

# **CURRICULUM 2012-2014**

## **AP DEGREE PROGRAMME IN MARKETING MANAGEMENT**

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## The Common Part

### 1. The Programme

#### 1.1. Objective

The objective of the programme is to qualify the student to independently analyse, plan and implement solutions widely related to marketing in national and international companies within commerce, production and service.

The AP Graduate in Marketing Management will be able to combine financial, legal, organisational, cultural, social and technological knowledge in connection with the marketing of a product or service in a global market.

Furthermore, the graduate will be able to participate in cooperation with people having various educational, linguistic and cultural backgrounds.

#### 1.2. Extent

The study programme is a 2 years full time study equivalent to 120 ECTS credit points. One year equals one student's full time work load in one year. The work load thus includes planned teaching, preparation, in-depth studies, written assignments, other activities in connection with the teaching, study visits, internship and projects in companies as well as preparation for and attendance at examinations. The programme must be completed no later than 4 years after course start.

#### 1.3. Objective of the learning outcome

The objective of the learning outcome includes the knowledge, skills and competencies an AP Graduate in Marketing Management will achieve from the programme, cf. the ministerial order.

### **Knowledge**

The graduate will have knowledge of

- The strategic and financial structure of the business
- Fundamental economic conditions
- Completion of sale
- Business legal relations including Law on Marketing and Competition

- Methods for solving complex and practice-based problems within marketing management skills

**The graduate will be able to**

- Conduct an international market assessment
- Assess and implement problem-oriented projects within marketing-related subjects
- Communicate practice-based problems and solutions in Danish and English
- Draw up relevant solutions within marketing-related problems on an analytical basis
- Assess business and economic conditions
- Assess business legal problems in relation to national and international trade
- Assess organisational, logistical and managerial problems

**Competencies**

The graduate will be able to:

- Participate in professional and interdisciplinary cooperation for the development of the company's marketing strategy and internationalisation
- Handle development-oriented situations at a national and international level within sales and marketing
- Handle the planning of marketing and sales for the business as well as participate in its implementation
- Acquire skills and new knowledge based on what was achieved from the programme
- Analyse a company's economic development considering the economic conditions in order to act, and
- Participate in professional and interdisciplinary cooperation with a professional approach in Danish, English and possibly another foreign language in writing and orally

**1.4. Title**

Anyone who has completed the entire programme will achieve the Academy Profession Degree AP and will be awarded the title AP Graduate in Marketing Management.

**2. Programme Content and Structure**

The programme consists of 4 semesters which together provide the AP Graduate in Marketing Management with the competency profile mentioned in section 1. At the same time, each

semester constitutes an overall learning process. It is thus possible for the student to replace a semester by documenting learning from another Danish or foreign institution.

Similarly, international students can complete one or more semesters of the programme.

The programme consists of four core areas, two optional elements, internship and the final examination project. The content and extent of ECTS credit points split up into core areas appear from the table on the following page.

Programme structure appears from below model

	International Marketing and Sales	Economics	Communication, Organisation and Management	Business Law	Optional Subjects
1st semester: The Company's Strategic Situation	<b>10 ECTS</b> A: Strategic Analysis of the Company and the Environment B: Basic Statistics 1	<b>5 ECTS</b> A: Company Analysis B: Microeconomics	<b>10 ECTS</b> A: Communication B: Organisational Structure C: Innovation D: Developing and Analysing the Supply Chain	<b>5 ECTS</b> A: Sources of Law B: Contract Law C: Security of Credit D: The Legal Conditions of the Company	
2nd semester: Making Strategies	<b>10 ECTS</b> A: Market Analysis B: Basic Statistics 2 C: Growth Strategy D: Internationalisation	<b>5 ECTS</b> A: Investment and Finance B: Descriptive Economics and Trade Theory	<b>5 ECTS</b> A: Managing the Supply Chain B: Culture Analysis	<b>5 ECTS</b> A: Compensation for Tort outside Contract B: Danish and International Rules on Buying and Selling Goods C: Rules Regulating the Market	<b>5 ECTS</b> A: Statistics or B: Experience Economy and Event Management or C: Personal Development and Leadership
3rd semester: Implementing Strategies	<b>10 ECTS</b> A: Strategic Marketing B: Sales and Negotiation	<b>10 ECTS</b> A: Macroeconomics B: Budgeting and Optimising Parameters	<b>5 ECTS</b> A: Sales and Project Management B: Organisational Development		<b>5 ECTS</b> A: Business Economics or B: Marketing in Practice
4th semester:	Internship 15 ECTS credit points Final examination project 15 ECTS credit points				

### 3. Learning Objectives of the Core Areas

#### 3.1. International Marketing and Sales (30 ECTS credit points)

##### **Content**

- Strategic Analysis of the Company and Its Environment
- Basic Statistics
- Market Analysis
- Growth Strategy
- Internationalisation
- Market Selection and Penetration Strategy
- Strategic Marketing
- Sales and Negotiation Technique

##### **The student shall have knowledge of:**

- Applied theory within marketing management in an international perspective
- Different negotiation theories and models in relation to international sales

##### **The student shall have skills in being able to**

- Analyse and assess international marketing strategies
- Assess and communicate proposals for strategies and parameter effort at a national and international level
- Apply different methods for market analysis and apply statistical skills for assessing data

##### **The student shall acquire competencies to**

- Negotiate with professional and personal clout
- Participate in professional and interdisciplinary solutions of practice-based marketing-related problems on the national and international market
- Handle the planning of marketing and sales for the company



### 3.2. Economics (20 ECTS credit points)

#### **Content**

- Company Analysis
- Microeconomics
- Investment and Finance
- Descriptive Economics and Trade Theory
- Macroeconomics
- Budgeting and Optimising Parameters

#### **Furthermore, the student shall have knowledge of**

- Basic microeconomics
- The elements of the company's financial management
- The global economic cycle

#### **The student shall have skills in**

- Preparing microeconomic analyses on the goods and labour market
- Describing and analysing investment and financial funding alternatives
- Describing and analysing the most essential economic and demographic indicators with a view to market evaluation
- Making relevant budgets for a company and a project
- Conducting a simple price optimisation on the basis of provided market, price and cost assumptions
- Analysing the effects of various government interventions

#### **The student shall acquire competencies in**

- Assessing the economic development of a company and using budgeting in the financial management
- Clarifying any line of business in a market structure as well as assessing the consequences of including price and income elasticity
- Conducting a calculation of the return of an investment and being able to account for the choice of funding
- Addressing the economic conditions in relation to analysing and evaluating a market

### 3.3. Communication, Organisation and Management (20 ECTS credit points)

#### **Content**

- Analysis of types of communication, strategies, and cultural context
- Application of the English language in business-related contexts
- Analysis of the company's structure, management, values, processes, motivations, and culture
- Innovation
- Organisational Development
- Sales Management
- Project Management
- Analysis and assessment of the company's supply chain
- Analysis and assessment of supply chain management

#### **The student shall have knowledge of**

- Concepts, theories and practical problems within communication/culture, organisation, management and logistics
- Methods and theories within sales management
- Elements and strategic opportunities in the supply chain and logistic efficiency
- Theories and methods for implementing innovative development projects, including concepts and methods for project management
- Theories and methods for implementing organisational development; communication theories and problems; presentation theories and strategies; verbal as well as non-verbal means, and cultural diversity
- Different types of written business communication

