assessment of practice
- A foundation for academic work
- Research into the central methodological approach within the disciplines of business economics
- Systematization of the ability of the approach to produce knowledge

- Understanding and command of the academic challenges encountered in modern society

Weighing and position in the programme

Theory of Science and Methods totals 5 ECTS credits and takes place during the 1st semester.

Learning Objectives

Knowledge

The student will:

- gain insight into important perspectives in knowledge, perceptions and recognition
- have a solid grasp of what knowledge means in the context of social science and have a grasp of what role the knowledge plays in a business economic perspective
- have a basic knowledge of essential theoretical problems and schools within a social-science perspective and in particular within the core areas of marketing, organisation/management and economics
- have knowledge about the theory's theoretical hypotheses and methodological approaches which support the production of knowledge
- have knowledge and understanding of central paradigm shifts within the disciplines of business economics
- have understanding of the application of methodology in project and report writing following the principles of academic work

Skills

The student will:

- be able to relate critically to empirical-analytical theory and among other things be able to discuss what knowledge is, how it is generated and how it relates to practice
- be able to reflect upon and enter into discussions about business economic perspectives in academic contexts
- be able to work with theoretically and methodologically based problems and integrate understanding of academic work and methods professionally in project and report writing
- be able to collate, adapt and interpret quantitative and qualitative data along with relating critically to existing or new data materials, including having knowledge about measuring scales and being able to judge the relevance, topicality, validity, reliability and scope for generalisation of data
- be able to prepare problem analysis and perform problem definition, put forward problems and hypotheses, along with being able to perform methodological considerations and substantiate choice of research methods
- be able to structure and analyse following the principles of academic work

Competencies

The student will

- be able to prepare scholarly reports and projects, including arranging research results and suggested solutions in a clear and easy-to-read report which contains a clear formulation of the problem, methodological consideration along with an assessment of the reliability and validity of the results and conditions
- be able to draw up a research plan along with assessing the strong and weak points of alternative research methods
- be able to substantiate choice of method along with relating critically to the method

4.5 Compulsory course element 5: Developing the Sales Base

Contents

- Development of international sales strategies
- Development of CRM strategies from attracting new customers to retaining and developing existing customers. Includes key account management (KAM) and global account management (GAM)
- Development of sales plans
- Development of international strategies for a company's supply chain to support sales strategies and plans
- Adaptation of action parameters
- Organisational development and innovation management
- Personal development, including self-leadership and stress management
- Team building
- Competence development plans
- Management of partnerships
- Strategic behaviour and game theory
- Economic value added and Weighted Average Costs of Capital (WACC)
- Forecasting models
- Implementation power

Weighting and position in the programme

Developing the Sales Base totals 10 ECTS credits and takes place during the 2nd semester.

Learning Objectives

Knowledge

The student will:

- have an understanding of and be able to reflect upon central theories and models for the development of a company's sales base based on as well relational as transactional approaches

- understand the theoretical tools in relation to a company's supply chain for development of an international sales base including the basic agent theory
- have a general and broad knowledge about management theories which can support the development of a company's sales base including the development of competency planning, partnerships and the sales team
- understand basic sales strategy models and their applications

Skills

The student will:

- be able to develop, assess and implement international sales strategies for different business types (industry, sizes, resources etc.)
- be able to substantiate and arrange the chosen strategies into a sales plan for relevant parties
- be able to develop and assess the company's action parameters in relation to the individual customer
- be able to collate relevant data for the assessment and development of plans for a company's supply chain plans which support the sales base
- be able to identify areas of development in the organisation of sales, including international agencies
- be able to develop competency plans for the sales team including self-leadership and stress management
- be able to prepare a plan for the development of an organisation in relation to aspects of a company's culture and values
- be able to apply taught theory in relation to the assessment of alternative sales plans
- be able to assess the sales department's implementation power in connection with sales measures

Competencies

The student will:

- be able to handle and manage the development of the sales strategy starting from different complex situations and with involvement of relevant stakeholders
- be able to identify their own learning needs, including necessary knowledge and constant skills development
- be able to ensure the involvement of theories and methods for a company's supply chain for the development of a commercial plan for the sale
- develop an organisational plan of action which secures the implementation of the sales plan
- be capable of identifying and constructing personal networks
- be able to apply the rules of different distribution types in an analysis with reference to choice of distribution type

- be able to assess and develop the company's ability to implement the sales activity

4.6 Compulsory course element 6: The Tactical and Operational Sales Performance

Contents

- Implementation of sales strategies and sales plans
- Coordination and cooperation in a company's supply chain
- Preparation of back-up plans
- Recruitment and selection of sales personnel
- Incentive strategies
- Coaching
- Conflict management
- Management of the sales department including stress management
- Activity-based costing and value-chain optimisation
- Foreign currency and option theory

Weighting and position in the programme

The Tactical and Operational Sales Performance totals 5 ECTS credits and takes place during the 2nd semester.

Learning Objectives

Knowledge

The student will:

- have knowledge and understanding of theories and models which support and develop the tactical and operational sales performance
- have basic understanding of problems, theory and models in a company's supply chain which are linked to the sales performance
- have knowledge and understanding of different methods for recruitment of sales personnel
- be able to understand and reflect upon the meaning of different theories of motivation for the preparation of incentive strategies
- have knowledge and understanding of different conflict styles and problem-solving possibilities
- have knowledge of situation-specific management in the sales department
- understand basic theory and models in the area

Skills

The student will:

- be able to choose and apply theories and models to the planning of the sales performance based on the chosen sales strategy

- be able to develop a company's strategy starting from unique customer relations and be able to communicate this to relevant parties
- be able to assess and apply methods and tools for a company's supply chain to support the sales performance
- prepare suggestions for the recruitment plan
- prepare strategies for the motivation of sales personnel
- have an understanding of the relevance of coaching in relation to sales personnel
- prepare suggestions for conflict management in a company
- have an understanding of situation-specific management in the organisation of sales
- be able to apply the taught theory to actual international sales assignments

Competencies

The student will:

- be able to participate in the sales performance in a company at the tactical and operational levels
- be able to identify problems and solutions in a company's supply chain for planning the sales performance
- be able to manage and develop solutions surrounding complex situations within international sales management
- be able to assess the economic consequences of a given international sales effort including risk assessment and limitation

4.7 Compulsory course element 7: Implementation and Follow-up

Contents

- Customer follow-up tools
- MIS (Marketing Intelligence Systems)
- CRM software
- Measuring effectiveness of a company's supply chain
- Evaluation of the sales department's efforts, including personal, professional, cultural and social competencies
- Preparation of analysis of employee satisfaction
- Balanced scorecard
- Variable analysis with basis in the marketing mix

Weighing and position in the programme

Implementation and Follow-up totals 5 ECTS credits and takes place during the 2nd semester.

Learning Objectives

Knowledge

The student will:

- have knowledge of tools and models for customer follow-up
- have knowledge and understanding of tools for measuring effectiveness of a company's supply chain
- have knowledge and understanding of tools for measuring colleague satisfaction and criteria for evaluation of the sales department's efforts
- have understanding of general economic reporting methods and their application in Danish commerce

Skills

The student will:

- be able to assess marketing mix for a company's customers generally and the individual customer specifically and be able to make suggestions for possible changes in strategy and efforts
- be able to prepare a follow-up plan for measuring effectiveness of a company's supply chain
- be able to perform a measurement of sales efforts and subsequently put forward commercial suggestions based upon the measured results
- be able to draw up a balanced scorecard for a sales department and sales area along with suggestions for follow-up.

