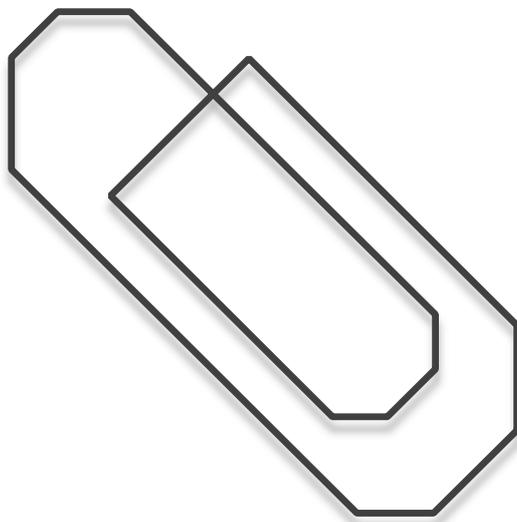
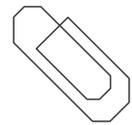


# CURRICULUM 2014-2016

AP DEGREE PROGRAMME IN MARKETING MANAGEMENT

VIA University College

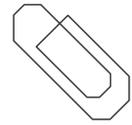




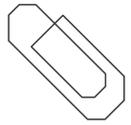
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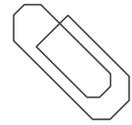


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## The Common Part

### 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. The first study year must be completed no later than 2 years after course start.

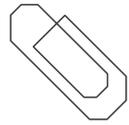
#### 1.3. Objective of the learning outcome

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

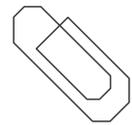
Competencies

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

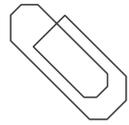
### 2.1 Program structure

As a prerequisite for completing the study programme, students must attend and pass educational elements equivalent to a total workload of 120 ECTS credits. A full-time semester encompasses educational elements, including the internship, corresponding to 30 ECTS credits.

The programme comprises compulsory educational elements equivalent 80 ECTS credits, electives equivalent to 10 credits, an internship equivalent to 15 credits and a final examination project equivalent to 15 ECTS credits.

Educational Elements		1st year	2nd year
Key subject areas	International Marketing and Sales (30 ECTS)	20 ECTS	10 ECTS
	Economics (20 ECTS)	10 ECTS	10 ECTS
	Communication, Organisation and Management (20 ECTS)	15 ECTS	5 ECTS
	Business Law (10 ECTS)	10 ECTS	
Electives		5 ECTS	5 ECTS
Internship			15 ECTS
Final examination project			15 ECTS
Total ECTS	(80 ECTS)	60 ECTS	60 ECTS

The sum of all educational elements and other study activities may not exceed the prescribed 120 ECTS credits. All educational elements, including the final examination project, are assessed and evaluated according to the subsection on examinations in this curriculum, and where the outcome of the assessment is either 'passed' or at a minimum the grade 02, the educational element concerned is perceived as passed.

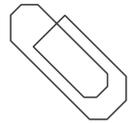


## 2.2 Key Subject Areas

The programme covers a number of overarching subject areas to which the educational elements are related. The subject areas comprise educational elements corresponding to 80 ECTS credits. The contents of the subject areas as well as the distribution of ECTS credits have been determined collaboratively by the institutions of higher education approved to offer the particular programme. The subject areas include the following:

### 2.2.1 International Marketing and Sales

<p>Work load: 30 ECTS</p>
<p>Contents:</p> <ul style="list-style-type: none"> <li>• Strategic Analysis of the Company and the Environment</li> <li>• Basic Statistics</li> <li>• Market Analysis</li> <li>• Growth Strategy</li> <li>• Internationalisation</li> <li>• Market Selection and Penetration Strategy</li> <li>• Strategic Marketing</li> <li>• Sales and Negotiation Technique</li> </ul>
<p>Learning objectives:</p> <p>Knowledge</p> <p>The student will possess knowledge of:</p> <ul style="list-style-type: none"> <li>• applied theory within marketing management in an international perspective</li> <li>• different negotiation theories and models in relation to international sales</li> </ul> <p>Skills</p> <p>The student will be able to:</p> <ul style="list-style-type: none"> <li>• analyse and assess international marketing strategies</li> <li>• assess and communicate proposals for strategies and parameter effort at a national and international level</li> <li>• apply different methods for market analysis and apply statistical skills for assessing data</li> </ul> <p>Competences</p> <p>The student will be able to:</p> <ul style="list-style-type: none"> <li>• negotiate with professional and personal clout</li> <li>• participate in professional and interdisciplinary solutions of practice based marketing related problems on the national and international market</li> <li>• handle the planning of marketing and sales for the company</li> </ul>

