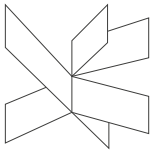
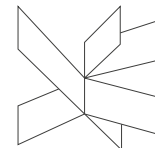


Move forward  
VIA University College



# CURRICULUM for Marketing Management (AP)

Commencement 31.08.2021  
Version 20.09.2021



# Content

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<b>1. The programme's goals for learning outcomes .....</b>	<b>5</b>
<b>2. The programme includes 6 national subject elements.....</b>	<b>6</b>
<b>2.1. Business understanding and products .....</b>	<b>6</b>
<b>2.2. Market understanding .....</b>	<b>7</b>
<b>2.3. Market analysis.....</b>	<b>8</b>
<b>2.4. The marketing plan - strategy and tactics .....</b>	<b>9</b>
<b>2.5. The marketing plan - implementation.....</b>	<b>10</b>
<b>2.6. Internationalisation .....</b>	<b>11</b>
<b>2.7. The number of exams in the national subject elements.....</b>	<b>12</b>

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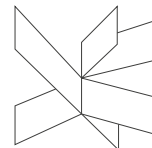
<b>3. Internship.....</b>	<b>12</b>
<b>4. Requirements for the final exam project.....</b>	<b>13</b>
<b>5. Rules on credit.....</b>	<b>13</b>
<b>6. Commencement and transitional schemes .....</b>	<b>13</b>
<b>INSTITUTIONAL PART.....</b>	<b>14</b>
<b>7. Introduction.....</b>	<b>14</b>
<b>8. Objective and learning outcome .....</b>	<b>14</b>
<b>9. Title, duration and diploma .....</b>	<b>15</b>
<b>10. Overview of compulsory programme components, internship and exams .....</b>	<b>15</b>
<b>10.1 The programme structure .....</b>	<b>15</b>
<b>10.2 Description of the exams, aids for the exams, etc. ....</b>	<b>16</b>
<b>10.2.1 1<sup>st</sup> internal exam.....</b>	<b>16</b>
<b>10.2.2 1<sup>st</sup> external exam, case exam .....</b>	<b>17</b>
<b>10.2.3 2<sup>nd</sup> internal exam, internationalisation.....</b>	<b>17</b>
<b>10.2.4 Methodology project exam .....</b>	<b>18</b>
<b>10.2.5 3<sup>rd</sup> internal exam, elective programme elements.....</b>	<b>18</b>
<b>10.2.6 4<sup>th</sup> internal exam, internship exam .....</b>	<b>18</b>
<b>10.2.7 2<sup>nd</sup> external exam, final project exam .....</b>	<b>18</b>

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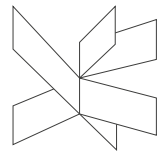
<b>11. Description of elective programme elements.....</b>	<b>20</b>
<b>12. Completion of internship .....</b>	<b>31</b>
<b>13. Internationalisation .....</b>	<b>31</b>
<b>14. Requirements concerning written assignments .....</b>	<b>32</b>
<b>14.1 Final exam project (15 ECTS credits).....</b>	<b>32</b>

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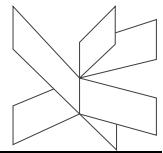
<b>15. Teaching and working methods.....</b>	<b>33</b>
<b>16. Study activity .....</b>	<b>33</b>



<b>17. Rules concerning credit transfer, leave of absence, dispensation from the curriculum and complaints.....</b>	<b>33</b>
<b>17.1 Credit transfer .....</b>	<b>33</b>
<b>17.2 Leave of absence .....</b>	<b>34</b>
<b>17.3 Exemptions from the curriculum .....</b>	<b>34</b>
<hr/>	
<b>18. Rules concerning exams .....</b>	<b>34</b>
<b>18.1 Exam attempts .....</b>	<b>34</b>
<b>18.2 Re-exam .....</b>	<b>34</b>
<b>18.3 Special needs at exams .....</b>	<b>35</b>
<b>18.4 Illness .....</b>	<b>35</b>
<hr/>	
<b>19. Cheating in exams and disturbing behavior at exams .....</b>	<b>35</b>
<b>19.1 Specifically about cheating in exams by way of plagiarism.....</b>	<b>35</b>
<b>19.2 Specifically about disturbing behaviour at exams.....</b>	<b>36</b>
<hr/>	
<b>20. Complaints in connection with exams.....</b>	<b>37</b>
<hr/>	
<b>21. Legal basis.....</b>	<b>39</b>



This national part of the curriculum for the Marketing Management programme has been released in accordance with §18, section 1 in the Ministerial Order for technical and commercial Academy Profession Programmes and Professional Bachelor Programmes. This curriculum is supplemented with an institutional part of the curriculum, which is provided by the individual institution that offers the programme. It has been prepared by the Educational Committee for the Marketing Management programme and approved by the Board of Directors (or the Rectors) after consultation with Business Academy Aarhus' educational network and the chairmanship of IT Technology external examiners.



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## 1. The programme's goals for learning outcomes

### Knowledge

The graduate has knowledge about:

- and can understand centrally applied theory and method, and can also understand the profession's practice and use of theory and method within marketing and sales,
- complex and practice-orientated issues within the field of marketing in relation to the company's marketing, organisational and economic base.

### Skills

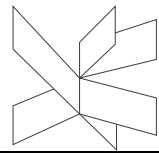
The graduate will have the skills to:

- apply the profession's key methods and tools and be able to apply the skills related to employment within the marketing field,
- assess the practice-orientated problems as well as outline and choose solutions within the marketing field,
- disseminate practice-orientated issues and possible solutions to partners and users within the marketing field.

### Competencies

The graduate will be able to:

- manage development-orientated situations within the field of marketing and sales, taking professional and socio-economic conditions into account,
- participate in academic and interdisciplinary collaboration in relation to marketing and internationalisation in a professional manner
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing and sales



---

## 2. The programme includes 6 national subject elements

### 2.1. Business understanding and products

#### Content

The subject element is concerned with methods of analysing the company's internal conditions, including the annual accounts and accounting analyses. Similarly, the subject element is concerned with identifying the company's development potential, as well as the organisational and company form which the company can choose.

#### Learning objectives for business understanding

##### Knowledge

The student will gain knowledge about:

- different types of analyses to assess the company's internal strategic situation,
- and an understanding of practices and the use of different business models,
- and an understanding of the practice, centrally applied theory and methodology in relation to how a company generates revenue.

##### Skills

The student will get the skills to:

- use the key methods and tools to identify development potential based on the company's internal conditions,
- evaluate practice-orientated issues and develop and select solutions in relation to the company's business with the aim of creating added value for customers,
- assess and analyse the company's organisation, structure, culture and accounting for the optimisation of its business processes,
- communicate practice-orientated issues and solutions in relation to the internal analysis of the company.

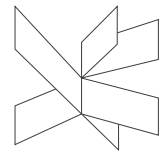
##### Competencies

The student will learn to:

- manage development-orientated situations related to the development and optimisation of the company's business model,
- participate in academic and interdisciplinary collaboration in relation to the company's internal conditions and business model in a professional way
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's internal conditions.

#### ECTS weight

The subject element business understanding is weighted 10 ECTS credits.



## 2.2. Market understanding

### Content

The subject element is concerned with methods for analysing the company's external conditions and market potential. The focus is on customers and competitors, and this subject element also deals with the professional and social aspects of the company, the company's legal relationship and analyses of the company's supply chain.

### Learning Objectives for market understanding

#### Knowledge

The student will gain knowledge about:

- different types of analyses to assess the company's external strategic situation,
- and an understanding of theory, methodology and practice in relation to different types of trend analyses and their relevance to the company.

#### Skills

The student will get the skills to:

- use the key methods and tools of the subject area in relation to an external analysis of the company's situation,
- evaluate practice-orientated issues as well as develop and select solutions in relation to the preparation of customer analyses and competitor analyses as well as evaluate the company's market potential,
- disseminate practice-orientated issues and possible solutions of the external situation to partners and users.

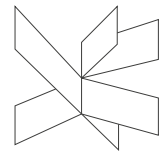
#### Competencies

The student will learn to:

- manage development-orientated situations related to the company's external strategic situation
- participate in academic and interdisciplinary collaboration with a professional approach in relation to the analysis of the company's external strategic situation,
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's strategic situation in a given market.

### ECTS weight

The subject element market understanding is weighted 10 ECTS credits.



## 2.3. Market analysis

### Content

The subject element is concerned with methods of producing market analyses. There is a focus on data collection methods and the processing of data as well as legal issues related to this. Evaluation of data and statistical concepts and their application, as well as methods and tools for project management and control.

### Learning Objectives for market analysis

#### Knowledge

The student will gain knowledge about:

- methods of collecting and using data and managing this,
- and an understanding of the practice, centrally applied theory and methodology in relation to different market analysis methods.

#### Skills

The student will get the skills to:

- use the subject's key methods and tools in relation to evaluating the validity and the reliability of the market analysis,
- assess the practice-orientated problems as well as outline and choose solutions based on the gathered primary and secondary data,
- disseminate practice-orientated issues and possible solutions within the field of market analysis to partners and users.