Competencies

The student will:

- be able to enter into work assessing a company's combined efforts along with individual efforts in relation to sales work for its customers. In relation to this the student will be able to identify their own learning needs to be able to develop and maintain relevant competencies for this work
- be able to enter into a dialogue with the sales department about optimisation of a company's total sales efforts from the perspective of effectiveness in the whole supply chain
- be able to develop and implement an evaluation of personal, professional, cultural and social competencies and employee satisfaction
- be able to create their own balanced scorecard in connection with a company's primary strategy and plan, and secure ongoing follow-up
- be able to be part of multidisciplinary teams in connection with the company's marketing intelligence with the customer as starting point

4.8 Elective element

Contents

The contents of the elective element are determined by the institution.

Weighing and position in the programme

The elective element totals 10 ECTS credits and takes place in the 2nd semester after completion of prior elements.

Learning objectives

The learning objectives for the elective element are determined by the institution, if relevant in collaboration with the students.

4.9 Internship

The student qualifies for SU (the State Education Grants and Loans scheme) during the internship (if the student is already qualified for SU), and the student and the company where the internship takes place agree between them on the terms of the internship.

Weighing and position in the programme

The Internship totals 15 ECTS credits. The internship takes three months and is placed at the beginning of the 3rd semester, immediately before the BA project.

Learning Objectives

The internship is designed to establish a link between the theory studied with the profession's vocational aspects. The internship aims to give the student hands-on experience with professional practice and develop the professional and personal qualifications required to work independently within the chosen profession.

The internship helps the student convert acquired knowledge and theory into practical performance.

Knowledge

The student will:

- have knowledge of the profession's theory and methods along with practice
- be able to understand terms and methods along with reflecting upon the application
- have experiences of participating in the solution of practical work assignments

Skills

The student will:

- be able to convert the studied knowledge into practice within business

- be able to assess theoretical and practical problems and draw up suggested solutions
- be able to apply and arrange relevant theories to the solution of assignments in the workplace

Competencies

The student will:

- be able to see their own professional role in relation to actual assignments
- be able to enter into professional as well as interdepartmental cooperation

4.10 BA Project

Contents

The project will take the central topics of the course as its starting point and will contain elements from the internship.

The problem proposal for the project is prepared by the student and as much as possible in cooperation with a company. The project's problem proposal must be approved by the institution.

Weighing and position in the programme

The BA Project totals 15 ECTS credits. The BA project is completed at the end of the 3rd semester.

The student must have passed all previous exams to register for the BA exam. The internship must also have been approved.

Learning Objectives

The learning objectives are the same as for the course (see above). In addition the following learning objectives apply to the BA project.

Knowledge

The student will:

- have knowledge about the profession's and subject area's applied theory and methods along with practice
- be able to understand theory and methods along with being able to reflect upon the profession's application of theory and methods

Skills

The student will:

- be able to apply methods and tools for collation and analysis of information and will master the skills related to employment in the profession
- be able to assess theoretical and practical problems and substantiate the chosen actions and solutions

- be able to communicate practical and professional problems and solutions for colleagues and users

Competencies

The student will:

- be able to handle complex and development-oriented situations in relation to work and study
- be able to independently enter into academic and interdisciplinary cooperative work and take on responsibility within the settings of professional ethics
- be able to identify their own learning needs and, in relation to the profession, develop their own knowledge and skills

5. Internal and External Examinations

The curriculum uses three different forms of exams:

- External exams, which are used nationwide. They are assessed by an internal examiner and one or more external examiners.
- Internal exams in compulsory elements, which are used nationwide. They are assessed by one or more teachers or industry representatives.
- Internal exams in optional courses, which are specific for the institution concerned. They are assessed by one or more teachers or industry representatives.

The students must sit all exams during the first exam term following completion of the teaching.

The students are entitled to three examination attempts per exam.

All exams must be passed. The students cannot re-sit an exam once it has been passed.

Cancellation

If an exam has not been cancelled in time, the exam will be regarded as having been commenced

in terms of the number of examination attempts permitted. An exam can be cancelled in time up to 14 days before the date of the exam or the date the exam paper/exam project is handed in.

Make-up exam

Students who have been prevented from completing an exam on account of documented illness or other unforeseeable event, will be given an opportunity to sit a make-up exam as soon as possible.

Illness must be documented by a medical certificate. The institution must receive the medical certificate no later than two business days after the date of the exam. Students who fall ill during an exam must document that he/she was ill on the day in question.

If the illness is not documented in accordance with the above-mentioned rules, the student will be considered to have used one examination attempt. The student is responsible for the cost of providing a medical certificate.

Examination aids

In connection with written exams and tests, students may use books and materials handed out during the teaching, own notes, additional materials, intranet, Internet and USB pen, etc with documents.

The student cannot bring or use the following aids:

- Bluetooth
- mobile phone
- other data communication equipment enabling the student to communicate with others

unless otherwise expressly stated in the exam paper / guidelines.

Illegal use of the above-mentioned aids will result in instant expulsion from the exam.

During the exam, students cannot share aids or borrow from fellow students.

Students are not permitted to communicate with each other in any way once the test has commenced.

A student who tries to contact another student during the exam or tries to use non-permitted aids will be instantly expelled from the exam.

Language used in the exam

The exams must be completed in intelligible Danish/English (depending on whether it is an English or Danish version of the curriculum).

Special exam conditions

Where required due to physical or mental disability, students can apply for additional exam time, etc.

Applications must be submitted to the institution no later than four weeks before the date of the exam. The application deadline may be waived in the event of sudden health problems.

The application must be accompanied by a medical certificate, a statement from an institute for speech or hearing impediments, dyslexia or the blind or other documentation supporting health problems or are relevant, specific disability.

Students with a native tongue other than Danish can apply for permission to bring dictionaries to exams.

Cheating at exams

A student who gives or receives undue persistence to answer an exam paper or uses non-permitted aids will be expelled from the exam.

In aggravating circumstances, the student may be expelled from the educational institution.

When handing in a written exam paper, students must sign to confirm that the paper was completed without undue assistance.

Plagiarism - using one's own work and that of others

Plagiarism is a form of cheating where a written exam paper appears to have been produced entirely or partially by the student(s) sitting the exam, although the paper

1. is an identical or almost identical copy of the wording or works of others without the text in question being shown in quotation marks, italics, indented or in some other way clearly marked and the source indicated, cf. the institution's requirements to written work.
2. reuses the student's own previously assessed material in breach of the provisions mentioned under point 1.

Complaints

The following can form the subject of a complaint in connection with an exam:

1. the exam paper, including questions, assignments and similar
2. the course of the exam
3. the assessment
4. legal aspects.

The complaint must be in writing stating reasons and must be submitted no later than two weeks after the results of the exam in question have been published.

Compulsory participation

In order to achieve the learning objectives/outcomes of the programme, certain course elements require compulsory participation in the form of e.g.

- handing-in/presentation of assignments/projects and
- compulsory attendance in the form of physical presence.