#### **The student shall have skills in being able to**

- Analyse the structure, processes, culture, and management of an organisation on the basis of relevant theoretical and practical organisational principles
- Analyse strengths, weaknesses and consequences of the organisation and management of the sale
- Analyse the company's supply chain as well as identify key strengths and weaknesses on the basis of the essential theoretical and practical concepts within SCM

- Assess, suggest and communicate proposals for strategies, projects and contribution in organisation, management and logistics
- Apply relevant IT tools for project management
- Analyse innovation types and models in practice
- Use English in writing but primarily orally, consider different cultural and commercial contexts as well as develop messages directed at the target group, and work creatively with personal communication

**The student shall acquire competencies to**

- Prepare proposals for and participate in the implementation of solutions, motivation factors as well as an optimised supply chain
- Include and use essential theories and practical experiences from organisational and logistic contexts in analyses, assessments and suggestions for action
- Plan and manage different types of projects
- Handle innovation models and tools to develop practical ideas and innovation as competitive parameter
- Introduce receiver-oriented products, projects, ideas, proposals, and thoughts in an effective and independent manner, both in English and in Danish
- Participate in and handle the organisation and management of the sale

**3.4. Business Law (10 ECTS credit points)**

**Content**

- Sources of law and the judicial system
- Contract Law, including aspects of Insurance Law
- Employment Law
- Insolvency Law
- Security and Collateral
- Law of Torts
- International Private Law
- Sales of Goods Law
- Law on Marketing and Competition

**The student shall have knowledge of**

- The legal system, i.e. the Danish and international sources of law, the court system and the EU institutions
- The more specific aspects of entering a contract, i.e. invalidity, submitting insurance information, and the right to annul a contract
- The overall holiday rules
- Rules on reconstruction
- The more special rules on provision of security, i.e. a guarantee, security in assets in the motor vehicles register, floating charge and security in claims, according to the Danish Bonds Act
- Product liability developed in legal practice
- Basic international private law
- Basic intellectual property law
- The rules of the Danish Competition Act on distortion of competition and abuse of dominant position

**The student shall have skills in**

- Assessing business related legal problems in relation to
- Compensation, including product liability
- E-commerce
- Contract law, including entering international contracts and the rules of agency
- Rules of liability in various types of business organisations
- Employment law, in particular the (Danish) Salaried Employees Act
- Individual insolvency proceedings and bankruptcy
- Retention of title
- Purchase and financing of as well as registration of rights in immovable property

**The student shall acquire competencies in**

- Handling development-oriented situations within the legal aspects of
  - Marketing management
  - Danish and international sales, including the use of INCOTERMS 2010

#### 4. The Programme's Compulsory Educational Elements

The programme consists of compulsory educational elements with a total of 95 ECTS credit points, optional educational elements of 10 ECTS credit points as well as a final examination project of 15 ECTS credit points. The distribution is as follows:

<p><u>1st semester</u> The company's Strategic Situation</p> <p><i>Compulsory educational elements</i> International Marketing and Sales (10 ECTS) Economics (5 ECTS) Communication, Organisation and Management (10 ECTS) Business Law (5 ECTS)</p>	<p><u>2nd semester</u> Strategy Preparation</p> <p><i>Compulsory educational elements</i> International Marketing and Sales (10 ECTS) Economics (5 ECTS) Communication, Organisation and Management (5 ECTS) Business Law (5 ECTS) <i>Optional educational element (5 ECTS)</i></p>
<p><u>3rd semester</u> Strategy Implementation</p> <p><i>Compulsory educational elements</i> International Marketing and Sales (10 ECTS) Economics (10 ECTS) Communication, Organisation and Management (5 ECTS) <i>Optional educational element (5 ECTS)</i></p>	<p><u>4th semester</u>  Compulsory internship (15 ECTS) Final examination project (15 ECTS)</p>

#### 5. Learning Objectives and Content of the Compulsory Educational Elements of the First Semester

Theme: the Company's Strategic Situation

##### 5.1. International marketing and sales (10 ECTS credit points)

**Content**

- Strategic Analysis of the Company and the Environment
- Basic Statistics 1

**Objective of the learning outcome:**

**The student shall have knowledge of**

- Marketing ideas and concepts, both in Danish and in English
- Understanding relevant theories and models of the company's internal and external situation

**The student shall have skills in being able to**

- Apply the company's strategic platform including mission, goal and strategies
- Assess the company's product/market portfolios, competencies and resources
- Identify the company's stakeholders and assess the company's customer relations and the customer's buying behaviour
- Identify and analyse the company's micro and macro environment
- Communicate the company's strengths and weaknesses, opportunities and threats to partners and users
- Use IT tools in connection with the study (IMS)
- Make hypothesis tests and confidence intervals
- Process a specific market analysis by using statistical tools

**The student shall acquire competencies to**

- Participate in interdisciplinary cooperation with a view to analyse and assess the strategic situation of a specific company
- Contribute to an assessment of the company's basis to embark upon international activities

5.2. Economics (5 ECTS credit points)

**Content**

- The basis of companies' profits and resource utilisation including break-even analyses
- Assessment of activity based costs
- Company analysis
- Market conditions, utility and demand
- Price formation on the goods market for different types of market structures

**Objective of the learning outcome:**

**The student shall have knowledge of**

- Companies' cost and market conditions
- The company's cost structure including fixed and variable costs as well as the cost driver concept
- The company's marketing mix as basis of income
- The companies' financial management areas including objectives and tasks
- Basic accounting principles and legislation
- Companies' financial information systems and on this basis interpret their information
- The company's cash flow
- The companies' supplementary types of reporting including balanced scorecard and green accounts
- Price formation on the consumer and producer's market including producer and consumer surplus
- The significance of price and income elasticity
- Different market structures and their influence on efficiency
- External impacts and different government interventions

**The student shall have skills in being able to**

- Assess different types of cost and their characteristics
- Analyse the contribution margin with a view to break-even analyses and financial management
- Analyse and assess company accounts in relation to profitability, cash generating ability, capital adjustment, financial position, liquidity and cash flow as well as stock related key figures
- Communicate financial information and state reasons for development tendencies to stakeholders
- Analyse the cost concepts, utility value and demand
- Analyse the price formation of different market structures
- Analyse the effects of intervention on the price formation
- Apply consumer and producer surplus to analyse market efficiency

**The student shall acquire competencies to**

- Be able to assess the factors influencing the company's costs and profit
- Be able to point out where there may a basis for cost reduction in the value chain

- Analyse the economic development of a company in a structured manner with a view to finding scopes for action
- Place any line of business in a market structure as well as being able to assess the consequences
- Include price and income elasticity in the economic analysis

### 5.3. Communication, organisation and management (10 ECTS credit points)

#### **Content**

- Analysis and assessment of the supply chains
- The company's core values, management structures and motivation factors
- Communication structures and strategies, performed in English
- Using the English language in different business contexts, performed in English