#### Competencies

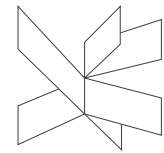
The student will learn to:

- manage development-orientated situations by using relevant market analyses,
- participate in academic and interdisciplinary collaboration with a professional approach in connection with the preparation and presentation of recommendations based on a market analysis,
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing analysis

### ECTS weight

The subject element marketing analysis is weighted 10 ECTS credits.





## 2.4. The marketing plan – strategy and tactics

### Content

The subject element includes the development of marketing strategies, including audience selection, positioning and preparation of communication and sales strategy, taking the budget and the company's earning goals into account. The subject element also includes the development of a strategic and tactical marketing plan for the B2C and the B2B market. It also includes pricing methods based on supply and demand conditions, as well as the company's cost ratio. In addition, the subject element includes scenarios and legal aspects within marketing and sales.

### Learning objectives for the marketing plan – strategy and tactics

#### Knowledge

The student will gain knowledge about:

- the marketing plan's structure including relevant marketing strategies and the tactical structure of the marketing plan
- and can understand the practical and centrally applied theory and method, and can also understand the marketing plan's content and structure.

#### Skills

The student will get the skills to:

- apply the profession's key methods and tools and be able to apply the skills related to outlining a marketing plan and evaluating this,
- assess the practice-orientated issues as well as outline and choose strategic and tactical solutions for the marketing plan,
- communicate practice-orientated issues and possible solutions to business partners and users in relation to a specific marketing plan.

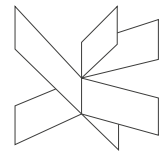
#### Competencies

The student will learn to:

- manage development-orientated situations related to marketing planning for companies operating in B2B and B2C markets,
- participate in academic and interdisciplinary collaboration with a professional approach in relation to the marketing plan,
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing planning on a strategic and tactical level.

### ECTS weight

The subject element marketing plan – strategy and tactics is weighted 20 ECTS credits.



## 2.5. The marketing plan - implementation

### Content

The subject element includes the implementation of the marketing plan in practice and the action plan for this, including securing the company's earnings and following-up on objectives, as well as budget control. The subject element focuses on the preparation of marketing materials, including the marketing mix's use in practice. The subject element also contains the company's sales planning and the different phases of the sale, as well as risk assessment of the plan and evaluation of its effectiveness.

### Objectives for the marketing plan - implementation

#### Knowledge

The student will gain knowledge about:

- the follow-up and evaluation of the marketing plan, including the practical application of the marketing mix,
- and understand the practice, centrally applied theory and methodology in relation to the preparation of the actual marketing material and related budgets.

#### Skills

The student will get the skills to:

- use key methodologies and tools to develop a practice-orientated and detailed operational marketing plan,
- evaluate the practice-orientated issues as well as outline and choose solutions in relation to the operational marketing plan.
- communicate practice-orientated issues and possible solutions to business partners and users in relation to the operational marketing plan.

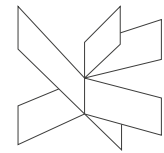
#### Competencies

The student will learn to:

- undertake development-orientated situations related to the implementation of the operational marketing plan,
- participate in academic and interdisciplinary cooperation with a professional approach in relation to the company's work with internal and external partners in the preparation of an operational marketing plan,
- in a structured context, acquire new knowledge, skills and competencies in relation to ensuring the fulfilment of the company's operational marketing plan.

### ECTS weight

The subject element marketing plan – Implementation is weighted 10 ECTS credits.



## 2.6. Internationalisation

### Content

This subject element includes the company's internationalisation and internationalisation strategies, including market selection, establishment types as well as the modification of the marketing mix effort. The subject element also includes culture and the significance of this for the marketing mix effort. The subject element also includes trade policy and macroeconomic factors that affect the company's internationalisation. In addition, the subject element includes financing and investment theory.

### Learning objectives for internationalisation

#### Knowledge

The student will gain knowledge about:

- the profession's practice and centrally applied theory and methods within internationalisation,
- and an understanding of the practice, centrally applied theory and methodology in relation to the company's internationalisation.

#### Skills

The student will get the skills to:

- use key theories and concepts that are important to the company's internationalisation,
- evaluate the practice-orientated issues as well as outline and choose marketing orientated solutions in relation to the company's internationalisation,
- communicate practice-orientated issues and possible solutions to business partners and users in relation to the company's internationalisation.

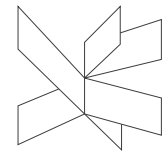
#### Competencies

The student will learn to:

- manage development-orientated situations in connection with decisions relating to the company's internationalisation,
- participate in academic and interdisciplinary collaboration in a professional manner in relation to the preparation of the company's internationalisation
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's internationalisation.

### ECTS weight

The subject element internationalisation is weighted 10 ECTS credits.



## 2.7. The number of exams in the national subject elements

There are 3 exams in the national subject elements, which in total represent 70 ECTS. Of this, 60 ECTS are part of the exam/s which make up the first-year exam.

There is one additional exam which is the final exam project. For the number of exams in the internship, please refer to section 3.

For a comprehensive overview of all the programme's exams, please refer to the institutional part of the curriculum, as the national subject elements described in this curriculum can be examined together with the subject elements specified in the institutional part of the curriculum.

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## 3. Internship

### Learning objectives for programme's internship

The internship must ensure practice-orientated business competencies and the development of professional and personal competencies. The student must be able to solve practical issues in a methodological way by including relevant theories and models and thus contribute to the realisation of value-creating activities within the company.

#### Knowledge

The student will gain knowledge about:

- the internship company's practice as well as the centrally applied theory and methodology of the internship function in the industry concerned,
- and understand the practical and applied theory and method for the internship's profession as well as be able to understand the internship's practice and use of theory and method.

#### Skills

The student will get the skills to:

- use key theories and concepts linked to employment in the internship's profession,
- evaluate the practice-orientated issues related to the company and outline solution options in relation to the function of the internship,
- communicate the practice-orientated issues and give reasons for possible solutions to customers, business partners and users in relation to the internship function.

#### Competencies

The student will learn to:

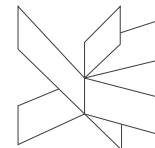
- handle development-orientated situations within the internship context,
- participate in academic and interdisciplinary collaboration in the internship company in a professional manner in relation to the internship,
- in a structured context, acquire new knowledge, skills and competencies in relation to their profession and their internship

### ECTS weight

The internship is worth 15 ECTS credits.

### Number of exams

The internship is completed with 1 exam.



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## 4. Requirements for the final exam project.

The learning objectives for the final exam project are identical to the programme's learning objectives listed above under point 1.

The final exam project, which together with the internship exam and the other exams on the programme, must document that the learning objectives for the programme have been achieved.

The final exam project must demonstrate the student's understanding of practices and centrally applied theory and methods in relation to a real-life problem, which is based upon a specific task within the programme's area. The problem statement that must be central to the programme and profession, is formulated by the student, possibly in collaboration with a private or public company. The educational institution approves the problem statement.

For specific form requirements for the final exam project please refer to the institutional part of the curriculum.

### Exams for the final exam project

The final exam project completes the programme in the last semester once all the preceding exams have been passed.

### ECTS weight

The final exam project is weighted 15 ECTS credits.

### Examination form

The exam is an oral exam based on the final exam project with an external co-examiner, a combined mark is given based on the 7-point scale for the written project and the oral presentation.

---

## 5. Rules on credit

Passed programme elements are equivalent to similar programme elements taken at other educational institutions offering this programme.

The students are obliged to inform us of any completed educational elements from another Danish or foreign higher education programme or any jobs which are likely to provide credit.

The institution approves, in each instance, credit on the basis of completed programme elements and any jobs which meet the objectives of the subjects, the educational part and the internship part.

The decision is taken according to an academic assessment.

For prior credit approval of studies in Denmark or abroad, students are required to document each approved and completed programme element on the completion of these studies.

In connection with the application for prior credit approval, the students must give permission to the institution to obtain any required information after the completion of their studies.

On approval according to the above, the programme element is deemed to be passed if it was passed according to the rules of the programme in question.

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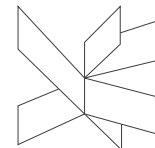
## 6. Commencement and transitional schemes

### Commencement

This part of the national curriculum is valid from 20.08.2019 and is valid for students who are enrolled after 20.08.2019

### Transitional scheme

Students who have been admitted before 20.08.2019 must follow the curriculum from June 2017, after which they must follow this curriculum from 31.01.2021. However, exams which have been started before 31.01.2021, must be completed according to the curriculum that they started with.



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## INSTITUTIONAL PART

### 7. Introduction

This institutional part of the curriculum for the AP Degree Programme in Marketing Management (MM) is effective from semester start August 2021 and replaces previous versions. In case of transitional schemes from previous versions of the curriculum, reference is made to the overview in the common part of the curriculum, where the current legislation for the curriculum is also outlined. The curriculum is subject to the rules and principles of public administration legislation.