Before the student can sit an exam, semester activities subject to compulsory participation (compulsory activities) must have been approved.

If the student fails to comply with the compulsory participation and such participation is a requirement for sitting the exam, the lack of compliance will be regarded as absence from the exam, and the student will have used one examination attempt.

It is stated in the description of the individual exams whether compulsory activities are a requirement for sitting the exam.

5.1 Overview of Examinations

The course features the following examinations:

Semester	Examination	Internal / external exam (grading)
1	6-hour written exam in the core component <i>The Background for a Company's Sales</i> (core exam)	External (graded)
	Oral or written exam in <i>Theory of Science and Methods</i> (core exam)	Internal (graded)
2	½-hour oral exam focusing on the core component <i>Business Development with an International Perspective</i> (core exam)	External (graded)
	Elective element (institutional exam)	Internal (graded)
3	Internship (core exam)	Internal (pass/fail)
	BA Project (core exam)	External (graded)

5.2 Description of Exams

5.2.1 The Background for a Company's Sales

A written exam lasting six hours in the core component *The Background for a Company's Sales*. Graded according to the 7-point scale.

Compulsory participation in certain compulsory activities is a requirement for this exam. The activities are described in the Institutional part of the curriculum and separate descriptions of the activities are available on the institutions studynet.

5.2.2 Theory of Science and Methods

Oral or written exam. The exam form will be determined by the institution. Graded according to the 7-point scale.

Compulsory participation in certain compulsory activities is a requirement for this exam. The activities are described in the Institutional part of the curriculum and separate descriptions of the activities are available on the institutions studynet.

5.2.3 Business Development with an International Perspective

Half-hour oral exam focusing on the core component *Business Development with an International Perspective*.

The oral exam focuses on the semester project in the 2nd semester – Business development with an international perspective. The exam is assessed only on the oral performance. Graded according to the 7-point scale.

Compulsory participation in certain compulsory activities is a requirement for this exam. The activities are described in the Institutional part of the curriculum and separate descriptions of the activities are available on the institutions studynet.

5.2.4 Elective element

The exam in the elective element is decided by the institution. The exam is assessed internally by the institution. Graded according to the 7-point scale.

5.2.5 Internship

The exam is assessed internally by the institution and the student must pass.

5.2.6 Bachelor Project

The final exam project can be written individually or by two, at the most three, students working together.

The BA project must not exceed:

For one student: 100,000 characters
For two students: 150,000 characters
For three students: 200,000 characters

Characters include spaces, footnotes, figures and tables but exclude the cover page, table of contents, references and appendices.

The BA project is described in detail in a separate document which you find on the institutions studynet.

Based on the written report, the student sits an individual oral exam which lasts 45 minutes, including discussion of the examinee's performance. Graded according to the 7-point scale.

One combined grade is given for the BA project of which the written report counts for 2/3 and the oral exam counts for 1/3.

If the total assessment gives a grade lower than 02, the student must prepare a new project with a new problem statement.

PART 2: INSTITUTIONAL PART

6. Elective element

Contents

The student must immerse him/herself in an elective course element. The student must study an elective course element in greater detail. This is chosen from a list of ideas set by the teachers or a self-selected topic – possibly inspired by one or more external lecturers.

The elective topic is worked on in study groups.

A teacher's association with a study group is dependent on the students' choice of topic and here teachers act primarily in a supervisory role.

The supervisor assists a particular study group in structuring the elective topic into compulsory course elements and encompassing the parts of the relevant academic disciplines which can contribute to the immersion. In addition goals are formulated for educational gain specified in the knowledge, skills and competencies which participants in the study group must acquire.

Work on the elective course element concludes in different milestones in shared seminar teams where the study groups present in front of each other starting with a short synopsis, exemplifying interesting problems within the chosen topic and their best solutions in theory and practice.

Weighing and position in the programme

The elective element totals 10 ECTS credits and takes place in the 2nd semester after completion of prior elements.

Learning Objectives

This section of the course will put the course's core components into perspective. The learning objectives are prepared in cooperation with the individual student as they depend upon the chosen topic.

7. Guidelines for implementing the internship

During the company internship the student has one supervisor from the course and one from the company. The student and the two supervisors determine aims together for the student's educational gain from the internship period which subsequently gives direction for the company's organisation of the student's work.

The internship period concludes with an evaluation based upon a written report made by the student, the student's evaluation of the internship and an evaluation scheme done by the company. In the report the student assesses his/her educational gain from the internship in comparison with the agreed educational objectives.

The company internship is comparable with a full-time job with the same requirements of working hours, contribution, commitment and flexibility which the graduate would expect to find in their first job.

Further details regarding the internship can be found in VIA's guidelines for internship.

8. Internal exams

To register for the exam it requires that all previous semester's exams have been passed. It means that in order to register for a 2nd semester exam it is required that all 1st semester exams have been passed.

To be qualified for the exam in company internship it is required that all 2nd semester exams have been passed.

Registration for the exam in BA project requires that all 1st and 2nd semester exams as well as the exam in company internship have been passed.

8.1 Exam in course element 4: Theory of Science and Methods

The exam is internal and consists of a 4-hour individual written test. It is graded according to the 7-point scale.

A description of the exam is described in the subject for Theory of Science and Method.

8.2 Exam in Elective Element

The exam is internal. The examination format is described in VIA's guidelines for the elective element. It is graded according to the 7-point scale.

8.3 Exam in Internship

The exam is internal. Based on hand-ins by the student and evaluation from the internship company the supervisor assess the student's internship process. The student must pass the internship in order to register for the BA project exam.

More details is described in VIA's guidelines for business placement/internship.

9. Study abroad

During the course it is possible for the student to complete the 1st or 2nd Semester at an educational institution abroad.

Similarly it is possible to complete a company internship and BA project in businesses or organisations outside Denmark.

VIA University College must approve/give credit before the period abroad takes place.

10. Written assignments and projects

Every compulsory course element in each semester concludes with a compulsory assignment which must be passed before the student can be entered into the coming exams.

10.1 Compulsory course element 1: The Customer as Starting Point

Based on a company case, the students hand-in a written report.

For further information, please read VIA's specific guidelines for this compulsory assignment.

10.2 Compulsory course element 2: Industry and Competitors

Presentation and discussion of an article. Reference to and incorporation of at least one additional/elaborating article. For further information, please read VIA's specific guidelines for this compulsory assignment.

10.3 Compulsory course element 3: Innovation

Presentation of an innovative project. For further information, please read VIA's specific guidelines for this compulsory assignment.

10.4 Compulsory course element 4: Theory of Science and Methods

Compulsory Assignment 4 consists of a 1 hour multiple choice test. At the beginning of the course, the students receive the questions which will form the basis of the test. The students must work independently with the questions, although the questions and topics are dealt with in class and in the literature. The test takes place during the end of the course. No aids are allowed at the test. The assignment must be approved in order for the student to qualify for the ordinary examination. For further information, please read VIA's specific guidelines for this compulsory assignment.

10.5 Trial examination

There is a trial examination in the core component of the semester: "The Background for a Company's Sales". Participation is compulsory.

Also there is a trial examination in Theory of Science and Method which is compulsory and attending this trial examination personally is mandatory.

For further information, please read VIA's specific guidelines for this compulsory assignment.