#### **Objective of the learning outcome:**

#### **The student shall have knowledge of**

- Concepts, theories and models concerning the organisational structure, management processes, cooperation, management, the individual and motivation
- Theories and methods for the implementation of innovative development projects, including concepts and methods for project management
- Communication models and theories
- The elements of the supply chain and their interrelationship
- Strategic options, value creation and core competencies within Supply Chain Management
- Internal and external communication problems
- Communication theories and strategies, including verbal and non-verbal tools
- A variety of different and relevant types of written business communication
- Strategies for meetings
- The principle rules within problem-oriented project work (COM)

#### **The students shall have skills in being able to**

- Analyse the supply chains of a company and their importance for the company's strategy



- Find and assess the value of the important agents' experiences within types of organisation, management and motivation
- Understand one's role in relation to group work
- Analyse types of innovation and models in practice
- Analyse supply chains and identify their core strengths and weaknesses
- Use the English language in a business context, both orally and in writing
- Use relevant IT tools for communication, including working creatively with personal communication
- Develop messages directed towards the target group, including aesthetic expressions

**The student shall acquire competencies to be able to**

- Develop relevant options for action and solutions for a new organisational structure, and for motivation and management styles in the company
- Handle innovation models and tools for practical exchange of ideas and handle innovation as competitive parameter
- Analyse the company's strategic structure and part elements, value creation through the supply chain and identification of core competencies
- Participate in professional and interdisciplinary cooperation in English
- Present messages with personal clout and independence in both Danish and English
- To acquire and apply skills and new knowledge in relation to the professional topic
- Introduce the material orally and in writing (COM)

5.4. Business law (5 ECTS credit points)

**Content**

- Sources of law and the judicial system
- Contract law, including
- Formation of contracts in general and formation of insurance contracts
- Power of attorney
- Invalidity
- Consumer contracts
- The company's legal aspects, including
- Types of business organisation
- Employment law, including holidays

- Insolvency law, including business collapse
- Credit insurance, including
- Guarantee
- Retention of property/ title
- Charge of movable property, claims and real property

**Objective of the learning outcome:**

**The student shall have knowledge of**

- The sources of law
- The judicial system
- The consequences of stating fraudulent misrepresentation when forming an insurance contract as well as the rules on intentional and negligent inducement of the insurance event
- Invalidity and right of cancellation
- The rules of the Danish Holiday Act on accrued and spent holidays
- Reconstruction and amiable composition
- Guarantee
- Charge of movable property, including motor vehicles and floating charge as well as acts of perfection
- The options of acquiring secured claims, including the rules on acts of perfection of the Danish Bond's Act

**The student shall have skills in**

- Assessing business legal problems in relations to
- Contract law, including
- Formation of contract, including international purchase contracts
- Agency
- Liability rules in various types of business organisation
- Employment law, including the rules of the Danish Salaried Employees Act on notices of termination, expulsion and compensation
- Individual and universal insolvency proceedings, including
- The minimum amount exempt from execution

- Bankruptcy, including in particular the insolvency claim, avoidance and order of priority
- The Danish Credit Agreements Act on retention of title/property
- Financing the purchase/mortgage of real property, including the rules of the Danish Registration of Property Act on
- Order of priority
- Acts of perfection
- Validity
- Property constituents and charge of fixtures

## 6. Learning Objectives and Content of the Compulsory Educational Elements of the Second Semester

### Theme: Formulating a Strategy

#### 6.1. International marketing and sales (10 ECTS credit points)

##### **Content**

- Market Analysis
- Growth Strategies
- Internationalisation
- Market Selection and Penetration Strategy

##### **Objective of learning outcome:**

##### **The student shall have knowledge**

- And understanding of various market analysis methods and be able to reflect upon them
- And understanding of the segmentation criteria/variables, differentiation opportunities, and positioning strategies
- And understanding of various growth strategies
- And understanding of internationalisation theories, models and strategies
- Of Danish and English terminology concerning the topics of the semester

##### **The student shall have skills in**

- Applying different market analysis methods with a view to collecting and processing information
- Applying statistical skills in assessing the validity and reliability of the market analysis
- Making tests for goodness of fit

- Making tests for independence of number of tables
- Handling a specific market analysis by using statistical tools
- Developing practice-based solutions for the company's choice of target groups and positioning strategy
- Developing solutions for the company's growth
- Developing solutions for the company's internationalisation, including market screening, market choice and penetration strategies on international markets

**The student shall acquire competencies to**

- Handle the completion of market analyses for the company
- Assess statistical adapted market analysis made independently
- Participate in professional and interdisciplinary cooperation in the development of the company's marketing strategy
- Participate in professional and interdisciplinary cooperation in the development of the company's internationalisation

6.2. Economics (5 ETCS credit points)

**Content**

- Basic investment theory
- Basic financing and criteria for choosing funding method
- Trade theory and trade policy
- Descriptive economics

**Objective of the learning outcome:**

**The student shall have knowledge of**

- Methods preparing capital requirements and payment flows as basis for making investment calculations
- Methods for assessing differences in investment proposals and return by using net present value, annuity method and payback period, and internal rate of return
- Sources for providing debt and equity
- Criteria for choosing funding concept
- Classical and more recent trade theories

- The development of the international trade and knowledge of the most important international organisations

**The student shall have skills in**

- Assessing the assumptions and making calculations as the basis for investment decisions
- Comparing different funding concepts
- Describing and analysing the requirement for financing current and fixed assets
- Assessing the conditions concerning the choice of funding via debt or equity
- Describing and analysing the demographic development and its relevance for the society and the marketing-related consequences
- Describing and analysing the most important economic indicators with a view to market evaluation
- Analysing the effects of trade policy
- Assessing the advantages and disadvantages of globalisation

**The student shall acquire competencies to**

- Make a calculation of the return of an investment and be able to account for the choice of funding concept

6.3. Communication, organisation and management (5 ECTS credit points)

**Content**

- Management of the supply chain
- Culture Analysis – national and international cultural values and differences
- Company culture
- Using the English language in a business context in different cultural contexts

**Objective of the learning outcome:**

**The student shall have knowledge of**

- The logistical part elements and activities, e.g. distribution, stock, production, purchase and information systems in the company's supply chain

- Cultural differences, nationally and internationally, as well as the opportunities and limitations of Danish culture in international cooperation
- Concepts such as cultural values, cultural identity and cultural behaviour, culture as competitive parameter
- Concepts and theories concerning company culture
- Current organisational and cultural problems, and players
- The ability to establish constructive relationships with others (COM)

**The student shall have skills in being able to**

- Include practical experiences in supply chain management and analyse and assess problems, as e.g. choice of production principle, buying policy, relationships with suppliers, etc.
- Assess practical logistic problems and put forward relevant solutions to advance logistic efficiency and agility
- Identify and assess cultural symbols and their consequences in practice
- Understand the consequences of culture in a business/communicative context
- Analyse and assess the relevance of the structure, processes, and management of employees for the goal, strategy and positioning of the organisation
- Define, analyse and assess company culture and the relevance for the company's strategy and competitive power
- To find and assess the value of important players' experiences within types of organisation, management, motivation and company culture
- Using English in writing and orally taking the various cultural contexts into account
- Cooperating across cultures (COM)