The common part of the curriculum outlines issues valid for all educational institutions offering the MM programme in Denmark. The institutional part of the curriculum outlines issues relating specifically to the MM programme at VIA University College (VIA).

The institutional part is based on the desire to offer a programme which

- sets the framework for an innovative, practice-oriented as well as internationally oriented study environment which supports the academic and personal development of the students
- places the responsibility for own learning with the students
- promotes a high level of ambition, making the MM graduates attractive candidates for potential employers.

The programme places special focus on developing the following competencies of the students:

**Cultural competency:** the ability to cooperate across cultures – in a Danish and an international context. To understand both organisational and national cultures and the influence of different cultures on the design of solutions.

**Innovative competency:** the ability to develop and change own and others' mental models – ways of seeing the world – and not least to be able to develop practice-based innovation for companies.

**Self-efficacy competency:** the ability to cooperate with others based on an understanding of own profile, strengths and weaknesses as well as to take responsibility for own learning and own actions.

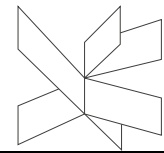
**Analytic and holistic competencies:** the ability to pose relevant questions and collect relevant data; to work on or find solutions and weigh the pros and cons of these solutions; to have a holistic view of problems.

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### 8. Objective and learning outcome

The objective of the AP Degree Programme in Marketing Management – Business Academy Programme in international trade and marketing – is to qualify the graduate to independently carry out work within analysing, planning and implementing solutions that broadly relate to marketing in trade, production and service companies nationally and internationally.

The learning outcome includes the knowledge, skills and competencies a marketing management student obtains during his/her studies, and is described in section 1 of the common part of the curriculum.



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## 9. Title, duration and diploma

A student who has completed the programme, will be awarded the title of *AP Graduate in Marketing Management*.

Pursuant to the Qualifications Framework for Lifelong Learning, the Academy Profession Degree is placed at level 5.

The prescribed number of ECTS credits for the programme is 120. 60 ECTS credits corresponds to one academic year of full-time study. The study programme must be completed within a time period corresponding to double the standard period of study, i.e. four years. VIA may grant an exemption from the rules concerning time of completion if the postponement of studies is justified by exceptional circumstances.

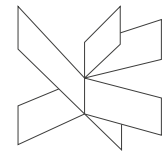
VIA issues a diploma for the MM programme when the study programme has been completed and all requirements have been met.

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## 10. Overview of compulsory programme components, internship and exams

### 10.1 The programme structure

Semester	Exams	Internal/ external
1. semester	Understanding of business methodology, market understanding and market analysis (1 <sup>st</sup> internal exam)	Internal
2. semester	Exam in tactical and operational marketing B-C Tactical and operational marketing B-B (1 <sup>st</sup> external exam)	External
3. semester	Internationalisation (2. internal) Methodology project exam	Internal Internal
3. semester	Elective programme elements (3. internal)	Internal
4. semester	Internship exam (4. internal)	Internal
4. semester	Final exam project (2. external)	External



## 10.2 Description of the exams, aids for the exams, etc.

This section contains specific descriptions of each exam at the MM programme. For general rules and regulations about exams, confer "General rules for written exams"<sup>1</sup>.

### **Aids for the exams:**

Generally for written exams the following aids are permitted: books and materials handed out in connection with the lessons, own notes, additional materials, intranet, internet, usb key, or the like, with documents, unless otherwise explicitly specified in the exam assignment/guidelines.

The following aids may NOT be in the student's possession nor used during the exams: Bluetooth, mobile phones as well as other data communications equipment making it possible for the students to communicate with each other.

The use of the above-mentioned unauthorised equipment will lead to an immediate expulsion from the exam. An expulsion from the exam results in the cancellation of the exam paper, and the exam counts as an exam attempt.

Students are not permitted to share aids in any way or form during the exam.

Students are in no way or form allowed to communicate with each other after the start of the exam.

If a student tries to contact another student or person other than VIA staff, or tries to make use of unauthorised aids during the exam, the student will immediately be expelled from the exam.

### **The language of the exam**

The exam is conducted in the language in which the course was taught.

### **Commencement of studies exam**

In the Marketing Management program, a commencement of studies exam is held within 1 month from study start. The commencement of studies exams is a combination of multiple choice and a written exam and is assessed passed/not passed. The commencement of studies exam is assessed internally without external examiner. The object of the exam is to show whether a student has started the program in earnest.

Re-examination is planned to be held 1 week after the first exam. The commencement of studies exam is not covered by the rules for complaints set in this curriculum and Ministerial Order on Examinations on Professionally Oriented Higher Education Programs.

A student who does not pass the commencement of studies exam in two attempts is terminated from the program in accordance with the rules in Ministerial Order on Admissions to Academy Profession Programs and Professional Bachelor Programs.

### **10.2.1 1<sup>st</sup> internal exam**

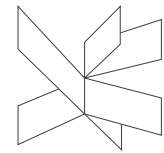
At the end of the 1<sup>st</sup> semester an exam in the compulsory programme elements of the semester is conducted. The exam consists of a written group project and an individual oral exam. Furthermore, it is a prerequisite for participating in the exam that four compulsory assignments including the group project during the 1<sup>st</sup> semester are handed in within the deadline.

The written project and the oral exam test the range of the learning objectives of the compulsory programme elements of the 1<sup>st</sup> semester.

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<sup>1</sup> <https://studienet.via.dk/sites/uddannelse/mf/horsens/eksamen/Documents/General%20rules%20for%20written%20exams.pdf>





### **The written project (1/3)**

The written project is a group project based on a case company. The project is practice oriented. The project and the four compulsory assignments is described in more detail in the guidelines for the 1<sup>st</sup> internal exam. These guidelines will be available in Itslearning in the beginning of the 1<sup>st</sup> semester.

### **The oral exam (2/3)**

The exam is a 25 minutes individual oral examination based on the written project.

– The oral exam is also described in more detail in the guidelines for the 1<sup>st</sup> internal exam. Students must be present at VIA for the oral exam and the examination plan will be available in WISEflow 1<sup>st</sup> December.

The mark for the 1<sup>st</sup> internal exam is based on an overall assessment of the written project and the oral performance – the weight is one third for the written project and two thirds for the oral exam. One mark is awarded according to the Danish 7-point grading scale. The mark will be listed on the diploma.

The reexamination is an oral examination based on a new project.

## **10.2.2 1<sup>st</sup> external exam, case exam**

At the end of the 2<sup>nd</sup> semester, an exam in the compulsory elements of the semester is conducted. The 1<sup>st</sup> external exam is an individual written exam focusing on a practice oriented problem from a real company. The exam is described in more detail in the guidelines for the 1<sup>st</sup> external exam which will be available in Itslearning from the beginning of the 2<sup>nd</sup> semester.

One mark is awarded according to the Danish 7-point grading scale, and the mark is listed on the diploma.

## **10.2.3 2<sup>nd</sup> internal exam, internationalisation**

During the 3<sup>rd</sup> semester an exam in the compulsory programme elements of the semester is conducted.

The exam consists of two sub-exams of 2 hours each. The sub-exams are individual interdisciplinary written exams in the compulsory programme element internationalisation in the 3<sup>rd</sup> semester, split into 1. economics and 2. international marketing and market communication, respectively.

The individual written examination is based on a case presentation about a specific company in which the student must work with internationalisation. The case presentation will be handed out electronically 24 hours before the written exam (the two sub-exams).

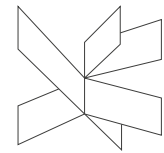
The sub-exam in the economic subject will be held first, followed by the sub-exam in international marketing and market communications. There will be an hour's break between the two exams.

The case is a scenario concerning a company/industry and includes information about:

- Company and product areas
- Various sources

The exam assignment is based on the learning objectives of 3<sup>rd</sup> semester's compulsory programme element "Internationalisation" with special emphasis on testing skills and competencies.

The student may under no circumstances contact the company or the company's business partners, neither in connection with the 24 hours of preparation nor during the exam. This will be considered cheating in an exam and the exam will count as an exam attempt.



The written exam for the sub-exam in economy must have a scope of no more than 9,600 keystrokes which includes spaces, footnotes, figures and tables but excludes the front page, table of contents, bibliography and appendices.

The written exam for the sub-exam in international marketing and market communications must have a scope of no more than 14,400 keystrokes which includes spaces, footnotes, figures and tables but excludes the front page, table of contents, bibliography and appendices.

The exam paper must include argumentation for theories and models used, but the paper should not include a specific section on methodology, nor a problem formulation. The written exam paper must be submitted in English.

### **Assessment**

Both sub-exams for the written exams must be passed individually with a minimum mark of 02.

The overall mark for the written examination is an average of the marks of the two sub-exams, with each sub-exam weighing 50%.

Marks are awarded according to the Danish 7-point grading scale, and the marks are listed on the diploma.

## **10.2.4 Methodology project exam**

At the end of the 3<sup>rd</sup> semester exam in the Methodology project is conducted.