10.6 Semester Project - 1st Semester

In the 1st Semester a project on the semester core component "The background for a Company's Sales" is undertaken in cooperation with the business life. The project is worked out in groups. The project must be approved and assessed by the institution. For further information, please read VIA's specific guidelines for this compulsory assignment.

10.7 Compulsory course element 5: Developing the Sales Base

Students make presentations of solutions to a handed out business case. For further information, please read VIA's specific guidelines for this compulsory assignment.

10.8 Compulsory course element 6: The Tactical and Operational Sales Performance

Students take part in a role play which involves sales execution. The role play is done in cooperation with representatives from business life.

Students written input for the role play as well as the role play must be approved. For further information, please read VIA's specific guidelines for this compulsory assignment.

10.9 Compulsory course element 7: Implementation and Follow-up

Group work on a case covering management issues in the field of following up and controlling. Output of case work is presented orally and must be approved.

For further information, please read VIA's specific guidelines for this compulsory assignment.

10.10 Semester Project - 2nd Semester

In the 2nd Semester a project is undertaken where students must work on *Business Development with an International Perspective* for the business life. The project must be approved to take part in the oral exam at the end of the semester. Students should not prepare the assignment for the same company as the 1st Semester's assignment. For further information, please read VIA's specific guidelines for this semester project.

11. Applied forms of learning and working

11.1 Goal-oriented learning

The study programme consists of 3 semesters which combined give the BA student the competencies outlined in Section 1.

At the same time each semester forms a complete self-contained teaching period with its own assessment. It is therefore possible for a student to replace a semester with a documented equivalent course and assessment from another Danish or foreign institution.

Course elements are intended to give the student professional and methodical competencies so that he or she can tackle complex problems in practice within the profession from a well-founded theoretical background.

In addition, throughout the course the student will learn to identify and cover their own learning needs along with putting themselves in a position to enter into personal and complex cross-cultural relations while being flexible, commercially strong and goal-oriented – both in relation to customers and commercial partners, colleagues and managers – in and outside Denmark.

The compulsory course elements reflect the profession's core functions in practice. Moreover during the elective topic the students in study groups can define a relevant topic in relation to the profession and immerse into academic aspects of this.

The first two semesters each conclude with a semester project defined by relevant external contacts in business life.

The purpose of the company internship is to give the student the possibility of putting into practice the first two semesters' educational gains on the profession's problems in the field. The internship will therefore take place in a business and job role relevant to the profession.

The completed BA project is conducted in cooperation with a company and students will in practice document their total educational gains for the solution of a defined problem relevant to the profession.

The elective topic together with the company internship and BA project gives the student the possibility of individualising their complete competency profile.

11.2 Practice-based learning

Through participation in research and development work along with involvement in business and knowledge networks with customers and research institutions, the lectures gain insight into and knowledge about the latest tendencies in business. These experiences are systematically brought into the course.

Through semester projects, the company internship and the BA project the student gains contact with practice and the possibility for combining theory and practice.

11.3 Teaching methods and structure

The teaching in the first two semesters of the course is built around compulsory course elements which relate to the core components The Background for a Company's Sales, Theory of Science and Methods, Business Development in an International Perspective along with the elective topic.

The academic approach to the compulsory course elements draws upon traditional academic disciplines for the profession but the core areas and the compulsory course elements also guide the learning process.

Through this a holistic and interdisciplinary approach is ensured to complex problems in practice which characterise the profession. The study programme is therefore organised with these problems as a starting point and will to a large extent build upon empirical methods, cases and best practice from the businesses which the course works together with.

Importance is also attached to the teachers' practical professional experience and entrance into knowledge-sharing networks in both practice and research environments within the profession's academic field.

The study programme is implemented through the application of lectures, group classes, practical training exercises, presentations, cases, seminars and projects along with a period in business.

During the course the latest knowledge and results from national and international research, trials and developmental work from the disciplines connected to the profession will be utilised.

IT is used as a tool, educational method and for information gathering.

12. Credits

12.1 Transfer of Credits

The institution is able to approve course elements or parts thereof which have been passed at another institution which are equivalent to corresponding course elements or parts thereof in the present curriculum. If the course element concerned is graded using a 7 point scale at the institution where the exam is gained and is equivalent to a complete core area in the present curriculum, the grade is carried over. In all other cases the grade is marked as 'passed' and does not get counted as part of the grade average.

The institution is able to approve course elements from another Danish or foreign higher education course which have been passed in the place of course elements which are included as part of this curriculum. The course element is considered approved if it is passed following the rules of the course concerned. The grade is transferred as 'passed'.

12.2 Credit students

The institution is able to approve students from other higher education courses to follow parts of the study programme and obtain exams along similar guidelines. A prerequisite is that this is an approved route in their own study programme.

13. Compulsory Attendance

Attendance is compulsory if this is stated in VIA's guidelines for specific compulsory assignments and projects. Also see "Guidelines for handing in compulsory assignments" which is uploaded in Studynet.

The specific dates where attendance is compulsory is announced in the semester plans – there is a plan for each semester.

14. English-language classes and course materials

Class material, cases, classes, written projects and publications and so on will be in English. The student is therefore required to have gained competency in written and spoken English equivalent to graduates in the AP degree programme in Marketing Management.

15. Rules of Dispensation

VIA University College can in exceptional circumstances grant an exemption from the rules in the curriculum which are exclusively set by the institution.

16. Disturbing behaviour and cheating in exams

It is considered cheating when an examinee during exams

- gets undue help or
- helps another examinee with answers or
- makes use of help other than permitted¹

When submitting the written exams, the examinee must by signature confirm that the paper is made without undue help². The signature may be digital.

Plagiarism

Plagiarism is considered cheating if it is found in a submitted paper during an exam and it applies in the following situations:

¹ According to BEK. NR. 714 af 27/06/2012 (eksamensbekendtgørelsen) § 18, stk. 1

² According to eksamensbekendtgørelsens § 18, stk. 6

- a written product that is or has been submitted for assessment, for instance a bachelor's project or a weekly assignment
- a written product that is going to be or has been part of the assessment in an oral exam – for example a paper that serves as a prerequisite for signing up for and participating in the oral exam
- a written product that is handed in as prerequisite for signing up for and participating in the exam

When is it considered plagiarism?

It is considered plagiarism when a student tries to give the impression of being the originator of an idea, a text, a layout etc. in a written assignment when the originator is another person. It is especially considered plagiarism if an assignment entirely or partially appears as being produced by the student/s itself/themselves, even if the assignment

1. includes identical or almost identical reproduction of others' formulations or work when the reproduced parts are not marked with quotation marks, written in italics, indented or with another distinct indication of source references, including page numbers or the like (cribbing/copying). This is according to the programme guidelines for preparing a written assignment, also referred to as editorial guidelines.
2. includes substantial passages with a choice of words that are so close to another printed medium, that when compared it is obvious, that the passages could not have been written by the student without using the other printed medium (to paraphrase etc.) or
3. includes the use of words or ideas of others without making references or giving credit to the originators (other kind of plagiarism)
4. reuse text and/or central ideas from one's own work that has earlier been through an assessment or earlier published works without taking the above-mentioned points into consideration.