**The student shall acquire competencies to be able to**

- Put forward relevant opportunities for action/new suggestions and assess their consequences for the company's supply chain
- Suggest, understand and assess the consequences of changes in the company's various logistical part systems and the relevance for logistic efficiency and competitive power
- Acquire skills and new knowledge relating to the subject area and include them in logistic problems

#### 6.4. Business law (5 ECTS credit points)

##### **Content**

- Compensation for tort outside contract, including
- Compensation conditions
- Vicarious liability
- Product liability
- Danish and international law pertaining to the sale of goods, including private international law
- The company's legal market aspects, including
- Marketing law
- Law on E-commerce
- Law on intellectual property rights
- Law on competition

##### **Objective of the learning outcome:**

##### **The student shall have knowledge of**

- Product liability developed in legal practice
- The jurisdiction and governing law in international conflicts
- The rules of the Danish Competition Act on prohibition of anti-competitive contracts and abuse of dominant position
- Design, copyright, patent and trademark law

##### **The student shall have skills in**

Assessing business related legal problems in relation to

- Tort, including
  - Conditions for compensation
  - Vicarious liability
  - Product liability as provided in the product liability act
  - E-commerce

##### **The student shall acquire competencies to**

- Handle development-oriented situations nationally and internationally within the legal aspects of
- Marketing Law
- Danish and international sales, including
- Transfer of risk
- Delivery
- Breach of contract
- Breach of contract in Danish consumer transactions
- Incoterms 2010

## 7. Learning Objectives of the Compulsory Educational Elements of the 3<sup>rd</sup> Semester

Theme: Strategy implementation

### 7.1. International marketing and sales (10 ECTS credit points)

#### **Content**

- Strategic Marketing
- Sales and Negotiation Technique

#### **Objective of the learning outcome:**

##### **The student shall have knowledge of**

- The structure and content of the design brief, and
- Be able to reflect on the marketing mix both on the domestic market as well as international markets, and
- Understand the content and application of the marketing plan
- Marketing and sales budgets, and
- Understand different sales strategies
- Different negotiation theories and models
- The significance of international competencies

##### **The student shall have skills in**

- Using a design brief for the cooperation with designers about the company's product development



- Draw up practice-based solutions for the company's development of the marketing mix at a strategic, tactical and operational level both on the domestic market as well as international markets
- Using budgets for the assessment of the economic consequences of the solutions
- Drawing up and communicating the marketing plan to partners and users
- Assessing different strategies in connection with the follow up sale from the choice of topic to the final sale and finally the following up
- Using different negotiation theories and models in order to be able to implement a specific negotiation in English
- Complete educational elements in English (IMS)

**The student shall acquire competencies to**

- Handle the planning of marketing and sales for the company
- Participate in the organisation, implementation and the follow up on marketing and sales initiatives
- Negotiate with a professional, personal and linguistic clout
- Work in international teams/groups

7.2. Economics (10 ECTS credit points)

**Contents**

- Basic price optimising
- Budgeting and budget models
- Income formation models
- Business cycle theory
- Unemployment and inflation
- Money and exchange markets
- Economic policy
- Wage formation

**Objective of the learning outcome:**

**The student shall have knowledge of**

- Basic parameter optimising for a product on a market

- The significance of the budget to manage a company and the finance of a project
- Basic budgetary control
- The labour market and the basis of demand for and supply of labour
- The circular flow of income and the economic relations
- Various types of economic policy
- Different causes for unemployment and inflation
- Interest and exchange rates
- The monetary cooperation within the EU
- The perception of different economic theories of cyclical fluctuations

**The student shall have skills in**

- Assessing the economic consequence of different parameter activities
- Preparing a profit and loss budget and cash flow budget covering several periods for a company and a project
- Accounting for the consequences on the profit and loss budget and cash flow budget in respect of changes in the budget assumptions
- Preparing a balance sheet budget
- Conducting a simple price optimisation on the basis of known market and cost expectations
- Analysing wage formation on the labour market
- Applying the income formation models for the analysis of the economic relationships and cyclical fluctuations
- Analysing and assessing the relationship between unemployment and inflation
- Analysing and assessing the reasons for the changes in interest and exchange rates
- Analysing the effects of various economic policies

**The student shall acquire competencies to**

- Make budgets as part of the company's financial management as well as be able to conduct budget control
- Include the economic conditions in relation to market analysis and assessment
- Use the economic analyses and prognoses professionally
- Assess economic contexts and include relevant solutions

7.3. Communication, organisation and management (5 ECTS credit points)

**Content**

- Project Management
- Sales Organisation and Management
- Organisational Development

**Objective of the learning outcome:**

**The student shall have knowledge of**

- Concepts, methods and IT tools for the planning and managing of projects
- Theories on organisational development and methods for the implementation of organisational development projects
- Methods and theories within sales organisation and sales management

**The student shall have skills in being able to**

- Apply relevant IT tools for project management
- Assess the consequences of the organisation and management of sales
- Establish contact with relevant partners in various projects
- Include and assess the value of important players' experiences in e.g. organisational development and project management
- Communicate ideas, suggestions and projects in organisation, organisational development and sales management

**The student shall acquire competencies to be able to**

- Plan, manage and participate in/ complete various types of projects, such as practical events and development-oriented projects
- Assess the development process and direction of the organisation as well as the significance of organisational development
- Analyse and assess the consequences of different activities and changes of the organisation and management of sale
- Establish, participate in and develop professional and social networks
- Acquire and apply skills and new knowledge as regards the professional field

### **Learning Objectives and Content of the Optional Educational Elements**

The optional elements are placed in the second and third semesters. They provide the students with the opportunity to specially design their AP Degree Programme according to their own interests and future career choice. The optional elements consist of two subjects offered by all providers of the programme and are described in the common part of the curriculum together with the other optional elements developed and offered by each academy. The latter are described in the institution's part of the curriculum.

#### **7.4. Statistics – 2<sup>nd</sup> semester (5 ECTS credit points)**

##### **Content**

- Probability theory
- Stochastic variables and probability distributions
- Regression analysis
- Variance analysis

##### **Objective of the learning outcome:**

##### **The student shall have knowledge of**

- Descriptive statistics and probability theory
- Stochastic variables and probability distributions
- Scaling
- Regression analysis
- Variance analysis

##### **The student shall have skills in**

- Calculating and interpreting different measurements of central tendency and variation
- Making probability calculations for stochastic variables/probability distributions
- Listing, conducting and analysing a regression model with one or more explanatory variables, including a dummy variable

##### **The student will acquire competencies to**

- Independently interpret a regression model with one or more explanatory variables for a specific market and sales-related problem
- Assess specific probability calculations in connection with market and sales-related problems
- Assess descriptive statistics of market and sales-related problems

#### 7.5. Business economics – 3<sup>rd</sup> semester (5 ECTS credit points)

##### **Content**

- Basis for and extended understanding of the cost structures, cost calculations and choice of different alternatives, including opportunity costs
- Basis for and extended understanding of the marketing-related significance of pricing based on marketing and cost-related conditions in different market structures
- Basis for and extended understanding of investment decisions based on sensitivity analyses/break-even analyses before and after taxes
- Basis for and extended understanding of types of financing/funding concepts, including leasing and criteria for comparison and selection both before and after taxes