The Methodology project exam is conducted according to specific guidelines and consists of a hand-in of a written group report, as well as an oral group exam with the participation of a peer-review group and lecturers. The Methodology project exam is assessed according to the 7-point grading scale.

## **10.2.5 3<sup>rd</sup> internal exam, elective programme elements**

At the end of the 3<sup>rd</sup> semester exams in the elective elements is conducted. Description of the elective elements can be found at section 11.

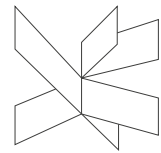
## **10.2.6 4<sup>th</sup> internal exam, internship exam**

An internship at a company is a compulsory element of the MM programme. The internship takes place during the 4<sup>th</sup> semester and is described in more detail in section 3 of the common part of this curriculum as well as in section 12 of the institutional part.

The internship exam is conducted after the end of the internship according to specific guidelines and consists of a written internship report prepared by the student. The student's internship coordinator will give a mark according to the Danish 7-point grading scale based on the internship report. The internship must be passed before the student can be granted access to the final project exam.

## **10.2.7 2<sup>nd</sup> external exam, final project exam**

At the end of the 4<sup>th</sup> semester, an exam in the student's final exam project (confer section 14.1) is conducted. The exam consists of a 45-minute oral individual exam based on the student's final exam project. The final exam project may be produced jointly by two or three students, whereas the oral exam is always an individual exam.



The scope of the final exam project is 96,000 characters when prepared by one student, 144,000 when prepared by two students and 192,000 when prepared by three students. For specific requirements concerning the final project exam reference is made to the final project exam guidelines, which will be made available on Itslearning by the end of the 3<sup>rd</sup> semester.

The project report must include the following elements:

- designed title fly
- title page
- table of contents
- list of figures and tables
- foreword (not required)
- introduction (background introduction, purpose, problem formulation, delimitation, methodology including quality assessment and source criticism)
- the project assignment
- conclusion
- list of references
- bibliography
- appendices (including the project description)

in the order mentioned.

*If two or three students write the project report together, it is required that the author of each part/chapter of the report can be identified. This means that the student's initials must be written after each part/chapter in the table of contents.*

#### **Oral exam:**

During the exam, the student will have 15 minutes to present what will typically include:

- the main problem area and conclusions of the report
- methodological considerations
- additions/changes to the written part
- the weighting of the topics
- real-life applicability – etc.
- the strong and weak points of the report

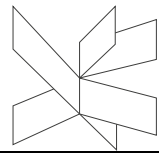
There will be a 25-minute discussion based on questions and comments from the supervisor and the co-examiner. The last 5 minutes of the exam is set aside for assessment.

One mark is awarded according to the Danish 7-point grading scale based partly on the final exam project and partly on the oral exam. The final exam project carries a weight of 2/3 of the mark while the oral exam carries a weight of 1/3. The student's spelling and academic writing skills are included in the assessment of the written part and carries a weights of 10 per cent, while the student's presentation and oral communication skills are included in the oral assessment and carries a weights of 20 per cent.

The mark is listed on the diploma.

#### **In case of not passing the examination**

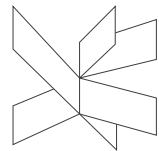
If a student is graded 0 or less in his final project or if the project is rejected, the student must hand in a new final project including a new project description. The student may choose to write the new project for the same company, but the problem formulation must be different from the original one. This means a new product and/or a new market as a minimum.



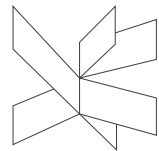
## 11. Description of elective programme elements

Five elective courses are offered and the student must choose electives corresponding to 20 ECTS points. All elective elements are only offered in English.

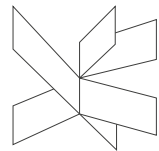
<b>Electives</b>	<b>Subjects within the elective element</b>	<b>ECTS</b>	<b>ECTS in total</b>
<b>Management research - rational decision-making</b>	Statistics	8	20
	Managerial Economics	7	
	Business Law	5	
<b>Professional and practical communication competences</b>	Communication	10	10
<b>Creative and effective marketing and entrepreneurship</b>	Marketing	10	10
<b>Digital marketing trends and tools</b>	Marketing	10	10
<b>Marketing Specialization</b>	Marketing	10	10



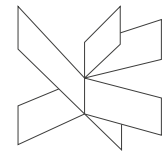
<b>Elective element: Management research - rational decision-making</b>
<b>Topic: Statistics</b>
<b>Weight: 8 ECTS</b>
<b>Content:</b> Basic, univariate, inferential, business statistics
<b>Learning objectives:</b> <b>Knowledge and understanding</b> The student will gain knowledge and understanding about: <ul style="list-style-type: none"><li>• Descriptive statistics – statistics, parameters and graphical representations.</li><li>• Probability - random experiments, outcomes, events, permutations, combinations and probability</li><li>• Random variables and probability distributions discrete and continuous; Bernoulli, binomial, Hyper geometric, Poisson, Normal, chi-squared and F-distributions.</li><li>• Sampling and estimation – point and interval estimate, central limit theorem.</li><li>• Confidence intervals – mean, proportion and variance.</li><li>• Hypothesis testing</li><li>• Test of one and of two mean(s), proportion(s) and variance(s)</li><li>• One way ANOVA</li><li>• Simple and multiple regression</li></ul> <b>Skills</b> The student will get the skills to: <ul style="list-style-type: none"><li>• Comprehensive description of a sample or population</li><li>• Classification of random experiments and computation of probabilities</li><li>• Parameter estimation</li><li>• Test Hypotheses about distributions of random variables and their parameters</li><li>• Estimation of linear relationships</li></ul> <b>Competencies</b> The student will learn to: <ul style="list-style-type: none"><li>• Construct and interpret valid and reliable information by quantitative techniques</li></ul>
<b>Examination and Evaluation:</b> The examination is an internal, written, open book, 4 hour exam. Marks will be given on 7-point scale.



<b>Elective element: Management research - rational decision-making</b>
<b>Topic: Business Economics</b>
<b>Weight: 7 ECTS</b>
<b>Content:</b> <ul style="list-style-type: none"><li>• Basis for and extended understanding of the marketing-related significance of pricing in different market structures, with use of the marginal principle.</li><li>• Solve real business case problems.</li></ul>
<b>Learning objectives:</b> <p>The student will gain knowledge and understanding about:</p> <ul style="list-style-type: none"><li>• Technical optimum.</li><li>• Straight line through two points.</li><li>• Production functions.</li><li>• Economic optimum.</li><li>• The demand curve.</li><li>• The demand curve with advertising.</li><li>• The cost curve.</li><li>• Differentiation of a polynomial.</li><li>• Same price at several markets.</li><li>• Price discrimination.</li><li>• The full-cost and the marginal principle.</li><li>• (X,Y) Excel charts.</li></ul> <b>Skills</b> <p>The student will get the skills to:</p> <ul style="list-style-type: none"><li>• The student will get the skills to:</li><li>• Relationship between production factors (sourcing) and production of goods and services.</li><li>• The influence of different market structures on the parameter activity.</li><li>• Optimizing the sale on a market with price sensitivity and a market with constant sales price (price discrimination).</li><li>• Optimizing linear constraint systems (linear programming).</li><li>• Use Excel as a tool for economic analysis, model construction and presentation.</li></ul> <b>Competencies</b> <p>The student will learn to:</p> <ul style="list-style-type: none"><li>• To be able to solve new economic problems within the subject. (Not just tasks within the same type of problems already solved in class. The so-called "type tasks", tasks where the student simply applies new numbers to old solutions).</li><li>• Develop solutions in Excel spreadsheet models using advanced graphics, and communicate findings.</li><li>• Use or apply knowledge and skills to solve real business case problems.</li></ul>
<b>Examination and Evaluation:</b> <p>The examination is an internal, written, open book, 4 hour exam. Marks will be given on 7-point scale.</p>

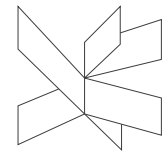


<b>Elective element: Management research - rational decision-making</b>
<b>Topic: Business Law</b>
<b>Weight: 5 ECTS</b>
<b>Content:</b> <ul style="list-style-type: none"><li>• Other intermediaries than agents, e.g. commercial agents</li><li>• The rules of international private and procedural law – jurisdiction and choice of law in international legal disputes</li><li>• The rules of international sales of goods – the CISG</li><li>• Credit agreements and reservation of title – how to secure the purchase sum</li><li>• Basic rules of instruments of debt and other claims, including transfer of both</li><li>• Tort law, including other basis of liability than the principle of fault, e.g. the employer liability</li></ul>
<b>Learning objectives:</b> <b>Knowledge and understanding</b> The student will gain knowledge and understanding about: <ul style="list-style-type: none"><li>• Other intermediaries than agents</li></ul> <b>Skills</b> The student will get the skills to: <ul style="list-style-type: none"><li>• The rules of international private and procedural law</li><li>• The rules of international sales of goods</li><li>• Credit agreements and reservation of title</li><li>• Basic rules of instruments of debt and other claims, including transfer of both</li><li>• Tort law, including other basis of liability than the principle of fault</li></ul> <b>Competencies</b> The student will learn to: <ul style="list-style-type: none"><li>• National contract and sales law</li><li>• Prepare written solutions to legal exercises using common legal methodology</li></ul>
<b>Examination and Evaluation:</b> The examination is an internal, 3 hour written exam, which will take place during one of the last lectures of the course. Marks will be given on a 7-point scale.