Particularly on disturbing behaviour during tests and exams

The educational institution has the authority to remove an examinee from a test or exam if the

examinee is displaying disturbing behaviour, for example if the examinee is noisy or breaking the institution's code of conduct during exam. In less serious incidents the educational institution will first issue a warning³. The examination monitors will report the incident to the Head of Department.

The reporting must take place immediately and without unnecessary delay. A written presentation of the case that contains information that can identify the reported examinee, as well as a short statement and the existing documentation about the incident must be attached to the reporting. If the incident is a repeated offense for one or more

³ According to eksamensbekendtgørelsen § 18, stk. 3

of the reported persons, this must be stated. Please read the paragraph on sanctions to find information about penalty for disturbing behavior.

Procedures and sanctions for cheating in exams and disturbing behavior

Procedures

Who is obliged to report? Anyone⁴ who has a presumption of cheating is obligated to follow up on the suspicion and – if the presumption is maintained – to report it to the Head of Department.

Reporting

If the presumption of cheating in an exam is strengthened, the internal examiner and/or the external examiner must report the incident in writing to the Head of Department of the study programme in question⁵. At the same time the internal examiner and/or the external examiner will inform the student that the incident has been reported to the Head of Department. If an assessment has not been made at the time of reporting, the school report will contain a 'not submitted'-note and an assessment will not be made.

The Head of Department

When the Head of Department receives a report on cheating in an exam, he or she must decide whether to dismiss or proceed with the case.

If the Head of Department decides to proceed with the case, he or she is responsible for gathering documentation that might be missing and also for inviting the student to a meeting where the student has the possibility to relate to the report.

The student must receive a copy of the report with the invitation which must also contain information about the meeting that is about a presumed cheating in an exam and that the student is allowed to bring an assessor to the meeting. The assessor can counsel the student during the meeting, but cannot participate in the conversation. If it is not possible to organise a meeting, written communication must be used.

If the case is dismissed by the Head of Department, the assessment will take place in the usual manner, if it has not already been made.

Sanctions

On the basis of the report and the meeting the Head of Department will decide whether or not it is an incident of cheating in exam and also decide what type of sanction or penalty should be used against the student. The Head of Department can only decide on sanctions or penalty if the incident, from his or her perspective, is beyond any doubt a case of cheating in exam.

⁴ Everybody in this instance includes study-administration, also examination attendants, examiner, other teachers, management, library-staff, censor and fellow students.

⁵ According to eksamensbekendtgørelsens § 18, stk 2.

The circumstance is reported to the Director of TMH if - and only if -the incident is so serious that it ought to lead to suspension or expulsion from the educational institution. In all other cases the Head of Department makes the decisions.

The student is informed of the final decision in writing. The person who reported the incident and the student counselor will receive a copy - and a copy is added to the student's folder.

Types of penalty

Provided that cheating in exam is proved, one of the following penalties will be used:

- **Warning**

Written or oral warning against breaking the rules.

- **Suspension from written exam on the premisses of the educational institution**, if a violation of the exam regulations has taken place⁶. If that is the case, the student will be registered as 'absent' from that particular exam.

- **Cancellation of a written paper**

The cancellation includes the written assignment where the cheating has been observed. The cancellation can happen even if an assessment has been made. It will be noted that the student has been unsuccessful in an exam attempt.

⁷A repeated exam attempt with unduly help or nonpermitted aids will result in permanent expulsion from the study programme

- Expulsion or suspension from the study programme

If the incident is a case of serious or repeated cheating, the student will be expelled or suspended from the educational institution⁸. The expulsion means that the student is excluded from participating in all activities at VIA University College, including all participation in classes and exams. The suspension entails that the student is excluded from participating in all activities at VIA University College, including all participation in classes and exams in the suspension period.

In the case of suspension the student is registered as being on leave of absence during the period in question. After the suspension period, the student is automatically readmitted as a student at VIA University College at the study program in question. Apart from the above mentioned penalties, the incident may be reported to the police if it concerns civil law.

⁶ According to eksamensbekendtgørelsens § 18, stk 2,2.pkt.

⁷ According to eksamensbekendtgørelsens § 18, stk. 5

⁸ According to eksamensbekendtgørelsens § 18, stk. 4

17. Exam complaints

Exam complaints

Complaints can be submitted in the following circumstances:

- The basis of examination; exam questions, tasks and in relation to educational goals and requirements
- Examination procedure
- Review/result of the exam

The complaint must be in writing and reasoned/justified and individually submitted by the student no later than 2 weeks after the student is informed of the result of the exam⁹.

The complaint must be sent to the Head of Department who will manage and evaluate it. The student is entitled to receive a copy of the assignment given by the institution and a copy of the student's submitted assignment in the case of a written exam¹⁰. As a rule, the Head of Department presents the complaint to the original adjudicator: internal and external examiner. The examiners have 2 weeks to submit their professional opinion to the student's questions. The student must be given the opportunity to comment on the professional opinions and has one week to reply.

The Head of Department determines the outcome of the complaint based on the comments and the opinions. The decision must be in writing/written and substantiated and the result may be as follows:

- Reassessment. Except for oral examination.
- Reexamination or
- The complaint is dismissed

The adjudicators must be in agreement, if the appeal is dismissed by the Head of Department¹¹.

The student must be informed as soon as the decision has been made. If the result is a reexamination or a reassessment, the student must be informed of the fact that this can result in a lower grade¹².

Re-examination or re-assessment

An offer of reexamination or reassessment must be accepted no later than 2 weeks after the

student is informed of the decision. An acceptance hereof cannot be withdrawn. Reassessment or reexamination shall not be conducted, if the deadline is not respected.

⁹ 2 weeks = 14 calendar days

¹⁰ Eksamensbekendtgørelsens § 39, stk. 3 (executive order of examination)

¹¹ Eksamensbekendtgørelsens § 43, stk. 2

¹² Eksamensbekendtgørelsens § 43, stk. 3

Reexamination or reassessment must take place as soon as possible. If a diploma is issued, the institution must take the diploma back until the assessment is available and subsequently issue a new diploma¹³.

In the case of reexamination and reassessment, new examiners will be assigned. If the result of a complaint is reexamination or reassessment, the decision applies to all examinees if the original exam is equally inadequate to the former.

Particularly about reassessment

In the case of reassessment, the examiners must have the files submitted: Exam questions or assignment, exam paper, the complaint, the original examiners' opinions including comments from the student and the decision from the institution or the Ministry. The examiners will inform the educational institution of the result of the new assessment, including a written evaluation of the assessment. The educational institution will inform the student about the assessment and the evaluation hereof.

Examination questions formulated by the Ministry

The educational institution will immediately forward its own evaluation as well as complaints

regarding examination questions, formulated by the Ministry of Science, Innovation and Higher

Education, to the aforementioned Ministry.

Appeal of the decision

In case the student disagrees with the decision, he/she has the opportunity to lodge an appeal

against the decision no later than 2 weeks after being informed of this decision. The appeal must be in writing and substantiated and sent to the Head of Department, who will appoint an appeals board.

Particularly about appeals board ¹⁴

The Head of Department will appoint an appeals board as soon as possible after the submission of the appeal. Permanent appeals boards can be appointed. VIA University College will defray the cost of the appeals board. The board consists of two external examiners, an examination eligible teacher and a student in the subject area.

About the selection:

- The president of the corps for external examiners will designate the two external examiners and designate one of them as president of the board. The president can designate himself as external examiner or as president of the board.
- VIA University College will designate the examination eligible teacher and the student.