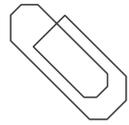


### 2.2.2 Economics

Work load: 20 ECTS
<p>Contents:</p> <ul style="list-style-type: none"> <li>• Company Analysis</li> <li>• Microeconomics</li> <li>• Investment and Finance</li> <li>• Descriptive Economics and Trade Theory</li> <li>• Macroeconomics</li> <li>• Budgeting and Optimising Parameters</li> </ul>
<p>Learning objectives:</p> <p>Knowledge</p> <p>The student will possess knowledge of:</p> <ul style="list-style-type: none"> <li>• basic microeconomics</li> <li>• the elements of the company's financial management</li> <li>• the global economic cycle</li> </ul> <p>Skills</p> <p>The student will be able to:</p> <ul style="list-style-type: none"> <li>• preparing microeconomic analyses on the goods and labour market</li> <li>• describing and analysing investment and financial funding alternatives</li> <li>• describing and analysing the most essential economic and demographic indicators with a view to market evaluation</li> <li>• making relevant budgets for a company and a project</li> <li>• conducting a simple price optimisation on the basis of provided market, price and cost assumptions</li> <li>• analysing the effects of various government interventions</li> </ul> <p>Competences</p> <p>The student will be able to:</p> <ul style="list-style-type: none"> <li>• assessing the economic development of a company and using budgeting in the financial management</li> <li>• clarifying any line of business in a market structure as well as assessing the consequences of including price and income elasticity</li> <li>• conducting a calculation of the return of an investment and being able to account for the choice of funding</li> <li>• addressing the economic conditions in relation to analysing and evaluating a market</li> </ul>

### 2.2.3 Communication, Organisation and Management

Work load: 20 ECTS
<p>Contents:</p> <ul style="list-style-type: none"> <li>• Analysis of types of communication, strategies, and cultural context</li> <li>• Application of the English language in business-related contexts</li> </ul>



- 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

#### Learning objectives:

##### Knowledge

The student will possess 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

##### Skills

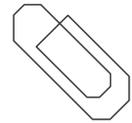
The student will be able to:

- 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

##### Competences

The student will be able to:

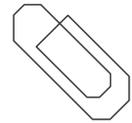
- Prepare proposals for and participate in the implementation of solutions, motivation factors as well as an optimised supply chain.



- 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

### 2.2.4 Business Law

Work load: 10 ECTS
<p>Contents:</p> <ul style="list-style-type: none"> <li>• Sources of law and the judicial system</li> <li>• Contract Law, including aspects of Insurance Law</li> <li>• Employment Law</li> <li>• Insolvency Law</li> <li>• Security and Collateral</li> <li>• Law of Torts</li> <li>• International Private Law</li> <li>• Sales of Goods Law</li> <li>• Law on Marketing and Competition</li> </ul>
<p>Learning objectives:</p> <p>Knowledge</p> <p>The student will possess knowledge of:</p> <ul style="list-style-type: none"> <li>• The legal system, i.e. the Danish and international sources of law, the court system and the EU institutions</li> <li>• The more specific aspects of entering a contract, i.e. invalidity, submitting insurance information, and the right to annul a contract</li> <li>• The overall holiday rules</li> <li>• The rules of reconstruction</li> <li>• 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</li> <li>• Product liability developed in legal practice</li> <li>• Basic international private law</li> <li>• Basic intellectual property law</li> <li>• The rules of the Danish Competition Act on distortion of competition and abuse of dominant position</li> </ul> <p>Skills</p> <p>The student will be able to:</p> <ul style="list-style-type: none"> <li>• Assessing business related legal problems in relation to             <ul style="list-style-type: none"> <li>• Compensation, including product liability</li> <li>• Ecommerce</li> <li>• Contract law, including entering international contracts and the rules of agency</li> <li>• Rules of liability in various types of business organisations</li> </ul> </li> </ul>



- 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

#### Competences

The student will be able to:

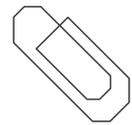
- Handling development oriented situations within the legal aspects of
  - Marketing management
  - Danish and international sales, including the use of INCOTERMS 2010

### 2.3 Compulsory Educational Elements

The key subject areas cover a range of educational elements that correspond to 80 ECTS credits. This part of the curriculum has been determined collaboratively by the institutions of higher education approved to offer the particular programme, and these educational elements are mandatory. The compulsory educational elements are all concluded with an examination and include the following:

#### *Schematic presentation of the educational elements divided by semester*

Core Areas/ Educational Elements	International Marketing and Sales	Economics	Communication, Organisation and Management	Business Law	Electives
Theme					
The Strategic Situation of the Company	10 ECTS A: Strategic Analysis of the Company and the Environment B: Basic Statistics 1	5 ECTS A: Company Analysis B: Mikroeconomics	10 ECTS A: Communication B: Organisational Structure C: Innovation D: Developing and Analysing the Supply Chain	5 ECTS A: Sources of Law B: Contract Law C: Security of Credit D: The Legal Conditions of the Company	
Making Strategies	10 ECTS A: Market Analysis B: Basic Statistics 2 C: Growth Strategy	5 ECTS A: Investment and Financing B: Descriptive Economics and Trade Theory	5 ECTS A: Managing the Supply Chain B: Culture Analysis	5 ECTS A: Compensation for Tort outside Contract	5 ECTS A: Statistics or B: E- business or



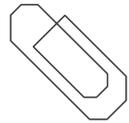
## Curriculum of the AP Degree Programme in Marketing Management 2014-2016