##### **Objective of the learning outcome:**

##### **The student shall have knowledge of**

- Relationship between the sourcing and production factors and production of goods and services
- The influence of different market structures on the parameter activity
- The classical cost distribution systems as well as activity-based cost systems (ABC costing)
- Conducting ordinary cost and profitability calculations in the short/long run
- Choice of investment opportunities before and after taxes
- Economical optimum lifetime and time for replacement in connection with investments
- Listing of investment calculations as basis for the choice of strategic alternatives with a long-term timeframe
- The significance of the financing concept for the choice of solutions

##### **The student shall have skills in**

- Applying core cost concepts related to making decisions

- Optimising the parameter action based on cost and marketing conditions
- Optimising the sale on a market with price sensitivity and a market with constant sales price
- Conducting sensitivity analyses in connection with investment considerations
- Conducting calculations of capital requirements and payment flows as basis of a listing of investment calculations both for fixed and current assets
- Conducting calculations of the effective interest rates of various loans and credits before and after taxes
- Justify the choice of funding concepts including debt and equity used in connection with investments in fixed and current assets
- Introducing and communicating financial solutions

**The student will acquire competencies to**

- Independently assess economic consequences of planned marketing activities
- Independently identify and analyse investment and finance opportunities qualitatively and economically as regards specific planning assignments

**8. Internship and Final Examination Project**

**8.1. Internship (15 ECTS credit points)**

The internship is placed in the 4<sup>th</sup> semester of the programme and combines the contents of the lectures etc. with the independent final examination project.

The practical part of the programme shall create coherence between theories and practice to supports the student in applying knowledge and skills in connection with solving concrete tasks. The internship shall support the development of professional and personal competencies towards independent performance.

**Objective of the learning outcome:**

**Knowledge**

- Detailed knowledge of the company's products and procedures including knowledge of applied theory and methods
- Have experiences from participating in the solution of practical tasks

### **Skills**

- Shall be able to apply a comprehensive number of technical, creative and analytical skills connected to being employed within the industry
- To independently gather information to solve a task
- To be able to assess practice-based tasks/ problems, list up solutions and present them
- To communicate professionally with customers and/ or other stakeholders

### **Competencies**

- Independently relate to applying theory in practice
- Must be able to acquire skills and new knowledge in a structured context regarding the profession
- Must be able to understand concepts and methods as well as reflecting on the use of concepts and methods in practice.

#### 8.2. Final examination project (15 ECTS credit points)

The purpose of the final examination project is that the student completes an independent, interdisciplinary and practice-based assignment that demonstrates the knowledge, skills and competencies that originates from the overall learning objectives of the programme, as mentioned on page 5. As a main rule, the project takes its starting point in concrete problems in a company.

Apart from the learning objectives of the programme, the learning objectives for the examination project are

### **Knowledge**

- The student must have knowledge of the most used theories and methods within the profession

### **Skills**

- The student must be able to apply and combine skills connected to the core subjects of the programme
- The student must be able to apply methods and tools to gather and analyse information in relation to a practice-based problems

### Competencies

- The student must be able to be part of development-oriented and/ or interdisciplinary work processes
- The student must be able to assess theoretical and practice-based problems
- The student must be able to draw up and present solutions and justify the chosen actions and solutions

Rules on the extent, handing in, and project specifications can be found in the institution's guidelines.

### 9. Tests

The learning outcome of the programme is documented in each semester through tests, varying from oral or written examinations, assessment of assignments and projects, participation in seminars, exercises, etc.

The tests are either external or internal. At the external tests, an external examiner appointed by the Danish Ministry of Education will be present. At the internal tests, the assessment is carried out by one or more lecturers appointed by the educational institution. In the examination guidelines it is specified whether each test is internal or external and who will take part in the assessment.

All tests must be passed.

#### 9.1. Outline of tests and examinations

The programme comprises the following tests by semesters.

Examination tests	1st semester	2nd semester	3rd semester	4 <sup>th</sup> semester
Annual test consisting of Tests in all subjects Case-based written examination (1 <sup>st</sup> external examination)		May/ June Written		



Test in optional subject (1 <sup>st</sup> internal examination)		May/June Written or oral		
Test in compulsory subject (2 <sup>nd</sup> internal examination)			Dec/Jan Written or oral	
Test in optional subject (3 <sup>rd</sup> internal examination)			Dec/Jan Written or oral	
Test in internship (4 <sup>th</sup> internal examination)				Spring Written/oral
Test based on final examination project (2 <sup>nd</sup> external examination)				June Written and oral

## 9.2. Compulsory tests and examinations

### 9.2.1. Annual test (1<sup>st</sup> external examination)

The annual test consists of 2 sub tests at the end of the 2<sup>nd</sup> semester. It consists of

- a digital test in all subjects
- an interdisciplinary case-based examination taking its starting point in a specific company

**The learning objectives of knowledge and skills are widely tested in**

- International Marketing and Sales
- Economics
- Communication, Organisation and Management
- Business Law

The interdisciplinary case examination is a 4 hours' examination completed after 24 hours' preparation. The case examination will widely test the learning objectives of the compulsory subjects of the first year. Great importance is attached to the student methodologically applying the acquired theory to a concrete problem.

The basis of the 24 hours' preparation is a short description of the assignment that comprises

- The name of the company to be analysed
- The general problem to be uncovered
- Some preliminary links to inform about the company and/or the relevant market

On the day of the examination the student will be asked one or more questions that must be answered methodologically taking its starting point in the information gathered and possibly additional information handed out on the day itself.

A total grade is awarded based on the grades in the two sub tests. The Danish 7-point scale is used. The weight of the interdisciplinary case examination is 2/3 and the digital test 1/3 of the grade. Each sub test must be passed and the grades will be transferred to the degree certificate.

#### 9.2.2. 3<sup>rd</sup> semester test (2<sup>nd</sup> internal examination)

The 2<sup>nd</sup> internal examination is an interdisciplinary examination in the entire curriculum of the 3<sup>rd</sup> semester. The test consists of a written and an oral part and is held at the end of the 3<sup>rd</sup> semester.

The written part is a 48 hours' *bring home* assignment based on a case brief in English. During the 48 hours the student must complete the assignment individually. The solution must contain both a problem statement, a section on methodology and must not exceed 10 standard pages (see the institution's guidelines for the definition of a standard page).

The assignment must be handed in individually.

Based on the written part the student must prepare an oral defence of the solution handed in. A total grade will be awarded and transferred to the degree certificate. The weight of the written and oral part is 50/50. The Danish 7-point scale is used.

#### 9.2.3. Test in internship (4<sup>th</sup> internal examination)

The internship is tested in writing or orally. The test is assessed pass/no pass.

The guidelines concerning the examination can be found the Institution's section.

#### 9.2.4. Test based on the final examination project (2<sup>nd</sup> external examination)

Based on the written report, the student sits in at an individual oral examination of 45 minutes' duration including the discussion of his/her performance. The assessment is made according to the Danish 7-point scale.

The student is awarded one grade in all for the project on the basis of an overall assessment of the written work and oral presentation. The weight of the written part of the main project is 2/3 and the oral defence 1/3. No sub-grade will be announced.