¹³ Eksamensbekendtgørelsens § 44, stk. 1

¹⁴ Eksamensbekendtgørelsens § 46

The appeals board is covered by the Law of Public Administration, including conflicts of interests and confidentiality.

All members of the board must participate in board discussions and receive all documents for the board to be quorum. The discussion can be in writing and digital if there is consensus among the board members of a written process. If consensus among the board members cannot be reached, the discussion will terminate at a meeting where all members must be present. If the discussion ends by voting and there is a tie, the vote of the president is decisive. If the board is aware of errors of an exam during the process, VIA University College must be informed hereof and VIA will decide how to correct the error in accordance with the Executive Order of examination in chapter 9¹⁵.

The appeals board's decision

The material which formed the basis for the initial decision is the basis for the new decision made by the board¹⁶. The decision made by the board must be in writing and substantiated and may result in the following:

- Reassessment. Except by oral examination
- Reexamination or
- The complaint is dismissed

The Head of Department must be informed of the decision by the board as soon as possible. In the case of a winter exam, no later than 2 months and in the case of a summer exam, no later than 3 months after the Head of department has been informed.

VIA University College must inform the student as soon as possible if the process of the appeal cannot be completed before the deadline. The information/message must be in writing and substantiated and include information about the expected date of completing the process of the appeal. The head of Department will inform the student as soon as possible and the examiners will receive a copy of the decision when the decision has been made. If the decision includes reexamination or reassessment, the student must be informed that this may result in a lower grade.

Reexamination and reassessment will take place as described the previous section

“Reexamination and reassessment”

The professional decision of the appeals board cannot be appealed any further.

This complaints procedure is drawn up in accordance with Ministerial order 714 of the Ministry of Science, Innovation and Higher Education “Ministerial order about tests and examinations in vocational study programmes”.

Complaints against decisions of VIA University College or a board of appeal

¹⁵ Eksamensbekendtgørelsens § 47

¹⁶ Eksamensbekendtgørelsens § 48

Appeals of legal issues in decisions made by the adjudicators in accordance with § 44 stk. 3, and the board of appeal in accordance with § 48 stk. 1, may be sent to VIA University College. The deadline for submission of an appeal is two weeks from the day the decision is announced to the complainant, according to § 50 of the executive order of examination¹⁷

Complaints of legal issues in the decisions made by VIA University College in accordance with the examination order may be submitted to the Ministry of Science, Innovation and Higher Education. The complaint is sent to VIA University College, which makes a statement that the student should have the opportunity to comment within a period of usually 1 week. VIA University College forwards the complaint, statement and any comments to the Ministry. The deadline for submission of a complaint to VIA University College is 2 weeks from the day the decision is announced to the complainant.

18. Enforcing decisions

This curriculum will apply for students who begin their study in August 2013.

¹⁷ BEK nr. 714 af 27/08/2012 (eksamensbekendtgørelsen/the examination order)

Appendix A: The course's academic content and educational objectives

1st Semester – The Background for a Company's Sales (30 ECTS)

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
The Customer as Starting Point (15 ECTS)	<p>An analysis of current and potential customers, their strategic situation, needs and wants as a basis for an assessment of a company's total activities</p> <p>Assessment of the selling company's own business model and competencies</p> <p>Analysis of relationship mix</p>	<p>Analysis of effectiveness in a company's supply chain with a view to determining the company's core competencies and ability to cover the customers' needs</p> <p>Assessment of choice of geographical positioning of production facilities, warehouse location and planning functions, including partnerships and outsourcing</p>	<p>A company's strategic foundation and focus</p> <p>The organisation of the sales department – strategically, tactically and operationally</p> <p>Organisational analysis of the sales team and purchase centre in relation to a sales assignment</p> <p>The relation of the sales department to other departments, including business partners</p> <p>The strength of implementation</p> <p>Competency analysis</p>	<p>The rules concerning international contracts and international sales of goods and services.</p> <p>The various forms of distribution, sales and delivery conditions, securing the purchase sum and employment clauses.</p> <p>International conflict management</p>	<p>The economic and financial foundation of the sale</p> <p>Activity-based costing</p> <p>The profitability of customers, including credit assessment</p>
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> • have knowledge of and be able to understand 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to understand practical international 	<p>The student will:</p> <ul style="list-style-type: none"> • have knowledge of general strategic perceptions and 	<p>The student will:</p> <ul style="list-style-type: none"> • have knowledge of the application of employment 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to understand tools for assessment of

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
	<p>relevant theories and models for analysis of a company's competencies, customer base, development of the customer portfolio including profitability assessment</p> <ul style="list-style-type: none"> • have knowledge and understanding of relevant models and theories relating to business models with the sale as the starting point 	<p>examples in connection with current theory in the discipline</p>	<p>models within the structuring and organising of the sale, competence assessment, organising the customer, assessment of ability to implement, and relations to other departments and partners</p>	<p>clauses in connection with employment in exporting countries and knowledge of the EU rules concerning employment contracts and social insurance</p> <ul style="list-style-type: none"> • have knowledge of the Brussels Convention and various international conflict management methods, including: the rules concerning venue, pros and cons of court orders compared with arbitration and mediation • have knowledge of the EU Service Directive 	<p>the customer portfolio surrounding profitability, commitment and credit</p>
Skills	<p>The student will:</p> <ul style="list-style-type: none"> • be able to assess the customer base as well as the individual 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to analyse and assess an internationally focused company's 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to analyse and perform an assessment of a company's strategic 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to assess various ways of securing the pur- 	<p>The student will:</p> <ul style="list-style-type: none"> • be capable of implementing an economic analysis,

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
	<p>customer in relation to a company's and sales competencies and business model. The assessment will be based upon the application of methods (including relevant statistical methods) and tools for collecting and analysing information about a company's customers and their behaviour along with internal relationships within a company</p> <ul style="list-style-type: none"> • be able to analyse and assess relations between a customer and a company • be able to assess the customer's profitability and projected future earning potential and be able to assess the 	<p>choice of supply chain with involvement of relevant theory from the discipline. This analysis will focus on the connection between:</p> <ul style="list-style-type: none"> ○ customer segmentation ○ development of partnerships in SC ○ securing customer satisfaction and quality of experience in the SC relationship with the customers 	<p>position</p> <ul style="list-style-type: none"> • be able to analyse and assess the organisation of a sale starting from the customer including: <ul style="list-style-type: none"> ○ relations to other departments in the company ○ analysis of the organisation of the sale • be able to analyse and assess, distinct from customer analysis, the competencies and requirements of the sales department • be able to assess the sales department's strength of implementation in connection with previous initiatives in the sales area 	<p>chase price in connection with export transactions, including: The use of delivery clauses Letters of credit Export credit schemes Various types of banker's guarantees Factoring/ forfaiting Retention of ownership</p>	<p>assessment and prioritisation of a customer portfolio</p>