	D: Internationalisation E: Segmentation criteria, differentiation opportunities and positioning strategies			B: Danish and International Rules on Buying and Selling Goods C: Rules Regulating the Market	C: Business & Sustainability – Getting started or D: Entrepreneurship
Implementing Strategies	10 ECTS A: Strategic Marketing B: Sales and Negotiation	10 ECTS A: Makroeconomics B: Budgeting and Optimising Parameters	5 ECTS A: Sales and Project Management B: Organisational Development		5 ECTS A: Business Economics or B: Market Communication or C: Business and Sustainability – Implementing or D: Entrepreneurship
Internship and Final examination project	Internship 15 ECTS Final examination project 15 ECTS				

### 3. Learning Objectives of the Core Areas

#### 3.1. International Marketing and Sales

<b>Work load: 30 ECTS</b>
<p>The compulsory educational elements of the programme:</p> <ul style="list-style-type: none"> <li>• International Marketing and Sales I (10 ECTS)</li> <li>• International Marketing and Sales II (10 ECTS)</li> <li>• International Marketing and Sales III (10 ECTS)</li> </ul>

**International Marketing and Sales I**

## Contents:

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

## Learning objectives:

## Knowledge

The student will possess 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

## Skills

The student will be 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

## Competences

The student will be able 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

**International Marketing and Sales II**

## Contents:

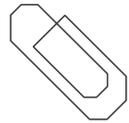
- Market Analysis
- Growth Strategies
- Internationalisation
- Market Selection and Penetration Strategy

## Learning objectives:

## Knowledge

The student will possess knowledge and understanding of:

- various market analysis methods and be able to reflect upon them
- the segmentation criteria/variables, differentiation opportunities, and positioning strategies



- various growth strategies
- internationalisation theories, models and strategies
- Danish and English terminology concerning the topics of the semester

#### Skills

The student will be able to:

- 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

#### Competences

The student will be able 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

#### International Marketing and Sales III

Contents:

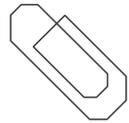
- Strategic Marketing
- Sales and Negotiation Technique

Learning Objectives:

Knowledge

The student will possess knowledge of:

- the structure and content of the design brief,
- 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,
- understand different sales strategies
- different negotiation theories and models
- the significance of international competencies



### Skills

The student will be able to:

- 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 follow-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)

### Competences

The student will be able 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

### Tests and examinations:

- Examination in the strategic situation and strategy formulation of the company (International Marketing and Sales I and II)
- Examination in strategy implementation (International Marketing and Sales III)

## 3.2. Economics

**Work load: 20 ECTS**

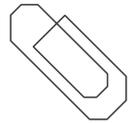
The compulsory educational elements of the programme:

- Economics I (5 ECTS)
- Economics II (5 ECTS)
- Economics III (10 ECTS)

### Economics I

Contents:

- 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

**Learning objectives:****Knowledge**

The student will possess 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

**Skills**

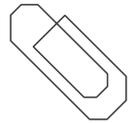
The student will be able to:

- 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

**Competences**

The student will be able to:

- be able to assess the factors influencing the company's costs and profit
- be able to point out where there may be 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



## Economics II

### Contents:

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

### Learning objectives:

#### Knowledge

The student will possess knowledge and understanding 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

#### Skills

The student will be able to:

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

#### Competences

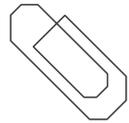
The student will be able to:

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

## Economics III

### 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

#### Learning Objectives:

##### Knowledge

The student will possess 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
- marketing and sales 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

##### Skills

The student will be able to:

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

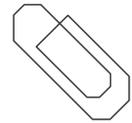
##### Competences

The student will be able 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

##### Tests and examinations:

- Examination in the strategic situation and strategy formulation of the company (Economics I and II)
- Examination in strategy implementation (Economics III)



### 3.3. Communication, Organisation and Management

**Work load: 20 ECTS**

The compulsory educational elements of the programme:

- Communication, Organisation and Management I (10 ECTS)
- Communication, Organisation and Management II (5 ECTS)
- Communication, Organisation and Management III (5 ECTS)

#### **Communication, Organisation and Management I**

Contents:

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

Learning objectives:

Knowledge

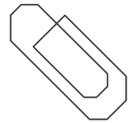
The student will possess knowledge of :

- 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)

Skills

The student will be 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

### Competences

The student will 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)

### Communication, Organisation and Management II

Contents:

- 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

Learning objectives:

#### Knowledge

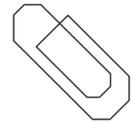
The student will possess knowledge and understanding of:

- 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)

#### Skills

The student will be 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 organization
- define, analyse and assess company culture and the relevance for the company's strategy and competitive power
- find and assess the value of important players' experiences within types of organisation, management, motivation and company culture
- use English in writing and orally taking the various cultural contexts into account
- cooperate across cultures (COM)

#### Competences

The student will 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

#### Communication, Organisation and Management III

Contents:

- Project Management
- Sales Organisation and Management
- Organisational Development

Learning Objectives:

#### Knowledge

The student will possess 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

#### Skills

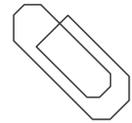
The student will be able to:

- 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

#### Competences

The student will 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

**Tests and examinations:**

- Examination in the strategic situation and strategy formulation of the company (Communication, Organisation and Management I and II)
- Examination in strategy implementation (Communication, Organisation and Management III)

### 3.4. Business Law

**Work load: 10 ECTS**

The compulsory educational elements of the programme:

- Business Law I (5 ECTS)
- Business Law II (5 ECTS)

**Business Law I**

Contents:

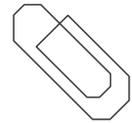
- Sources of law and the judicial system
- Contract law, including
  - Formation of contracts in general and formation of insurance contracts
  - Power of attorney
  - Invalidity
  - Consumer contracts
- The company's legal aspects, including
  - Types of business organization
  - Employment law, including holidays
  - Insolvency law, including business collapse
- Credit insurance, including
  - Guarantee
  - Retention of property/ title
  - Charge of movable property, claims and real property

Learning objectives:

Knowledge

The student will possess 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

### Skills

The student will be able to:

- assess business legal problems in relations to
  - contract law, including
    - formation of contract, including international purchase contracts
    - terms and condition of the power of attorney
  - liability rules in various types of business organization
  - employment law, including the rules of the Danish Salaried Employees Act on notices of termination, expulsion and compensation
  - individual and universal 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

### Business Law II

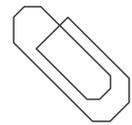
Contents:

- 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

Learning objectives:

Knowledge

The student will possess knowledge and understanding 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

#### Skills

The student will be able to:

- assess 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

#### Competences

The student will be able to:

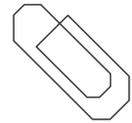
- Handle development-oriented situations nationally and internationally within the legal aspects of
  - Marketing Law
  - Danish and international sales, including
    - Transfer of risk
    - Delivery
    - Breach of contract
    - Breach of contract in Danish consumer transactions
    - Inco terms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

Tests and examinations:

- Examination in the strategic situation and strategy formulation of the company (Business Law I and II)

### 3.5 Examinations

Semester	Name of the examination	Educational element	Noted on the final diploma	ECTS
2nd semester	1st external (The strategic situation and strategy formulation of the company)	International Marketing and Sales, Economics, Communication, Organisation and Management including Business Law	One grade	55
	1st internal (Test in electives 1)	Electives	One grade	5
3rd semester	2nd internal (Strategy implementation)	International Marketing and Sales, Economics, Communication, Organisation and	One grade	25



		Management including Business Law		
	3rd internal (Test in electives 2)	Electives	One grade	5
4th semester	4th internal (Test in internship)	Internship	One grade	15
	2nd external (Final examination project)	Final examination project	One grade	15

#### 4. Elective Subjects: Electives established by the Executive Order

The elective elements are on the 2nd and 3rd semesters and represents an opportunity for the students to tone their education according to their interests and future career paths.

The elective elements consist of two courses offered common to all AP students in Denmark and they are described below. Course descriptions for the other elective elements offered can be found on Studynet under "Study Material".

##### 4.1 Statistics – 2<sup>nd</sup> semester

(5 ECTS credit points)

Content

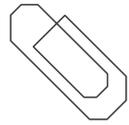
- Probability theory
- Stochastic variables and probability distributions
- Regression analysis
- Variance analysis

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

#### 4.2 Business economics – 3<sup>rd</sup> semester

(5 ECTS credit points)

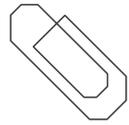
Content

- 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

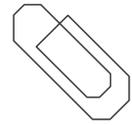
The student will acquire competencies to

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

## 5. Internship and Final Examination Project

### 5.1. Internship

The Marketing Management programme includes both theory and practical experience with the purpose of supporting the student's continuous learning process and contributing to the fulfilment of the learning objectives specified for the study programme. During the internship, students are faced with professionally relevant issues, just as they become familiarised with relevant job functions. Students must actively and independently seek a placement with one or



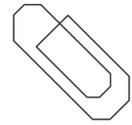
more private or public companies, and VIA University College ensures that the internship settings are satisfactory.

The internship is unpaid.

<b>Timing:</b> 4th semester
<b>Work load:</b> 15 ECTS
<p>Learning objectives:</p> <p>Knowledge</p> <p>The student will:</p> <ul style="list-style-type: none"> <li>• possess detailed knowledge of the company's products and procedures including knowledge of applied theory and methods</li> <li>• have experiences from participating in the solution of practical tasks</li> </ul> <p>Skills</p> <p>The student will be able to:</p> <ul style="list-style-type: none"> <li>• apply a comprehensive number of technical, creative and analytical skills connected to being employed within the industry</li> <li>• independently gather information to solve a task</li> <li>• be able to assess practice-based tasks/ problems, list up solutions and present them</li> <li>• communicate professionally with customers and/ or other stakeholders</li> </ul> <p>Competences</p> <p>The student will be able to:</p> <ul style="list-style-type: none"> <li>• independently relate to applying theory in practice</li> <li>• acquire skills and new knowledge in a structured context regarding the profession</li> <li>• understand concepts and methods as well as reflecting on the use of concepts and methods in practice</li> </ul>
<b>Examination and assessment:</b> Internship examination. Details about examination and assessment are available in the internship manual and in Rules and Guidelines for Exams in Studynet.