When a group made project is included in the assessment at the oral examination, it must appear which sections the examinee has made herself/himself. These sections will form the basis of the assessment of the written part of the performance.

If the student is awarded a grade lower than 02 for the overall assessment, the student shall make a new project with a new research question possibly using the same company in order to register again for the final examination project.

#### 9.3. Tests in optional elements

##### 9.3.1. Test in the optional subject (1<sup>st</sup> internal examination): Statistics

The test in the one optional subject is held at the end of the second semester. A grade is awarded and transferred to the degree certificate.

Statistics: a 3-hour written test.

##### 9.3.2. Test in the optional subject (3<sup>rd</sup> internal examination): Business Economics

The test in the other optional subject is held at the end of the 3<sup>rd</sup> semester. A grade is awarded and transferred to the degree certificate.

Business Economics: a 3-hour written test.

The guidelines for tests in general, check the institution's section.

10. Register for the tests and examinations

The student's participation in the tests of the programme presupposes that the institution has approved one or more compulsory assignments/activities in the individual subjects and projects. The compulsory activities can be seen in the institution's section of the curriculum.

To register for an examination it is a prerequisite that all examinations in the previous semester have been passed. This means e.g. that in order to register for examinations in the 3<sup>rd</sup> semester; the student must have passed all examinations in the 2<sup>nd</sup> semester. Finally, all examinations in the 2<sup>nd</sup> and 3<sup>rd</sup> semesters, as well as the test in internship must be passed in order to register for the final examination project.

## The Institution's Part

### 11. Optional educational elements

#### 11.1 E-Business - elective course 2<sup>nd</sup> Semester (5 ECTS credit points)

The purpose of this course is to qualify the students to integrate E-business into the company overall strategy. This includes knowledge about economical, logistic and organizational consequences that E-business can cause in companies on a short and long term. Finally the students should be able to take part in promoting a given website. This course is designed for students who have a basic knowledge of marketing management and who want to develop specific skills and knowledge in the field of E-business.

#### **Contents**

- Analysis of possibilities and threats to the company due to the internet
- Analysis of the company's present website and its facilities
- Alternative internet business models
- Disintermediation and reinter mediation in distribution channels due to the internet
- Use of on- and offline marketing activities to generate traffic to a website

#### **Objective of the learning outcome:**

#### **The student needs to gain knowledge about**

- Know basic terms and concepts in relation to E-business
- Understand theories related to E-business including which possibilities and limitations that lie within E-business
- Be able to integrate the company's E-business strategy with its business strategy
- Know the most important internet business models and be able to evaluate a given company's possibility of using these
- Know about the internet's influence on the distribution and market structure in different industries
- Be able to suggest relevant on- and offline marketing activities to generate traffic to a website

#### **The student must gain skills in**

- Implementing a E-business strategy into a company´s marketing approach
- Understanding and analysing the change in companies micro/macro environment
- Understanding and analysing the changes in an industry´s market structure and distribution
- Evaluating a given webpage including pros and cons by choosing different promotion tools
- Driving traffic to a web page (on/offline activities)

**The student will be qualified for**

- Independently, to assess the potential for E-business in a company marketing activities
- Independently, analyse and evaluate a company current E-business strategy and identify potential for improvements
- General conditions

**Number of lessons**

40 lessons, each 45 minutes

**Workload for the student**

One semester with a total of 40 lessons equalling 150 hours of work for the student. The course is built around the introduction of theory within E-business, which the students consequently work with in project groups, in connection with analysis and development of the activities of a given company.

Activities during the course include class tuition, project work, internet research and discussions on the class.

**Compulsory activities**

2 assignments during the semester

**11.2. 2nd foreign language (French, German and Spanish) - Elective course (10 ECTS credit points)**

The objective is to bring the student communicative competences in the language, enabling him/her to participate in the company's international activities in purchasing, sales and marketing and that the student acquires an intercultural awareness. Furthermore, the objective

is to enable the student to cooperate with people and companies with a different culture and a different language and that the acquire knowledge about nation/region. On a larger scale the student acquires knowledge about market conditions in the region, enabling him/her to participate in research and selection of new markets.

**2<sup>nd</sup> foreign language (French, German and Spanish) 2<sup>nd</sup> semester (5ECTS). Negotiation and export language. Basic level FRE 1, GER 1, SPA 1**

**Contents**

- Negotiation exercises in the phases of sales and purchasing
- Written assignments to learn relevant business terminology
- Texts and exercises to illustrate the difference between Danish business culture and the foreign business culture
- Texts to describe the topical situation in the specific region

**Objective of the learning outcome**

**The student must know about:**

- Negotiation terminology in the foreign language
- Terminology in simple written messages in the foreign language in relation to sales and purchasing
- Terminology to describe societal conditions, norms, rules and mores in the region
- Cultural and communal conditions in the region

**The student must have skills in:**

- Negotiating in practical situations about purchasing, selling, discounts, payment, and delivery terms, and complaints in the foreign language
- Making simple, practical written messages in the language regarding purchasing and sales, discounts, payment and delivery conditions and complaints
- Using acquired knowledge about norms and mores in the region in oral and written communication

**The student must be qualified for:**

- Participating in oral and written communication tasks in relation to marketing and sales in an international company
- Cooperating with customers and suppliers with a different cultural and linguistic background

**2<sup>nd</sup> foreign language (French, German and Spanish) 3rd semester (5ECTS). Negotiation and export language. Advanced level FRE 2, GER 2, SPA 2**

**Contents**

- Negotiation exercises in the phases of sales and purchasing
- Written exercises to practise relevant business terminology
- Texts and exercises to highlight the difference between Danish business culture and business culture in the region
- Texts to illustrate the topical situation in the region
- Collecting information to assess the opportunities on the market in question for Danish goods or companies

**Objective of the learning outcome:**

**The student must know about:**

- Negotiation terminology in the foreign language
- Terminology in simple written messages in the foreign language in relation to sales and purchasing
- Marketing terminology in the foreign language
- Terminology to describe societal conditions, companies and market conditions in the foreign language
- Norms and mores in the region
- Business issues and societal issues and cultural issues in the region

**The student must have skills in:**

- negotiating in practical situations about purchasing and sales, discounts, payment and delivery terms in the foreign language



- Making simple, practical written communicative messages relating to sales, discounts, payment and delivery terms in the foreign language
- Using acquired knowledge about norms and mores in written and oral communication
- Collecting and selecting information about companies in the region
- Collecting and selecting information about market conditions, competitive conditions, economic situations, demographic conditions and political conditions
- Analysing and assessing information about companies in the region
- Analysing and assessing information about market conditions competitive conditions, economic situations, demographic conditions and political conditions
- Presenting information about companies in the region in the foreign language
- Presenting information about market conditions competitive conditions, economic situations, demographic conditions and political conditions in the foreign language
- Describing and assessing and presenting the sales potential of a product and the strategies of this in the region in the foreign language

**The student must be qualified for:**

- Participating in oral and written communication in relation to marketing and sales in an international company – in the foreign language
- Participating in methodological reflections about specific marketing tasks
- Participating in decisions about development of new markets and new business connections

**Number of lessons**

40

**Exam**

See section 9.