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
	<p>relevance of either a resource-based or market-oriented approach</p>				
Competencies	<p>The student will:</p> <ul style="list-style-type: none"> • be able to participate in multidisciplinary teams in relation to a company's work with marketing intelligence with the customer as the starting point • be able to extract relevant data for the assessment of a company's customer care and customer development structure 		<p>The student will:</p> <ul style="list-style-type: none"> • assess a company's competencies and ability to match the customers' expectations to the sales department • assess a company's ability to implement a sales assignment 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to apply the rules concerning the different forms of distribution to an analysis with a view to choosing the form of distribution in connection with export transactions, including in particular: <ul style="list-style-type: none"> Direct sales Sales agents Sales through branches Sales through subsidiaries Franchising Joint venture/strategic alliances E-commerce • be able to analyse and assess questions in relation to 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to make a basis for decision which supports an economic assessment of the customer base

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
				<p>international trade with goods and services, including in particular:</p> <p>Choice of law International contract rules with the main focus on the Global Sales Law (CISG) and the Danish/Nordic reservations Need for and consequences of international sales and delivery conditions</p>	

1st Semester – The Background for a Company’s Sales (30 ECTS)

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
Industry & Competitors (5 ECTS)	Complex forms of competition Analysis of competitors Clusters Benchmarking	Benchmarking of a company's supply chain	Ethics and social responsibility including corporate social responsibility	Regulation of competition	An analysis and assessment of international economic worldwide relations Financial and economic benchmarking
Knowledge	The student will: <ul style="list-style-type: none"> • be able to relate to and implement relevant theories and models about the competitive position in the marketplace • be able to identify and analyse specific competitors • have knowledge about different benchmarking models 	The student will: <ul style="list-style-type: none"> • have knowledge about basic benchmarking theory and models including supply chain management 	The student will: <ul style="list-style-type: none"> • have knowledge about business ethics and corporate social responsibility 	The student will: <ul style="list-style-type: none"> • have knowledge of international competition law with the main emphasis of EU competition law • have knowledge of the ICC Advertising and Marketing Code 	The student will: <ul style="list-style-type: none"> • have basic knowledge of the economic effects of globalisation • have an understanding of international trade movements in the area • be able to understand economic and financial benchmarking theory for comparisons within a industry

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
Skills	<p>The student will:</p> <ul style="list-style-type: none"> be able to analyse and assess a company's competitive position as a basis for preparation of the company's marketing mix with a focus on the sales effort. In relation to this the student will be able to benchmark a company against both the industry and its actual competitors with reference to strategic, tactical and operational levels 	<p>The student will:</p> <ul style="list-style-type: none"> be able to involve relevant theories and models in relation to benchmarking the supply chain of an internationally-oriented medium-sized company 	<p>The student will:</p> <ul style="list-style-type: none"> understand a company's ethical dimension 		<p>The student will:</p> <ul style="list-style-type: none"> be able to understand economic and financial benchmarking theory for comparisons within a industry
Competencies	<p>The student will:</p> <ul style="list-style-type: none"> be able to participate in a company's work with marketing intelligence with a focus on compilation and assessment of information about the competitive position in the marketplace 	<p>The student will:</p> <ul style="list-style-type: none"> be able to assess and identify areas of improvement in a company's supply chain with a basis in a benchmarking exercise 		<p>The student will:</p> <ul style="list-style-type: none"> be able to assess the compliance of marketing measures with EU law on misleading and comparative advertising 	<p>The student will:</p> <ul style="list-style-type: none"> be able to handle an economic assessment of the external influences on a company from both the industry and international relations

1st Semester – The Background for a Company’s Sales (30 ECTS)

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
Innovation (5 ECTS)	Growth analysis Product and concept development strategies and processes	Consequences of innovation for a company's supply chain	Assessment of the innovative platform along with a company's innovative processes and incentives	International and EU Intellectual Property Rights Law (IPR)	Project management and measurement systems
Knowledge	The student will: <ul style="list-style-type: none"> • have an understanding of the relevant models for assessment of growth and development possibilities • have knowledge about different models for strategic handling of product and concept development processes in a company 	The student will: <ul style="list-style-type: none"> • understand practical implications of innovative products on a company's supply chain 	The student will: <ul style="list-style-type: none"> • understand theory about a company's innovative platform, creative processes along with value-based management 	The student will: <ul style="list-style-type: none"> • have knowledge of the rules concerning international protection of intellectual property rights, including in particular: International patents EU trademarks International trademarks 	The student will: <ul style="list-style-type: none"> • understand economic theory surrounding project management and assessment
Skills	The student will: <ul style="list-style-type: none"> • be able to apply relevant models to the implementation of product and concept development in a 	The student will: <ul style="list-style-type: none"> • be able to apply relevant methods and models to the development of solutions for a 	The student will: <ul style="list-style-type: none"> • be capable of assessing the innovative structures, processes and 		The student will: <ul style="list-style-type: none"> • be able to analyse the economic consequences of a particular

	company	company's supply chain in relation to innovative projects	incentives of the organisation of sales		policy of innovation for a company
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Competencies	<p>The student will:</p> <ul style="list-style-type: none"> be able to enter into a company's work with planning and implementing product and concept development 	<p>The student will:</p> <ul style="list-style-type: none"> be able to form part of multidisciplinary teams with a view to solving challenges in a company's supply chain in relation to implementation of innovative projects 	<p>The student will:</p> <ul style="list-style-type: none"> be able to assess a company's innovative starting point 		<p>The student will:</p> <ul style="list-style-type: none"> be able to define key performance indicators for a company's innovative work in relation to the sales effort
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2nd Semester – Business Development with an International Perspective:

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
Developing the Sales Base (10 ECTS)	<p>Development of international sales strategies.</p> <p>Development of CRM strategies from attracting new customers to retaining and developing existing customers. Includes key account management (KAM) and global account management (GAM)</p> <p>Pricing strategy Distribution strategy Promotion strategy Product strategy</p>	<p>Development of international strategies for a company's supply chain to support sales strategies and plans</p>	<p>Organisational development and innovation management</p> <p>Implementation power</p> <p>Personal development, including self-leadership and stress management</p> <p>Team building</p> <p>Competence development plans</p> <p>Management of partnerships</p>		<p>Strategic behaviour and game theory</p> <p>Economic value added and Weighted Average Costs of Capital (WACC)</p> <p>Forecasting models</p>
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> have an understanding of and be able to reflect upon central theories and models for the development of a company's sales base based on both relational 	<p>The student will:</p> <ul style="list-style-type: none"> understand the theoretical tools in relation to a company's supply chain for development of an international sales 	<p>The student will:</p> <ul style="list-style-type: none"> have a general and broad knowledge about management theories which can support the development of 		<p>The student will:</p> <ul style="list-style-type: none"> understand basic models and their applications

	and transactional approaches	and operation plan	a company's sales base including the development of competency planning, partnerships and the sales team <ul style="list-style-type: none"> ● be able to assess the implementation power of the sales department in relation to sales measures 		
Skills	The student will: <ul style="list-style-type: none"> ● be able to develop, assess and implement international sales strategies for different business types (industry, sizes, resources etc.) ● be able to develop and adjust the company's action parameters to individual customers ● be able to substantiate and communicate the chosen strategies in a sales plan for relevant parties 	The student will: <ul style="list-style-type: none"> ● be able to collate relevant data for the assessment and development of plans for a company's supply chain which support the sales base 	The student will: <ul style="list-style-type: none"> ● be able to identify areas of development in the organisation of sales, including international agencies ● be able to develop competency plans for the sales team including self-leadership and stress management ● be able to pre- 		The student will: <ul style="list-style-type: none"> ● be able to apply taught theory in relation to the assessment of alternative sales plans