## 5.2. Final examination project

The final examination project, concluding the Marketing Management programme, must document the students' abilities to understand and analyse a practice-based problem related to their respective fields of study by means of relevant theory and methodology. Thus, central subjects from the programme should be covered by the project, and a problem statement, which must be key to not only the programme but also the respective type of industry/profession, has to be formulated by the student, and if desired in cooperation with a private or public company. VIA University College will subsequently approve the problem statement.

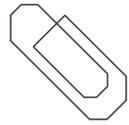


The final examination project is conducted as an external examination, which, together with the internship report and other programme examinations, should document that the programme's learning objectives and requirements are met. The examination comprises a written part and an oral part that result in a single joint grade. The examination can only take place after the student has passed all other educational elements including business placement. For more about the final examination project, see section 6.2.4 in this curriculum and the guidelines for the final examination project.

<b>Timing:</b> 4th semester
<b>Work load:</b> 15 ECTS
<b>Purpose:</b> The purpose of the final examination project is that the student completes an independent, interdisciplinary and practice-based assignment that demonstrates knowledge, skills and competencies that originates from the overall learning objectives of the programme, as mentioned introductory in this curriculum. As a main rule, the project takes its starting point in concrete problems in a company
<b>Learning goals:</b> <b>Knowledge</b> The student will possess knowledge of: <ul style="list-style-type: none"> <li>the most used theories and methods within the profession</li> </ul> <b>Skills</b> The student will be able to: <ul style="list-style-type: none"> <li>apply and combine skills connected to the core subjects of the programme</li> <li>apply methods and tools to gather and analyse information in relation to a practice-based problems</li> </ul> <b>Competences</b> The student will be able to: <ul style="list-style-type: none"> <li>be part of development-oriented and/ or interdisciplinary work processes</li> <li>assess theoretical and practice-based problems</li> <li>draw up and present solutions and justify the chosen actions and solutions</li> </ul>
<b>Assessment:</b> A single grade according to the 7 point grading scale.

## 6. Tests

All rules and regulations on examination have been worked out with the point of departure of the executive order on tests and examination in higher education, executive order no 1516 of 16/12/2013 governing from (the Examination Executive Order).



In the curriculum, there are a total of 3 different examination forms:

- External examination – these are national. Assessed by examiner as well as one or more examiners appointed by the Ministry.
- Internal examination in compulsory educational elements – these are national. Assessed by one or more lecturers or persons within the trade.
- Internal examination in optional subjects – these are specific for the individual institution. Assessed by one or more lecturers or persons within the trade.

All examinations are to be taken during the first coming examination term after the end of the instruction. The student is automatically signed up for the exam.

The student is entitled to 3 attempts at the exam per examination.

All exams must be passed. Exams that have been passed cannot be retaken.

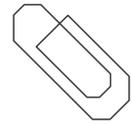
### **Registration for examination**

Beginning of an educational element, semester, etc.. includes automatic registration for the appropriate exams. When registering one attempt is used, see. § 6 paragraph. 3 in the Examination Executive Order. This does not apply if the student is unable to attend the examination due to documented illness, maternity or other unforeseeable reasons. In the case of unforeseeable reasons the student needs to apply for access to the re exam by the head of the study program.

### **Examination due to sickness**

A student who has been prevented from carrying through an examination because of documented sickness or for any other unforeseeable reason will get the opportunity to take the examination as soon as possible.

Sickness is to be documented by a doctor's statement. The institution shall have received a doctor's statement at the latest 3 weekdays after the date when the examination will take



place. Students who become acutely ill during the completion of the examination must document that the person concerned has been ill on the day in question.

If sickness is not documented according to the above rules, then the student has used one exam attempt. The student is to pay for the doctor's statement.

### **Aids for the exam**

In connection with written examinations the student is allowed to use books and material handed out during lectures, own notes, supplementing material, intranet, internet usb-pen or the like with documents unless something different expressly appears from the exam paper/guide lines.

The student is not allowed to bring or use the below mentioned aids:

- Blue-tooth
- mobile phone
- any other communication equipment allowing the student to communicate with others

In case a student makes illegal use of the above during the examination, this results in immediate expulsion from the examination.

It is not allowed for the student to share aids or lend to co-students during the examination.

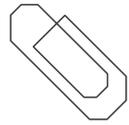
Students may in no way communicate with each other after the start of the examination.

Should the student try to get in contact with another examinee or use aids not-allowed, then the student will be immediately expelled from the examination.

The language used at the examination

The examination is to be presented in understandable Danish/English (dependent on whether it is an English or Danish version of the curriculum).

### **Special examination conditions**



Students may, where this is justified in physical or psychical functional reduction, apply for extra examination time etc. The application must be handed in to the institution at the latest 4 weeks before the examination takes place. In case of health problems that have suddenly arisen, a dispensation from the application time limit may be granted.