<b>Elective element: Professional and practical communication competences</b>
<b>Topic: Communication</b>
<b>Weight: 10 ECTS</b>
<b>Content:</b> <p>In addition to sound technical/academic professional knowledge and skills, employers/companies and organisations put a premium on strong interpersonal and communicative professional competences. They require graduates to be able to handle themselves in a professional environment. Based on a professional communication skill set, graduates should proactively engage in cooperation with other professionals both internally and externally in organisations. To do that, professionals must understand both themselves as communicators as well as their communication partners.</p> <p>This course will give participants a firm theoretical basis in written and oral communication structures and tools. And above all, the purpose is to let participants try to practise communication in a wide range of contexts so that the final outcome is that they feel well-prepared to enter professional communication networks with great confidence.</p> <p>Content: Professional communication, like:</p> <ul style="list-style-type: none"><li>• meetings</li><li>• interviews</li><li>• presentations</li><li>• video presentations</li><li>• webinars</li><li>• internal and external written communication</li><li>• conferences</li><li>• networking</li><li>• social media communication</li></ul> <p>Expected Workload is 80 lessons for 8 weeks. The students must expect a workload of about 275 hours during the semester.</p> <p>Mode of Instruction:</p> <p>Lecturer-initiated: Relevant theory and topics will be introduced by the lecturers through lectures, cases, discussions, group work and practical exercises. The lecturers' role is that of facilitating the students' learning process. During the semester, the lecturers will plan and set up a number of compulsory one-on-one supervision sessions with the students.</p> <p>Student-initiated:</p> <p>Besides preparation for and regular participation in class, the students will be responsible for:</p> <ul style="list-style-type: none"><li>• Contributing specific elements of the course content, such as running a meeting, setting up a webinar, receiving/hosting others in a professional context, setting up and maintaining a professional/cross-professional network.</li><li>• Making a number of presentations on course theory and case work.</li><li>• Creating written communication material to be used in a specific context and for a specific target group.</li><li>• Setting up, organising and managing a student portfolio.</li></ul> <p>The language of instruction is English.</p>
<b>Learning objectives:</b>
<b>Knowledge and understanding</b>
The student will gain knowledge and understanding about:





- Communication structures and structuring devices
- Genre
- Communication target group analysis
- Internal and external communication
- Communication context
- Inter-professional communication
- Inter-cultural communication

### **Skills**

The student will get the skills to:

- Select and apply appropriate communication structures and structuring devices in a given context.
- Understand the concept of genre and make relevant and appropriate genre choices.
- Identify and describe communication target group/s.
- Understand and apply relevant communication practises in a variety of cultural contexts.

### **Competencies**

The student will learn to:

- Understanding personal appearance
- Building a professional persona
- Being able to communicate assertively (confidently)
- Being able to communicate with integrity, curiosity, honesty, credibility, openness, presence and professional tolerance.
- Building professional networks
- Being able to communicate according to professional communication conventions

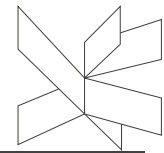
### **Examination and Evaluation:**

The examination is a 30-minute individual oral examination. There is no preparation time on the day of the examination. The examination is based on a discussion and evaluation of the student's exam portfolio. The exam portfolio must be handed in in WISEflow and must be approved by the lecturers prior to the oral examination. If the exam portfolio is not approved, the student cannot participate in the oral examination. A revised exam portfolio must be handed in and approved prior to the re-examination.

In addition to relevant reflections taken from the student portfolio, the exam portfolio must include the following communication products made by the student in connection with class-based course activities:

- Formal and informal email messages
- Meeting agenda and minutes
- LinkedIn profile
- Interview sample data
- Social media messages
- Recording of webinar
- Videorecording of student presentation in class
- Video presentation – job application
- Conference material
- Minutes from a minimum of 75 per cent of the compulsory supervision sessions

The student initiates the examination by making a 10-minute presentation and should be prepared to explain and elaborate on points presented. The student will receive one mark according to the Danish 7-point grading scale.



## Elective element: Creative Marketing and Entrepreneurship

**Weight: 10 ECTS**

### **Purpose:**

Students develop:

- Competences to produce creative and effective marketing; which means that you learn how to make original marketing that works.
- You develop your "creative confidence" and "creative competence" so you will feel more creative and more sure that you have the necessary competences to turn your ideas into great marketing.

### **Mode of Instruction:**

There will be very few "traditional" classroom lectures. Instead, you will learn in many different ways so the course never gets boring. You will have to work independently, be self-disciplined and take responsibility for your own learning outcome.

We rely on teaching methods like:

Problem- and Project Based Learning – real customers with real needs

Team- and Network Based Learning – working in a project organization

Action Learning – active experimentation, making prototypes and testing concepts

Learning by doing – you learn to run a business by running a business, become creative by doing creative work etc.

Facilitation – based on models and manuals like "VIA Strategic Design Practice", "The Creative Platform", "The Strategic Brief"...

Case work – analyze and discuss marketing cases

Research – field research, target group surveys and interviews

Portfolio – reflection and documentation of own learning

The language of instruction is English.

### **Content:**

- How to create original and effective marketing for "real clients".
- How to make prototypes and test your concepts.
- How to set goals and measure your "return on marketing investment".
- How to present your ideas in an inspiring and convincing way.

### **Learning objectives:**

After the course, the students will have the following knowledge, skills and competences:

- Creative marketing – knowledge about "state of the art" work from the best creative directors.
- Creative processes – how to get from "creative brief" to "final product".
- Creative tools – fill your toolbox with the creative tools you need for your creative process.
- Measuring return on marketing investment – set goals and see how well your marketing works.
- Presentation of your ideas – practice your skills and watch your presentations on video recordings.

### **Examination and Evaluation:**

Individual oral examination.

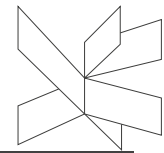
Hand in before the exam (must be handed in in order to participate in the exam):

- Individual reflections on learning outcome during the course. Maximum 4,800 characters.
- Digital portfolio of a) your presentations and b) the creative work you have done during the semester.
- Individual curriculum – literature list of sources used through the semester.

Oral examination, 20 min. (5 min. individual presentation + 10 min. examination)

- Examination is based on your curriculum, portfolio and reflections on learning outcome.

The examination is done by 2 internal examiners.



## Elective element: Digital Marketing Trends and Tools

### Weight: 10 ECTS

#### Purpose:

Keeping up with digital technologies is an almost impossible, yet greatly fascinating task. Digital marketing involves these technologies and requires the use of many tactics and tools. We take a look at marketing in this setting.

Among other things, you will:

- learn about the latest trends in digital marketing.
- learn why and how to use powerful digital tools relevant for mapping customer behavior and planning of future online marketing activities.
- understand the potential of social media and the power of relationship-building and value-creating content.

#### Content:

- Customer experience design (e.g. customer journey, usability and web design)
- SEO and PPC (e.g. analytics)
- Content/text production (main focus on email, e-newsletters, websites, social media)
- Social media (co-creation/user-generated content and relationship-building as well as nudging and behavioural design)
- Mobile
- Digital strategy and omnichannel

#### Expected Workload:

64 lessons for 8 weeks. The students must expect a workload of about 275 hours during the semester. In class, the students are expected to develop and implement a website and a number of social media sites. In order to qualify for participation in the examination, the students must hand in a max. 4-page report to show the progress of their work on the website and the social media sites.

#### Mode of Instruction

The course focuses on problem-based learning through case work. During the semester, the students will work on developing a business concept to market online. They will design and make a website and social media sites to market the business concept. The topics of the course will progressively be introduced and applied to the business concept. Relevant theory and tools will be introduced by the lecturers, but the students are responsible for applying the data and tools necessary for the case work.

Lecturer-initiated: Relevant theory and tools will be introduced by the lecturers and guest lecturers through lectures, cases, discussions and group work in class. The lecturers' role will vary depending on topic and activity. The lecturers are available for guidance during the scheduled lessons.

Student-initiated: Besides preparation for and active participation in class, the students will be required to:

- identify, collect, share/present trends in the field of digital marketing.
- apply data and tools necessary for case work.
- develop a business concept to market online

The language of instruction is English.

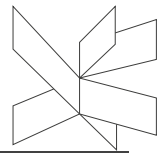
#### Learning objectives:

After the course, the students will have the following knowledge, skills and competences:

##### Knowledge and understanding

The student will gain knowledge and understanding about:

- understand the role of digital marketing as a part of a company's overall marketing strategy, e.g. how it supplements and supports offline marketing activities.
- understand relevant concepts, theory and tools within the field of digital marketing.
- understand social media's potential for relationship-building and online community creation.
- understand relevant channels and their pros and cons.