			<p>pare a plan for the development of an organisation in relation to aspects of a company's culture and values</p>		
<p>Competencies</p>	<p>The student will:</p> <ul style="list-style-type: none"> ● be able to handle and manage the development of the sales strategy based on different complex situations and with involvement of relevant stakeholders ● be able to identify his/her own learning needs, including necessary knowledge and constant skills development 	<p>The student will:</p> <ul style="list-style-type: none"> ● be able to ensure the involvement of theories and methods for a company's supply plan 	<p>The student will:</p> <ul style="list-style-type: none"> ● assess and develop the company's ability to implement sales ● develop an organisational commercial plan which secures the implementation of the sales plan ● be capable of identifying and constructing personal networks ● be able to handle and develop solutions surrounding complex situations within 		<p>The student will:</p> <ul style="list-style-type: none"> ● be able to develop the economic foundation for a sales strategy in practical consideration to an actual company

			international partnerships		
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2nd Semester – Business Development with an International Perspective:

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
The Tactical and Operational Sales Performance (5 ECTS)	<p>Implementation of sales strategies and sales plans</p> <p>Relations parameter Product parameter Customer parameter</p>	<p>Coordination and cooperation in a company's supply chain</p> <p>Preparation of back-up plans</p>	<p>Recruitment and selection of sales personnel</p> <p>Incentive strategies</p> <p>Coaching</p> <p>Conflict management</p> <p>Management of the sales department including stress management</p>		<p>Activity-based costing and value-chain optimisation</p> <p>Foreign currency and option theory</p>
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> • have knowledge and understanding of theories and models which support and develop the sales performance 	<p>The student will:</p> <ul style="list-style-type: none"> • have basic understanding of problems, theory and models in a company's supply chain which are linked to delivery relative to demand 	<p>The student will:</p> <ul style="list-style-type: none"> • have knowledge and understanding of different methods for recruitment of sales personnel • be able to understand and reflect upon the meaning of different theories of motivation for the preparation of incentive 		<p>The student will:</p> <ul style="list-style-type: none"> • understand basic theory and models in the area

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
			strategies <ul style="list-style-type: none"> • have knowledge and understanding of different conflict styles and problem-solving possibilities 		
Skills	The student will: <ul style="list-style-type: none"> • be able to choose and apply theories and models to the planning of the sales performance based on the chosen sales strategy • be able to develop a company's strategy starting from unique customer relations and be able to communicate this to relevant parties 	The student will: <ul style="list-style-type: none"> • be able to assess and apply methods and tools for a company's supply chain to optimise the supply chain in relation to the expected sales performance 	The student will: <ul style="list-style-type: none"> • prepare suggestions for the recruitment plan • prepare strategies for the motivation of sales personnel • have an understanding of the relevance of coaching in relation to sales personnel • prepare suggestions for conflict management in a company • have an understanding of situation-specific management in the organisation of sales 		The student will: <ul style="list-style-type: none"> • be able to apply the taught theory to actual international sales assignments

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
Competencies	The student will: be able to participate in sales in a company with responsibility at middle-management level	The student will: <ul style="list-style-type: none"> be able to identify problems and solutions in a company's supply chain to secure delivery according to demand 	The student will: <ul style="list-style-type: none"> be able to manage and develop solutions surrounding complex situations within international sales management 		The student will: <ul style="list-style-type: none"> be able to assess the economic consequences of a given international sales effort including risk assessment and limitation

2nd Semester – Business Development with an International Perspective:

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
Implementation & Follow-up (5 ECTS)	Customer follow-up tools in relation to marketing and sales performance CRM software Balanced scorecard	Measuring effectiveness of a company's supply chain	Evaluation of the sales department's efforts, including personal, professional, cultural and social competencies Preparation of analysis of colleague satisfaction		Balanced scorecard Variable analysis
Knowledge	The student will: <ul style="list-style-type: none"> • have knowledge of tools and models for customer follow-up 	The student will: <ul style="list-style-type: none"> • have knowledge and understanding of tools for measuring effectiveness of a company's supply chain 	The student will: <ul style="list-style-type: none"> • have knowledge and understanding of tools for measuring colleague satisfaction and criteria for evaluation of the sales department's efforts 		The student will: <ul style="list-style-type: none"> • have understanding of general economic reporting methods and their application in Danish commerce
Skills	The student will: <ul style="list-style-type: none"> • be able to assess the marketing mix activities directed towards a company's customers generally and the individual customer specifically and be able to make 	The student will: <ul style="list-style-type: none"> • be able to prepare a follow-up plan for measuring effectiveness of a company's supply chain 	The student will: <ul style="list-style-type: none"> • be able to perform a measurement of sales efforts and subsequently put forward commercial 		The student will: <ul style="list-style-type: none"> • be able to draw up a balanced scorecard for a sales department and sales area along with suggestions for follow-up

	suggestions for possible changes in strategy and efforts		suggestions based upon the measured results		
Competencies	<p>The student will:</p> <ul style="list-style-type: none"> • be able to enter into work assessing a company's combined activities along with individual efforts in relation to sales work towards its customers. • be able to participate in multidisciplinary teams in marketing intelligence, focusing on the customer • In relation to this the student will be able to identify his/her own learning needs to be able to develop and maintain relevant competencies for this work 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to enter into a dialogue with the sales department about optimisation of a company's total sales efforts from the perspective of optimum exploitation of the supply chain 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to develop and implement an evaluation of personal, professional, cultural and social competencies and colleague satisfaction 		<p>The student will:</p> <ul style="list-style-type: none"> • be able to create their own balanced score-card in connection with a company's primary strategy and plan, and secure ongoing follow-up

Appendix B: Schematic overview of the Bachelor of International Sales and Marketing Management

		Core Component 1: The Background for a Company's Sales			
		Compulsory Course Element 1	Compulsory Course Element 2	Compulsory Course Element 3	Compulsory Course Element 4
1st Semester		The Customer as Starting Point	Industry and Competitors	Innovation	Theory of Science and Methods
		15 ECTS	5 ECTS	5 ECTS	5 ECTS
	30 ECTS	Compulsory Assignment	Compulsory Assignment	Compulsory Assignment	Compulsory Assignments
		Compulsory Semester Project			
	External written exam – 6 hours – 7 point scale				Oral exam ½ hour - or - Written exam 4 hours Internal – 7 point scale
		Core Component 2: Business Development with an International Perspective			
		Compulsory Course Element 5	Compulsory Course Element 6	Compulsory Course Element 7	Elective Course Element
2nd Semester		Developing the Sales Base	The Tactical and Operational Sales Performance	Implementation and Follow-up	
		10 ECTS	5 ECTS	5 ECTS	10 ECTS
	30 ECTS	Compulsory Assignment	Compulsory Assignment	Compulsory Assignment	Internal Exam 7 point scale
		(Compulsory Semester Project)			
	External oral exam - ½ hour – 7 point scale				
3rd Semester		Company Internship		BA Project	
		15 ECTS		15 ECTS	
	30 ECTS	Evaluation based upon written report		Project in cooperation with a company	
Internal exam – Pass/Fail		External oral exam - ¾ hour, written report 70%, oral 30% 7 point scale			