The application must to be accompanied by a doctor's statement, statement from for instance the institute for speech training, auditory centre, institute for the word-blind or blind or any other documentation for health reasons or relevant specific functional reduction.

### **Cheating at the examination**

If a student gives or gets unlawful help for the solving of an assignment or uses aids not-allowed, the person in question is expelled from the examination.

In case of mitigating circumstances expulsion from the educational institution is a possibility.

When handing in a written assignment an examinee must by means of his/her signature confirm that the assignment has been worked out without unlawful help.

### *Use of own and others' work - plagiarism*

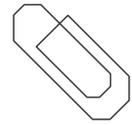
Exam cheating by way of plagiarism involves cases where a written assignment appears totally or partly as produced by the examinee or the examinees themselves, even if the assignment

1. includes identical or almost identical reproduction of others' formulations or works, without the reproduced having been marked in quotation marks, put in italics, inserted or any other clear marking with statement of the source, see the institutional requirements for written works.
2. Re-uses own already assessed material without observing the directions in item 1.

When a written assignment is individual it is also considered plagiarism if the assignment contains text sections that have been made jointly by a group of students and these appear identical in more assignments.

### **Complaining**

In connection with the examination, it is possible to complain about:



1. the basis for the examination, including exam questions, assignments and the like
2. the course of the examination
3. the assessment
4. legal matters.

The complaint must be in writing, reasoned, and forwarded at the latest 2 weeks after the assessment of the examination in question has been announced.

### Duty of participation/attendance

In order for the learning objectives/-benefits to be achieved, duty of participation/attendance is attached to certain study elements in the form of for example:

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

Before the student may submit for an examination, the activities of the semester affected by duty of participation (compulsory activities) have to be approved.

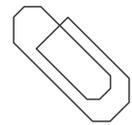
If duty of participation is not complied with and this is a prerequisite for an examination, the lacking compliance will be equated with failure to appear for the examination and the student has used one exam attempt. Signing up for a new examination demands compliance with the original duty of participation.

It appears from the description of the individual examination if there are compulsory activities as prerequisites for the examination

## 6.1 Outline of Tests and Examinations

The programme comprises the following tests and examinations by semesters.

Examination	Censorship	The Basis	1st semester	2nd semester	3rd semester	4th semester
	Internal/ External	Joint/in- stitutional- specific				
Examination in the company's strategic situation and strategy formulation	External	Joint		May/June Or		



## Curriculum of the AP Degree Programme in Marketing Management 2014-2016

– Digital examination – Case based written exam (1st external examination)				December/January  Written		
Examination in electives (1st internal exam)				May/June Alt. December/January Written or oral.		
Examination in strategy implementation (2nd internal exam)	Internal	Joint			Dec./Jan. Alt. May/June Written or oral	
Examination in electives (3rd internal exam)	Internal	Institution specific			Dec./Jan. Alt. May/June Written or oral	
Examination in internship (4th internal exam)	Internal	Joint				Spring alt. Autumn Written/ Oral
Examination based on final examination project (2nd external exam)	External	Joint				June alt. January Written and oral

## 6.2 Compulsory tests and examinations

### 6.2.1 Semester examination (1st external examination)

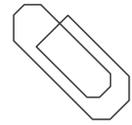
The examination in the company's strategic situation and strategy formulation

The exam consists of 2 part examinations and takes place at the end of the 2nd semester. The examination consists of:

- A digital examination in all disciplines
- An interdisciplinary case based examination with point of departure in a concrete company

The digital examination widely tests learning objectives for knowledge and skills within

- 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.

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. The paper can max. have an extent of 24.000 characters, incl. spaces, footnotes, figures and tables, but exclusive of front page, list of contents, list of sources and enclosures.

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.

### **Compulsory attendance as a prerequisite requirements for exam participation**

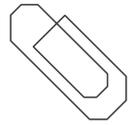
There are mandatory activities attached as a prerequisite for participating in the exam. These activities appear in the institutional part of this curriculum.

### **6.2.2 3rd semester examination (2nd internal examination)**

The 2<sup>nd</sup> internal examination is an interdisciplinary examination in strategy implementation.

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 max. have an extent of



24.000 characters, incl. spaces, footnotes, figures and tables, but exclusive of front page, list of contents, list of sources and enclosures.

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.

### **Compulsory attendance as a prerequisite requirements for exam participation**

There are mandatory activities attached as a prerequisite for participating in the exam. These activities appear in the institutional part of this curriculum.

### **6.2.3 Test in internship (4<sup>th</sup> internal examination)**

The student's benefit from the internship is assessed by a written internal examination. The student is to hand in an individual written report of max. 12.000 characters incl. spacing, footnotes, figures and tables, but excl. front page, list of contents, list of sources and enclosures to document the internship.

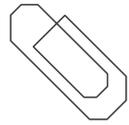
The examination assesses:

- The student's reflections on and achievement of the concrete learning objectives for specialist and personal development during the internship, stated in the internship agreement.
- The student's ability to put into perspective the internship compared to the final project.

The examination is assessed pass/non-pass. The internship is to be passed before the student can sign up for examination in the final exam project.

### **Compulsory attendance as a prerequisite requirements for exam participation**

There are mandatory activities attached as a prerequisite for participating in the exam. These activities appear in the institutional part of this curriculum.