11.3 Idea-Pilots – Elective course 2<sup>nd</sup> & 3<sup>rd</sup> semester (5 ECTS credit points)

**Course main purpose**

Idea Pilots are people who constantly spot new business opportunities and develop ideas and concepts to utilize them – whether they do it as employees for their company or they start up their own business.

### **The main purpose of the course is to learn how to**

- Search for business opportunities
- Develop ideas on how to utilize these business opportunities
- Evaluate which opportunities and ideas are the most promising
- Develop a business concept around the idea
- Present a business idea and concept to relevant stakeholders

After the course you should be able to develop and spot the good ideas – and stop wasting your time on opportunities and ideas that will never work.

### **Course secondary purpose**

The secondary purpose of the course is to train personal and social skills like:

- The ability to build strong teams around your ideas.
- The ability to develop a creative atmosphere in a team.
- The ability to make others believe in your idea and want to help you.
- The ability to build and utilize network connections around your ideas.

### **Main Topics**

The main structure of the course is inspired by user driven innovation, and the main headlines will be:

- Evaluating business opportunities
- Searching for business opportunities – markets and users
- Generating and developing ideas – creative techniques
- Concept development
- Teambuilding and finding resources
- Presentations for users and stakeholders

### **Expected workload**

You will have 120-160 hours of workload - but be careful, you often spend more time, when you are having fun.

## **Description**

Finding the right business idea is usually a matter of having dozens to choose from. The world is constantly changing, so new business opportunities appear every day. Therefore we start out by spotting 300 different business opportunities in the world around us. We evaluate them and pick the 30 opportunities that seem the most promising and interesting. For 30 business opportunities we develop 300 ideas on how to utilize these business opportunities. And again we reduce the 300 ideas to 30 absolutely brilliant ideas. And then the race begins to develop the best business concepts around these 30 ideas. During that process you can choose to work on different projects in different teams – but you probably should focus on one or two. At the end of the course, you deliver a portfolio of the ideas, that you have been working on and reflections on the ideas and the process. Furthermore you deliver a detailed concept presentation of the business concept that you think is your masterpiece. At the end of the course there will be a competition between teams and concepts in different categories like:

- Most innovative concept
- Best user value
- Strongest team
- Most realizable idea
- Highest business potential

## **Literature used**

We will focus more on using tools than reading literature. IDEA House have developed a toolbox for the whole process. For inspiration and deeper understanding of the tools you will get a list of literature for further reading.

## **Exam**

See section 9.

11.4 Business Pilots – Elective course 2<sup>nd</sup> & 3<sup>rd</sup> semester (5 ECTS credit points)

### **Course main purpose**

The main purpose of the course is to create a forum for students, who would like to become entrepreneurs, maybe soon or maybe after some years of employment. The learning purpose is learning how to build a business around a great business idea. Therefore you must have a business idea in advance, that you would like to develop further. A short description of the idea

- 2-5 pages - must be delivered before the start of the course. The Student Entrepreneurship Centre can help you make this description. During the course you will:

- Develop your business model
- Develop a full business plan
- Build a strong team around the idea
- Train presentation of the business plan
- Understand what you need to learn before becoming an entrepreneur

After the course you will understand the different aspects of setting up a business and you will have a career plan that can make you a successful entrepreneur after some years of training.

### **Course secondary purpose**

Being a successful entrepreneur is not just about skills, but quite a lot about mindset and behavior. Therefore the secondary purpose of the course is training different personal and social skills, that are important to entrepreneurs:

- The ability to think and act like an entrepreneur.
- The ability to be proactive – and not wait for orders.
- The ability to stay focused and keep believing.
- The ability to make others want to help you - and utilize network and connections.
- The ability to build a strong and committed team.
- The ability to make intuitive decisions without knowing everything for sure.

### **Main Topics**

The main topics will partly depend on your business ideas and the challenges you meet in developing your business plan, but some typical topics will be:

- The mindset of the entrepreneur
- The business model
- The business plan
- The team
- Getting resources and funding
- Networking
- Presenting your business
- Entrepreneurial career plan

### **Expected workload**

You will have 120-160 hours of workload - but be careful, you often spend more time, when you are having fun.

### **Description**

The day you look into the mirror and say “I am an entrepreneur” and actually go out and start a business, you will learn that you are also joining a brotherhood of people, who love the sport of making business with each other. Part of that brotherhood is discussing opportunities and problems that their families and friends do not understand. Entrepreneurs love to help each other – if they are not directly competing. Therefore a large part of the course is dedicated to discussing each other’s businesses. You will learn how to use others to develop your business – and you will get real training in thinking like an entrepreneur, when you analyze and discuss the way others want to make business. Each lecture will have a short practical and/or theoretical contribution, but most of the lectures will focus on presenting and discussing different aspects of your business plans. Part of the course will be a competition about making the best business plans in different categories like:

- Highest market potential
- Most innovative
- Strongest team
- Most realizable
- Most valuable for society
- Etc.

We will make evaluations of the ideas and projects from the start and twice during the course to see who is making the best at fastest progress.

### **Exam**

See section 9.

11.5 Sustainability – Getting started 2<sup>nd</sup> semester (5 ECTS credit points)

## **Content**

What is sustainability? Definitions – Strategy – Entrepreneurship & Innovation – Economics – Accounting – Finance – Marketing – Operations & supply chain – Organizational behavior – Implementing in communities.

Other topics can be included.

## **How we work**

- This class is defined by the students, so you (the student) will have a lot of influence on the content of the course and how we should work in class
- You (the student) can bring materials, articles, books, web pages etc. to the course
- You (the student) get involved in creating learning materials

## **Aim of the learning outcome**

The student shall have knowledge of:

- And be able to understand sustainability in relation to business, the basic definitions and content
- The different components and aspects of sustainability
- What a company can get out of integrating sustainability in their business

## **The student shall have skills in**

- Assessing and analyzing sustainability elements in a company
- Using different basic tools in addressing sustainability in a business

## **The student shall acquire competencies to**

- Assist and work with sustainable elements and initiatives in a company

## **ECTS**

5 ECTS

## **Number of lessons**

40 lessons of 45 minutes / lesson

## **Workload for the student**

150 working hours (this includes lessons, preparation, assignments and exam)

Involvement is required.

### **Compulsory activities**

2, which is a project consisting of 2 parts. The project will be the base for a 20 min. oral exam.

### **Literature**

Recommended but not a must: "The Sustainable MBA", 1. Ed, 2010, by Giselle Waybrecht, Wiley, ISBN: 978-0-470-74114-6

11.6. Market Communication – elective course 3<sup>rd</sup> semester (5 ECTS credit points)

The purpose of the elective course is to give the student an understanding of the connection between the company's idea, the frame of the message and the target group. In addition, the student must understand the relation between the campaign strategy and the communicative characteristics associated with the execution of the strategy. Moreover, the student must be able to participate actively in a company's market communication, with both internal and external collaborators. Likewise, the student must be able to design simple communication products at an outline level and/or with the use of IT-based media, e.g. the Internet.