### **Skills**

The student will get the skills to:

- participate actively and competently in the planning and execution of a company's digital marketing.
- identify key factors relevant for the planning process.
- choose and integrate relevant channels into a company's overall marketing strategy, depending on context and objectives.
- describe social profiles/personas.
- create customer journey maps.
- produce effective content for digital marketing.

### **Competencies**

The student will learn to:

- develop strategies for obtaining sustainable competitive advantages through digital marketing.
- design social media and mobile strategies according to a company's objectives and available resources.
- create effective and value-increasing content/communication shaped for online reading.
- measure and evaluate on a company's digital marketing strategy.
- apply relevant concepts, theory and tools in a given real-life context.
- analyse and improve the usability of the chosen digital media and content.
- 

### **Examination and Evaluation:**

The DMT exam is an individual 30-minute online examination (including evaluation).

The examination will be based on a presentation of your group's website and social media site/s, followed by a discussion of the topics presented as well as other related topics from the course.

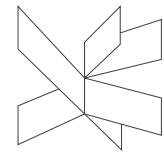
Each student has a maximum of 15 minutes for the presentation.

Your presentation should as a minimum include:

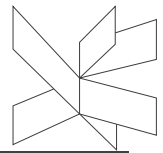
- Business concept, online value proposition and target group/s
- Communication platform (how to market your sites)
- Customer journey and planned traffic to sites
- Content creation related to chosen channels and target group/s
- Design process (the process you went through when creating the sites)

It is vital that the student creates a cohesive and structured presentation and make sure that he/she covers all the required elements. The student must demonstrate his/her competences in terms of converting theory into practice and show how each of the above-mentioned elements is related to each other.

The student will receive one mark according to the Danish 7-point grading scale and the mark will reflect his/her knowledge, skills and acquired competences concerning the course topics.



<b>Elective element: Marketing Specialization</b>
<b>Weight: 10 ECTS</b>
<b>Purpose:</b> Students develop: <ul style="list-style-type: none"><li>• You develop a specialized competence within a limited area of marketing that you find interesting. It could be within SEO, SEM, analytics, SoMe, e-mail automation, neuro marketing, content marketing, mobile marketing, e-commerce etc. For inspiration, take a look at the list of topics in appendix 1. There are no limits to what you can specialize within as long as it is related to marketing – just follow your dreams, interest or passion.</li></ul>
<b>Content:</b> During the course, you will be working on: <ul style="list-style-type: none"><li>– Understanding the topic you have chosen in depth.</li><li>– Getting to know the tools (software, models...) needed to work within your topic.</li><li>– Sparring with a mentor from a company who works with the topic you have chosen.</li><li>– Working on a project with your mentor.</li></ul>
<b>Expected Workload:</b> The students must expect a workload of around 280 hours during the semester. Of these 80 hours will be activities with participation of lecturer or mentor. Expect expenses for materials, prototyping, printing, licenses, transportation etc. depending on your chosen topic and location of mentor company.
<b>Mode of Instruction:</b> You will have to work independently, be self-disciplined and take responsibility for your own learning outcome. You will receive supervision by a facilitator (your lecturer, Flemming Bentzen or Tine Wade) and sparring from other students (peer-to-peer). In addition, you will receive guidance from your mentor. The course is based on teaching methods like: <ul style="list-style-type: none"><li>• Problem- and Project Based Learning – you work on a project with your mentor.</li><li>• Peer-peer learning – you will be part of a study circle. The students in the circle use each other to present and get feedback on their work.</li><li>• Action Learning – you experiment, make prototypes and test concepts.</li><li>• Portfolio – you document your learning, so you can show, what you can do at the exam/job interview.</li><li>• Individual supervision by your lecturer.</li><li>• Joint sessions with other students and your lecturer</li><li>• Mentor supervision.</li></ul>
The language of instruction is English.
<b>Topic and Mentor:</b> Once you have been accepted to the course you have to write a short letter about the topic you want to specialize within. Based on the letter we will approve the topic (must be within marketing). From that moment, you can start to look for a mentor with competences within the topic you have chosen. We expect that you have a mentor two-three weeks after the elective starts, so you can start the course without a mentor and we will work together on finding a mentor for you.
<b>Learning objectives:</b> After the course, the students will have the following knowledge, skills and competences: <b>Knowledge and understanding</b> <ul style="list-style-type: none"><li>• You will have specialized knowledge within a narrow topic in marketing.</li></ul> <b>Skills</b> <ul style="list-style-type: none"><li>• You will master the tools needed within the topic you have chosen.</li></ul> <b>Competencies</b> <ul style="list-style-type: none"><li>• You will have the ability to create solutions to problems within your chosen topic.</li></ul>
<b>Examination and Evaluation:</b> The examination is an oral examination. One grade will be given to each student individually based on the assessment of a) learning reflections, b) digital portfolio, c) individual curriculum and d) oral examination. Hand in before the exam (must be handed in in order to participate in the exam):

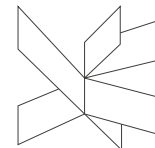


- Individual reflections on learning outcome during the course. Maximum 4,800 characters.
- Digital portfolio of the work you have done during the semester.
- Individual curriculum – list of sources used to gain knowledge about your topic.

Oral examination, 30 min. (10 min. individual presentation + 15 min. examination)

- Examination is based on individual reflections on learning outcome, digital portfolio and the curriculum you have submitted.

The examination is done by 1 internal examiner and 1 mentor.



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## 12. Completion of internship

An internship in a company is a compulsory element of the MM programme. The content of the internship is described in section 3 of the common part of the curriculum.

The duration of the internship is 12 weeks, corresponding to 15 ECTS credits, and the internship takes place at the beginning of the 4<sup>th</sup> semester.

The internship is unpaid, but the student may qualify for the State Educational Grant and Loan Scheme (SU). Furthermore, upon agreement with the internship company the student may receive a reimbursement for expenses incurred during the internship (transportation, rent, etc.) when providing documentation of these and a minor gratuity.

During the 3<sup>rd</sup> semester the students will be informed about the process of applying for internship. Information meetings will be held and information about, among other things the documents and guidelines concerning internship available on Itslearning will be given. An internship coordinator is available for each class during the 3<sup>rd</sup> semester.

The internship agreement between the student, the company and VIA must be uploaded in the Internship portal (Praktikportalen).

During the 4<sup>th</sup> semester each student will be assigned a supervisor who will be available both during the internship and the production of the final exam project.

Some of the internship coordinator's tasks are to provide the company with relevant information, approve the student's learning objectives and the internship contract as well as assist the student if problems arise during the internship.

The learning outcome is tested through a written internship report which the student must produce in accordance with the guidelines. The student's internship coordinator will give a mark according to the Danish 7-point grading scale based on the internship report. The internship must be passed before the student can be granted access to the final project exam.

If the internship is not passed, the student must do another internship. It will always be the student who is responsible for finding a new internship. As is the case for all exams, the student has three attempts to pass the internship. Once the internship has been passed, the student may participate in the final project exam.

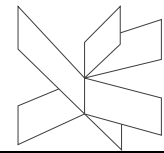
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## 13. Internationalisation

The MM programme at VIA has an international focus. During the lessons the students work on international problem areas.

VIA has the majority of its MM students at the English-taught version of the programme where most of the students are international students. This provides a unique international study environment. Furthermore, all joint activities for the Danish and international classes are taught in English.

The students may choose to do their internship during the 4<sup>th</sup> semester abroad. Furthermore, students who choose to study for the Bachelor of International Sales and Marketing Management have the possibility of transferring their 6<sup>th</sup> semester to a university abroad.



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## 14. Requirements concerning written assignments

As a rule, all written assignments must comply with "Guidelines for Preparing Project Reports" at VIA Business and must be submitted in WISEflow.

For all written assignments, a standard page is defined as 2,400 characters including spacing and footnotes, but excluding front page, table of contents, sources and appendices. Appendices are not assessed.

Requirements concerning the number of written assignments, correlation between the number of members in a team and the scope of the assignment as well as any specific requirements are specified in the description of each assignment.

There are no specific requirements concerning spelling and academic communication skills in written assignments. However, confusing phrasing and linguistic mistakes in assignments may have a negative influence on the assessment of the assignment.

The use of referencing in written assignments and projects must be done in accordance with the Harvard Referencing System. Incorrect referencing, including the lack of references, is considered an error in the assignment or the written project and may furthermore lead to a plagiarism check.

Written assignments and projects must be submitted within the specified deadline for each assignment/project.

Late submission of an exam assignment will count as an exam attempt. The student will therefore not be able to participate in the exam and will have to wait for the re-exam.

The consequences of late submission of other written assignments and projects are described in the course description/project guidelines of the assignment/project in question.

### 14.1 Final exam project (15 ECTS credits)

The purpose of the final exam project is for the student individually to produce an interdisciplinary and practice-oriented assignment based on methodology as well as to demonstrate the knowledge, skills and competencies stated in the general learning objectives of the programme as mentioned at the beginning of this curriculum. The project is produced in cooperation with a specific company and is based on current problems/challenges faced by the company.