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

The project must concern main topics from the content of the courses taught at the programme

The final examination project may be worked out individually or by 2-3 persons jointly.

The examination project can max. have an extent of:

by 1 student: 100.000 characters

by 2 students: 150.000 characters

by 3 students: 200.000 characters

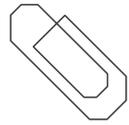
Characters are incl. spacing, footnotes, and figures. For more information, see the guidelines for the final examination project.

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. Spelling and formulation skills are included in the overall assessment of the project.

Students with another native tongue than Danish/English may apply for a dispensation from the requirement of spelling and formulation skills being included in the overall assessment. The application is to be sent to the institution at the latest 4 weeks before the examination takes place.

When a group-made project is included in the basis for the assessment at the oral examination, it must appear which parts the examinee has worked out. The parts of the product, which the examinee has worked out, form the basis for the assessment of the written part of the performance.

In case the total assessment gives a grade lower than 02, the student must work out a new project with a new project formulation if possible with point of departure in the same company in order to again sign up for the final examination project.



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.

### 6.3 Examination in elective educational elements

#### **6.3.1 Exam in Elective Educational element (1<sup>st</sup> internal examination): Statistics**

Statistics is a 3-hour written test held at the end of the 2nd semester. One grade is given after the Danish 7 point scale, which will be added to the exam certificate.

#### **Compulsory attendance as a prerequisite requirements for exam participation**

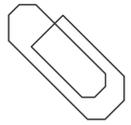
There are mandatory activities attached as a prerequisite for participating in the exam. These activities appear in the institutional part of this curriculum.

#### **6.3.2 Exam in Elective Educational element (3<sup>rd</sup> internal examination): Business Economics**

Business Economics is is a 3-hour written test held at the end of the 3<sup>rd</sup> semester. One grade is given after the Danish 7 point scale, which will be added to the exam certificate.

#### **Compulsory attendance as a prerequisite requirements for exam participation**

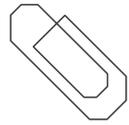
There are mandatory activities attached as a prerequisite for participating in the exam. These activities appear in the institutional part of this curriculum.



## 7 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 this 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

### 8. Study Start Test

15<sup>th</sup> of September 2014 there will be a study start test. The purpose of the test is to clarify whether the student can achieve her/his goals with the education.

The exam is a multiple choice test with questions and it is not allowed to use any aids. The student have to achieve a correct response rate of min. 50% to be approved. The result of the test is announced no later than 22<sup>nd</sup> of September 2014. Completion of the test will be through the use of Studynet with physical participation at VIA University College.

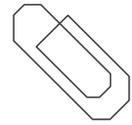
Participation in the test is mandatory and the test must be approved. In case of lack of participation, the test is not approved, and the student will automatically be terminated from the study programme.

The exam is assessed internally with approved/not approved.

By participating in the test without approval is obtained, the student has to attend a motivational meeting with the student counselor. This meeting is considered equivalent to one retest. The student counselor will assess whether the student is fit and motivated to complete the study programme. If the student counselor assesses that the student is not suitable and motivated for the study programme, the student will automatically be terminated from the study program. The meeting with the student counselor shall be implemented by 30<sup>th</sup> of September 2014.

This study test is not covered by the section about complaints about tests.

You can apply for dispensation from the requirement that the sample must be approved before a deadline, if the dispensation is justified by illness, maternity or unforeseeable circumstances.



## 9. Elective Educational Elements

The institution offers elective educational elements described in section 4. In addition, the institution offers institutional specific elective educational elements.

### 9.1 Institutional Elective Educational Elements

Course descriptions for the institutional elective educational elements can be found on “Studynet” in the “study material” folder.

## 10. Rules for the completion of the Internship

### 10.1 Test and Examination

Learning outcomes are tested through a written internship report by the student, which has to comply with the guidelines (available at Studynet). In addition, the company and the student fills out an evaluation form. The above forms the basis for the student's supervisor as an internal examiner to evaluate the internship as approved/not approved.

### 10.2 Evaluation Requirements

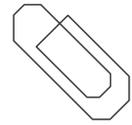
The report must be related to practice and contain a concentrated description of the subjects and problems dealt with during the internship. Also the report must reflect how the student practically worked with these challenges during the internship. The internship is mandatory to participate in and must be passed before the student can attend the exam in the final project.

### 10.3 Supervision through the Internship

The educational institution must appoint a supervisor who is the contact person for the company and the student. Among the internship supervisor's responsibilities is to provide relevant information to the company, approve the student's learning agreement/contract for the internship and to assist the student in case of problems during the internship.

## 11. 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 on exchange, as it is possible for international students to attend one semester at the department. Also, the internship on the fourth semester can take place abroad.

## 12. Requirements for written assignments and projects

### 12.1 Mandatory activities

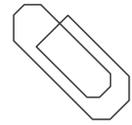
A prime requisite is an activity, which is mandatory in order to qualify for the exam in the actual semester or to continue in the following semester. The following requisites exist on the education.