### **Contents**

- Work with basic types of market communication through analysis, cases, and practical exercises
- Selecting and understanding the target audience and its decision making
- Determining the best positioning
- Setting communication objectives and a media strategy
- Processing the message and the creative execution

### **Objective of the learning outcome:**

#### **The student must know about:**

- Various communication theories which is the starting point for market communication
- Various strategic planning processes
- Various IT-based media (e.g. multimedia, market-oriented databases and websites)

- The significance of the cultural context
- Strategic planning, segmenting audiences, attracting consumers through creatively designed campaigns, effective brand management, developing and using innovative media strategies and monitoring competition

**The student must have skills in:**

- Analysing and assessing rhetorical means and strategies
- Distinguishing between the communicative characteristics and applicability of various types of media, while also being able to include these in the overall strategy
- Planning a communication strategy which in accordance with the company's idea, the message of the communication and the target group
- Making a communication product as a result of the selected medium and the communication

**The student must be qualified for:**

- Choosing a communication strategy which is adapted to the target group
- Executing the communication strategy
- Assessing the degree of successfulness of both the communication strategy and its execution
- Choosing rhetorical means in market communication in order to document knowledge of the interests and background of the target group

**Exam**

See section 9.

**12. Rules for the completion of the work placement**

On the work placement, the student is assigned a placement counsellor from the department and a supervisor from the company. The student and the counsellor will establish aims together for the student's learning outcome from the placement period to be subsequently the indicator in connection with the company's planning of the student's work.



The placement period is completed with an evaluation conversation based on a written report where the student and the counsellor together assess the student's learning outcome of the placement in comparison with the set aims. The student's learning outcomes shall be approved in order for the student to be registered for the examination.

As much as three students can be on placement in the same function and same company.

The work placement is to compare with a full-time job with the requirements of work hours, effort, commitment and flexibility that the AP Graduate in Marketing Management can expect to face on his/her first job.

### 13. Test in optional educational elements

#### 13.1. Test in elective course (2<sup>nd</sup> internal exam)

The test in first elective course is placed at the end of the 2<sup>nd</sup> semester. The grad is transferred to the final diploma.

2 <sup>nd</sup> Foreign Language	Combined oral and written exam
E-business	Oral exam
Idea Pilots	Project exam
Business Pilots I	Project exam
Sustainability	Oral Exam

#### 13.2. Test in elective course (4<sup>th</sup> internal exam)

The test in second elective course is placed at the end of the 3<sup>rd</sup> semester. The grad is transferred to the final diploma.

2 <sup>nd</sup> Foreign Language	30 minutes oral exam
Idea Pilots	Project exam
Business Pilots I	Project exam
Sustainability	Oral Exam
Market Communication	Oral Exam

### 14. Internationalisation

The educational institutions shall through the programme include the international dimensions in the instruction.

The programme consists of modules, i.e. it is possible for the student to attend one semester abroad, as it is possible for international students to attend one semester at the department. Also, the placement on the fourth semester can take place abroad.

#### 15. Requirements for written assignments and projects

##### **Mandatory activities**

A prime requisite is an activity, which is mandatory in order to qualify for the exam in the actual semester or to continue in the following semester. The following requisites exist on the education:

##### **General regarding study activity:**

To be able to continue in the Marketing Management programme, the student must maintain a minimum participation rate of 70% measured as an average across all courses. Average participation will be calculated on a monthly basis. If a student fails to achieve the required minimum in any given month, the student will be asked to participate in a personal interview. The purpose of the interview is to assess whether there are specific circumstances which will exempt the student from the above requirement and allow the student to continue in the programme. The assessment will be made by the head of the Marketing Management programme. At the interview the following criteria will be applied. Other factors may also be relevant:

- The student's participation in general
- The student's participation in study activities including assignments and presentation and/or to what extents such study activities have been approved by the teaching staff.
- The student's level of knowledge acquisition e.g. the extent to which the student has acquired basic course relevant knowledge.

Participation will be registered electronically in the Pro2kol system and lecturers will register participation in connection with each lecture session

This procedure will become effective from 1 August 2012

### **First semester**

- Participation in minimum one study dialogue. If your lecturer evaluate that it is necessary with a second study dialogue this will also be a mandatory
- Pass Project A

### **Second semester**

- Trial exam
- All activities connected with Project B
- Mandatory assignments in Economics, Marketing, COL and Law

### **Third semester**

- Innovation week (week 41)
- Project C

#### **15.1. Final examination project (15 ECTS credit points)**

The purpose of the final examination project is for the student to document the ability of being able to process a complex and practice-based problem on a methodical basis as regards a specific assignment within the administrative sphere.

### **Prerequisites**

In order to be registered for the final project examination, the student must have passed all examinations on the programme's three previous semesters as well as the placement period on the fourth semester.

### **Content**

The project shall be based on the core problems in the programme and shall contain elements from the study period.

The problem for the project is elaborated by the student and as far as possible in cooperation with a company. The problem of the project must be approved by the department.

## Requirements

Each educational institution will prepare a project description stating form requirements, time schedule as well as examination.

The final examination project can be made individually or by two, max three persons together.

### 16. Applied instruction and work types

The instruction is conducted through lectures, class instructions, dialogue instruction, exercise series, presentations, cases, seminars, guest lecturers from home and abroad, projects as well as company stays.

The instruction includes the most recent knowledge and results from national and international research, experiment and development works from the disciplines attached to the profession.

Furthermore, the instruction includes experiences from practice and knowledge from central tendencies in the profession and methods for developing the professional line of business as well as carrying out quality and development work.

### 17. Guidelines for differentiated instruction

#### 17.1. Rules on transfer of credit

The institution can approve that passed educational elements or parts hereof passed at another institution are equivalent to educational elements or parts hereof in this curriculum. If the relevant subject has been assessed according to the 7-point grading scale at the institution where the test was conducted and it is equivalent to an entire subject in this curriculum, the grade will be transferred. In all other cases the assessment will be transferred as "passed" and will not be included in the calculation of grade average.

The institution can approve that a passed educational element from another Danish or foreign higher education programme replace educational elements included in this curriculum. By approval in this connection, the educational element is considered completed if it has been

passed according to the rules on the relevant programme. The assessment will be transferred as "passed".

18. Rules on the students' obligation to participate in the instruction

See section regarding mandatory activities

19. Requirement for reading of texts on foreign language

A large part of the literature on the programme will be in English and, similarly, several educational elements will wholly or partly be conducted in English.

20. Provisions for an effective date

The curriculum will come into force and be effective to students commencing the study programme per August 2012.

21. References to current legislation

The curriculum's legal basis is the following legislation and orders:

Law number 207 of 31<sup>st</sup> March 2008 concerning business academy courses and professional bachelor courses

Executive Order number 636 June 29<sup>th</sup> 2009 on business academy courses professional bachelor courses

Executive Order number 689 of July 3<sup>rd</sup> 2009 on business academy courses in International trade and marketing (AP Degree in Marketing Management)

Executive Order number 87 of February 7<sup>th</sup> 2011 on admission to business academy and professional bachelor courses

Executive Order number 262 of March 20<sup>th</sup> 2007 on grading scales and other assessments

Executive Order number 782 of August 17<sup>th</sup> 2009 on tests and examinations in business studies

The laws and ministerial orders are available at [www.fivu.dk](http://www.fivu.dk)