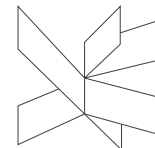
In order for the student to participate in the final project exam, the student must have passed all exams at the first three semesters of the programme as well as the 4<sup>th</sup> semester internship.

The final exam project must be based on the key subject areas of the programme and must include elements from the internship.

The problem/challenge covered in the final exam project is determined by the student in cooperation with a company. The project description must be approved by the supervisor.

If the student does not submit the final exam project on time, fails the exam or is rejected for other reasons at the exam, for example due to plagiarism or lack of compliance with the formal requirements of the assignment (confer section 10.2.6), it counts as an exam attempt and a new assignment must be submitted at the re-exam in August. Access to supervision during the summer break will be limited, and the deadline for submitting the new assignment is relatively short. If the student does not submit in time, fails the re-exam or is suspended for other reasons at the re-exam, it counts as yet another exam attempt and a new assignment must be submitted when the exam is conducted again in December/January. This will be the last exam attempt, confer the Ministerial Order for Examinations in higher educational business programmes.





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## 15. Teaching and working methods

The teaching methods in use are lectures, class instruction, dialogue-based instruction, exercises, presentations, cases, workshops, guest lecturers from Denmark and abroad, projects as well as company visits.

New knowledge and the most recent results from the business world as well as national and international research, pilot and development projects from each of the core areas are essential elements in the academic content offered in the programme.

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## 16. Study activity

The MM programme is a full-time programme. This means that the student must plan on spending an average of approximately 40 hours a week on participation in lectures, preparation, teamwork, assignments, project work, exams, etc.

The extent of the student's work effort is illustrated in the study activity model of the Council of Rectors (Professionshøjskolernes Rektorkollegium): <http://www.viauc.com/horsens/programmes/fulldegree/marketing/programme/Pages/study-activity-model.aspx>

Activities and plans are based on student attendance and the students' active participation as well as interaction with their lecturers and with other students. Furthermore in order to ensure close and frequent dialogue at the programme, it is essential that the students are familiar with the content of the curriculum and that they keep themselves informed through Itslearning as well as through the emails sent to their VIA email accounts. Decisions are made based on this premise and no further notice is given.

The students are encouraged to support each other through committed and active study behavior, including to form study groups and to ensure academic development, and are encouraged to seek help from the study counsellor if they themselves or others need help for personal or social reasons.

The above-mentioned study activities should be planned for the entire semester, i.e. from the end of August to the end of January for the autumn semester and from the beginning of February to the end of June for the spring semester. It is the responsibility of the student to plan trips to their home country, vacations and other activities, if any, in the interim periods. A more detailed semester calendar with planned activities for the current semester may be found in Itslearning.

For students receiving SU lack of study activity may have consequences.

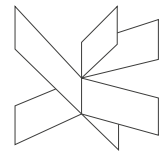
If a student has not passed a minimum of one exam at the MM programme during a consecutive period of at least one year, the student's registration will be cancelled according to the rules of Ministerial Order for admissions to business academies and professional bachelor courses. The student will be informed about the lack of study activity prior to the cancellation.

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## 17. Rules concerning credit transfer, leave of absence, dispensation from the curriculum and complaints

### 17.1 Credit transfer

The student is required to disclose any employment or completed programme elements from another Danish or foreign higher education institution if such employment or programme elements could result in a credit transfer. VIA will approve each case of credit transfer based on the correlation between the completed programme elements and/or employment and the courses, the programme elements and the internship. The decision is based on an academic assessment.



VIA may approve that programme elements or parts hereof passed at another educational institution are equivalent to programme elements or parts hereof in this curriculum. If the programme element in question has been assessed according to the Danish 7-point grading scale at the educational institution where the test was conducted and is equivalent to an entire subject in this curriculum, the mark will be transferred. In all other instances, the assessment will be transferred as "passed" and will not be included in the calculation of the average mark.

VIA may accept that students from other educational institutions follow parts of the MM programme and are tested according to current rules and guidelines at VIA. However, it is a prerequisite that this has been approved as part of their own study programme.

## 17.2 Leave of absence

For admissions to business academies and professional bachelor courses, the student may be granted a leave of absence from the programme. An digital applicationform must be filled out at MitVIA.

The following applies:

- A leave of absence may not be granted before all the subjects of the first year of study have been passed (60 ECTS credits)
- A leave of absence is normally granted for entire semesters (an exception may be made for maternity/paternity leaves and sick leaves), and since the MM programme in Horsens only offers intake in August, it is recommended to apply for a whole year of leave.
- During a leave of absence a student is classified as an inactive student as regards SU and the calculation of total time studied.
- Under special circumstances a leave of absence may be granted for up to four semesters.
- During the leave of absence students may not participate in the lessons and exams of the programme from which they are on leave.

## 17.3 Exemptions from the curriculum

Under special circumstances, VIA may grant an exemption from the rules and provisions of the curriculum which are not subject to current legislation.

The application for exemption must be in writing and be substantiated. The application must be submitted to the head of department at VIA Business, who, based on an individual assessment, will make a decision as to whether or not an exemption will be granted as well as determine the extent of the exemption.

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## 18. Rules concerning exams

### 18.1 Exam attempts

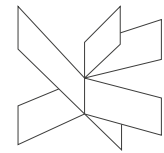
The student has three exam attempts to pass each exam. When an exam has been passed with the mark 02 or higher, the student may not participate in an exam in the same course again.

Upon receipt of an application, VIA may grant a dispensation for a 4<sup>th</sup> attempt if warranted by unforeseen circumstances. The student may not cancel a registration for an exam. In case of illness, confer section 16.4.

### 18.2 Re-exam

If the student fails an exam, the student is automatically signed up for the next re-exam. The date of the re-exam will be posted on Itslearning.

If there is 10 or less students to attend a re-examination, the Marketing Management programme can choose to change a written exam to an oral exam.



## 18.3 Special needs at exams

In cases of physical or mental functional disability (such as dyslexia, mental or neurological disorder, physical disabilities or visual impairment), a student may apply for permission to participate in exams on special conditions.

The student must have documentation of the disability in question. The student may contact the student counsellor about this matter.

The application for permission to participate in exams on special conditions must be submitted by email to the programme secretary, who will assess the application. Deadline for application for the summer exam is 1 May and for Winter exam 1 december. The request is granted if deemed necessary in order for the student to participate in the exam on equal terms with the other students. However, it is a prerequisite that such a permission does not alter the level of academic requirements of the exam.

## 18.4 Illness

If the student falls ill on the day of the exam, the student must immediately notify the Study Administration. If the student falls ill during an oral exam, the student must notify the lecturer.

In case of illness during a written exam, the student must contact the invigilator, who will report that the exam has been interrupted due to illness.

The student must seek medical attention on the day of the exam and procure documentation of the illness. This documentation must be submitted to the programme secretary no later than four days after the date of the exam. Any expenses incurred in connection with the procurement of the documentation, are held by the student. If the student cannot provide documentation of the illness, the exam will count as an exam attempt.

If the student experiences a severe incident which prevents the student from participating in the exam, the student must notify the Study Administration as soon as possible. The programme secretary, where relevant in cooperation with the lecturer, the study counsellor or the director of research and education, will assess whether the rules concerning illness apply to the incident. If this is the case, the exam attempt will be annulled.

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## 19. Cheating in exams and disturbing behavior at exams

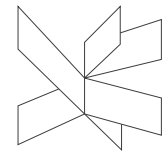
It is considered cheating when, during an exam, the student

- seeks unauthorised help, or
- helps another student with answers, or
- makes use of unauthorised aids.

Upon submission of a written exam paper, the student must, by means of signature, confirm that the paper has been produced without unauthorised help<sup>2</sup>. The signature may be digital.

### 19.1 Specifically about cheating in exams by way of plagiarism

Plagiarism is considered cheating in an exam if it has been discovered in a written exam paper submitted by the student during an exam. Procedures regarding plagiarism apply to:



- A written product, which has been submitted for assessment or has been assessed, for example a professional bachelor project.
- A written product, which is to form or has formed part of the basis of the exam at an oral exam, for example a written product to be submitted as a prerequisite for participation in the exam.
- A written product, which has been submitted as a prerequisite for participation in an exam.

### **When is it considered plagiarism?**

It is considered plagiarism when, in a written paper, a student tries to give the impression that he/she is the author of an idea, a text, a layout or the like, when the author is actually someone else. More specifically, it is considered plagiarism if a written paper entirely or partially appears to be produced by a student or a number of students, when the paper

- includes identical or almost identical reproduction of someone else's phrasing or works without indicating the reproduced parts by use of quotation marks, italics, indentation or any other distinct indication of source referencing, including page numbers or the like (cribbing), confer the programme's guidelines for preparing written assignments, sometimes referred to as editorial guidelines.
- includes substantial passages of text with a choice of words so close to another printed medium that a comparison reveals that the passages could not have been written without the use of the other printed medium (paraphrasing, etc.).
- includes the use of other people's words or ideas without appropriate acknowledgement or referencing.
- reuses text and/or key ideas from one's own previously assessed or published works without taking the above-mentioned rules of bullet-points 1 and 3 into consideration.

## **19.2 Specifically about disturbing behaviour at exams**

VIA has the authority to expel a student from an exam if the student displays disturbing behaviour for example if the student is noisy or breaks the institution's code of conduct at an exam. In less serious cases, VIA may first issue a warning. The invigilators will notify the head of department about the incident.

Notification must take place immediately. The notification must consist of a written statement about the incident including the necessary information to identify the student/s in question as well as a brief account of the incident and the available documentation of the incident. In case of repeated disturbing behavior by the student/s, the head of department must be further notified. For more on the sanctions related to disturbing behaviour, reference is made to the section on "sanctions".

### **Procedures and sanctions related to cheating in exams and disturbing behaviour at exams**

#### **Who is responsible for notification?**

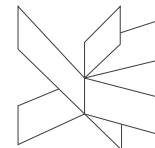
Anyone who suspects that a student has cheated in an exam is obliged to act on this suspicion and notify the head of department about the matter.

#### **Notification**

If the suspicion of cheating in an exam is reinforced the examiner and/or the co-examiner must notify the head of department at VIA Business in writing about the matter. At the same time, the examiner and/or the co-examiner must inform the student that the head of department has been notified about the incident. If no assessment has taken place at the time of the notification, no assessment is made and "not submitted" will be reported in the system.

#### **The head of department**

When the head of department receives a notification of cheating in exams, he/she must decide whether to dismiss or process the case.



If the head of department decides to process the case, he/she will be responsible for the collection of any necessary documentation as well as for calling the student for a meeting where the student may respond to the notification.

The student must receive a copy of the notification along with the invitation to the meeting and should be informed that the meeting concerns a suspicion of cheating in an exam and that the student is allowed to bring a companion to the meeting. During the meeting the companion may counsel the student, but may not participate in the conversation. If it is not possible to organise such a meeting, written communication about the matter may take place. If the head of department dismisses the case, assessment is made in the usual manner unless an assessment has already been made.

### **Sanctions**

On the basis of the notification and the meeting/written communication, the head of department will decide whether or not it is an incident of cheating in an exam as well as what type of sanction the student should receive. The head of department can only make a decision concerning the sanction, if it he/she deems that, beyond all doubt, there is a case of cheating in an exam. The student will be informed about the final decision in writing, and the person who reported the incident and the study counsellor will receive a copy. A copy is also added to the student's file.

### **Types of sanctions**

When a case of cheating in an exam has been proven, the student will receive one of the following sanctions:

- **Warning.** A written or oral warning for breaching the rules will be issued.
- **Suspension from a written exam on VIA's premises,** if a violation of the procedures for conduct of exams has taken place. In this case, the student will be registered as "absent" from the exam in question.
- **Cancellation of a written exam paper,** i.e. the cancellation of the written paper from the exam where the cheating occurred. The cancellation may take place even when an assessment has already been made, and it counts as an exam attempt. If a new paper is produced by means of unauthorised help or the use of unauthorised aids, the student will be permanently expelled from the programme.
- **Expulsion/suspension from the programme.** In case of serious or repeated cheating, the student will be expelled or suspended from VIA. An expulsion is **permanent**, while a suspension is **temporary**<sup>3</sup>. The expulsion means that the student is excluded from all activities at VIA, including all participation in lessons and exams. In the case of a suspension, the student will be registered as being on a leave of absence during the suspension period. After the suspension period, the student is automatically readmitted as a student at the MM programme at VIA.

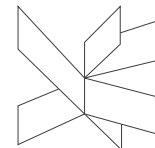
Apart from the above-mentioned penalties an incident may be reported to the police if it is in violation of civil or criminal law.

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## **20. Complaints in connection with exams**

Complaints may be lodged concerning the following issues:

- The basis of the exam, including exam questions, tasks/assignments, and the like as well as the correlation between the exam and the objectives and the requirements of the programme.
  - The exam procedure, or
  - The assessment of the exam.
-



The complaint must be in writing, be substantiated and filed by the student himself/herself no later than 14 days after the student has been notified about the assessment of the exam.

The complaint must be addressed and submitted to the head of department, who will then process the complaint and make a decision. Upon request the student is entitled to a copy of the exam assignment and a copy of the exam paper submitted by the student in case of a written exam. As a rule, the head of department will present the complaint to the original examiners, i.e. the examiner and the co-examiner of the exam in question. The latter have two weeks to submit their professional opinion about the matter of the complaint.

The student must be given the opportunity to comment on the professional opinions of the examiner and co-examiner and has one week to reply.

On the basis of the above-mentioned professional opinions and comments the head of department determines the outcome of the complaint.

The decision must be in writing and be substantiated and may result in one of the following:

- Re-assessment, except for oral exams.
- Re-examination, or
- Dismissal of the complaint.

In case of dismissal of the complaint the original examiners have to agree with this decision<sup>4</sup>. As soon as a decision has been made, the student and the original examiners have to be notified. In case of re-assessment or re-examination the student must be informed that such a re-examination/re-assessment may result in a lower mark.

#### **Re-assessment or re-examination**

An offer of a re-assessment or re-examination must be accepted no later than two weeks after the student has been notified of the decision. An acceptance of the offer cannot be withdrawn. A re-assessment or a re-examination will not take place if the student does not accept the offer within the deadline.

A re-assessment or a re-examination must take place as soon as possible. If a diploma has been issued, VIA must revoke the diploma until the re-assessment has been made and a new diploma can be issued<sup>5</sup>. In case of re-assessment or re-examination, new examiners will be assigned. If the result of the complaint is a re-assessment or a re-examination, all students who participated in the exam in question will receive an offer of a re-assessment or a re-examination.

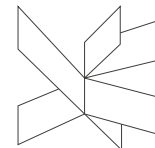
#### **Specifically about re-assessment**

In case of re-assessment, the new examiners must be presented with the case file: the exam assignment, the exam paper submitted, the complaint, the professional opinions of the original examiners including the student's comments as well as the decision from VIA. The new examiners will inform VIA about the result of the re-assessment including a written explanation of the assessment. VIA will notify the student about the re-assessment and the explanation hereof.

#### **Appeal of a decision**

If the student disagrees with VIA's decision, the student may lodge an appeal no later than two weeks after being notified about this decision. The appeal must be in writing, be substantiated and submitted to the head of department, who will appoint an appeals board.

The work of the appeals board is subject to the rules and principles of the Public Administration Act, including issues concerning legal incapacity and duty confidentiality.



For the appeals board to conduct business, all members of the board must participate in board deliberations and receive all case files. Upon consensus among the board members on a written process, the discussion may be in writing, including electronic communication. If consensus among the board members cannot be reached, the discussion will be concluded at a meeting where all board members are present. If the discussion is concluded by voting and there is a tie, the vote of the president of the board is decisive. If, during the process, the appeals board becomes aware of errors related to an exam, VIA must be informed hereof and will decide how to correct the errors in accordance with section 9 of the Ministerial Order for examinations in higher educational business programmes.

### **The decision of the appeals board**

The material which formed the basis of the initial decision and the substantiated appeal lodged by the student, form the basis of the decision made by the appeals board<sup>6</sup>. The decision of the appeals board must be in writing, be substantiated and may result in one of the following outcomes:

- Re-assessment by new examiners, except for oral exams
- Re-examination by new examiners, or
- Dismissal of the complaint.

The appeals board must notify the head of department of the decision as soon as possible. In the case of a winter exam, no later than two months and in the case of a summer exam no later than three months after appeal has been submitted to the head of department. VIA must notify the student as soon as possible if the appeal process cannot be completed within the deadline. This notification must be substantiated and include information about the expected completion date of the appeal process. Once the decision has been made, the head of department must notify the student hereof as soon as possible. The examiners will receive a copy of the decision. If the decision includes an offer of a re-assessment or a re-examination, the student must be informed that a re-assessment/re-examination may result in a lower mark.

Re-assessment and re-examination will take place as described in the section "Re-assessment and re-examination".

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

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## **21. Legal basis**

The following current legislation applies to the programme:

- Ministerial Order no. 153 from 27/02/2018: Ministerial Order for Academies of Professional Higher Education
- Ministerial Order no. 986 from 18/08/2017: Ministerial Order for Academy Profession degree programmes and Bachelor's degree programmes (LEP law).
- Ministerial Order no. 1014 from 02/07/2018: Ministerial Order for technical and commercial business academies and professional bachelor courses
- Ministerial Order no. 1500 from 02/12/2016: Ministerial Order for examinations in higher educational business programmes
- Ministerial Order no. 1495 from 11/12/2017: Ministerial Order for admission to business academies and professional bachelor courses
- Ministerial Order no. 114 from 03/02/2015: Ministerial Order for marking scales and other assessment criteria

The applicable laws and ministerial orders are available on [www.retsinfo.dk](http://www.retsinfo.dk) (in Danish only).