#### *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.



### 12.1.1 First Semester

- Participation in minimum one interview with your class contact person (CCP). If your lecturer evaluate that it is necessary with a second study dialogue this will also be a mandatory activity.
- Approval of Project A
- Trial exam in the digital test

### 12.1.2 Second semester

- All activities connected with Project B
- Compulsory hand in in the subjects of IMS, ECO, COM & LAW

### 12.1.3 Third semester

A prerequisite to enter for the examination is that the student is active, include

- Participation in UCT week 40 + 41 + 43, hand in- and acceptance and participation in the evaluation of the associated task. Should the task not be approved a synopsis has to be handed in, which then requires approval before access is granted to the exam.
- Approval of- and participation in the examination of Project C.

## 12.2 Final examination project (15 ECTS credit points)

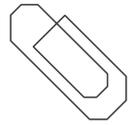
The purpose of the final examination project is for the student to document the ability of being able to process a complex and practice-based problem on a methodical basis as regards a specific assignment within the administrative sphere.

### 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 supervisor.

### **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.

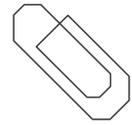
If the student does not hand in the project on time, fail the exam or the project is rejected due to other issues, there is used an examination attempt and a new assignment is to be handed in for re-examination in August. There will be limited access to supervision over the summer, and there is a relatively short period to prepare such a new assignment. If the student does not hand in on time, fail the exam or the project is rejected due to other issues for re-examination, this is also the use of one exam attempt. A new assignment is to be handed in when the exam is held again in December / January, which is the last attempt according to the executive order on examination.

## **13. 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.



## 14. Guidelines on credit, leave, dispensation from the curriculum and complaints

### 14.1 Examination Attempts

The student can try 3 times for the same exam if it is not passed. The institution can upon application grant the student a 4th and 5th try, hvis this is warranted in unforeseen circumstances.

### 14.2 Reexamination

According to the Executive Order on Tests and Examinations the student is automatically enrolled for the next examination.

### 14.3 Examination abroad

A student may, if special circumstances apply be allowed to take an examination abroad at a Danish embassy or consulate or educational institution when a representative agrees upon this. Any cost that may be associated with this is to be covered by the student.

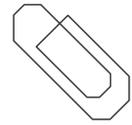
### 14.4 Rules on transfer of Credits

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".

### 14.5 Credit Students

The institution may accept students from other higher education parts of this program and participate in exams along similar guidelines. It is a condition that it is an approved part of their own education.



### 14.6 Leave

It is possible to take a leave from the study in accordance with the Executive order on admission to Business academy and professional bachelor courses No. 223 of 11.03.2014.

The following applies:

§ 39. Students may take a leave from their studies after the rules laid down by the educational institution, see however § 40th.

Section 2. Students cannot participate in lectures and examinations in the study programme they have a leave from.

§ 40. The educational institute cannot grant leave to a student till the student have passed the examinations after the 1<sup>st</sup> study year or have passed the first half study year on an independent professional bachelor, see however section 2 & 3.

Section 2. Leave have to be granted to the student if the leave is connected with maternity leave, adoption or call for military service, as defines in §1 in the law on military service.

Section 3. Students signing an agreement with the defense to make himself available for the purpose of being sent abroad or signs agreement with defense expulsion abroad, follow the rules in § 13 b of the military personnel.

Section 4. The institution can dispensate from section 1, if unforeseen circumstances are present.

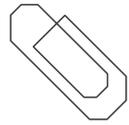
### 14.7 Dispensation from the curriculum

The institution may, under special circumstances, dispensate from the provisions of the curriculum that are not bound in the current legislation.

### 14.8 Complaints

Complaints against decisions connected to these regulations shall be submitted to the Ministry of Science, Innovation and Higher Education. The deadline for submission of complaints is two weeks from the day the decision was communicated to him.

The decisions made by this curriculum, the student may appeal to the Ministry of Science, Innovation and Higher Education, the complaint concerns legal issues. The deadline for submission of the complaint is 2 weeks from the day the decision was communicated to him.



The complaint is addressed to the Ministry of Science, Innovation and Higher Education, but handed in to the institution. The institution makes a statement that the complainant has the opportunity, within a period of one workweek to comment. The institution then submits the complaint, the institution's statement, and any comments to the Ministry of Science, Innovation and Higher Education.

## 15. Disturbing behaviour and cheating in exams

It is considered cheating when an examinee during exams

- gets unduly help or
- helps another examinee with answers or
- makes use of help other than permitted<sup>1</sup>

When submitting the written exams, the examinee must by signature confirm that the paper is made without unduly help<sup>2</sup>. The signature may be digital.

### **Plagiarism**

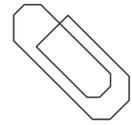
Plagiarism is considered cheating if it is found in a submitted paper during an exam and it applies in the following situations:

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

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<sup>1</sup> According to executive order on tests and examinations 1519 of 16/12/2013 § 18, section 1

<sup>2</sup> According to executive order on tests and examinations § 18, section 6

**When is it considered plagiarism?**

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

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

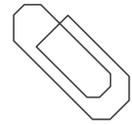
**Particularly on disturbing behavior during tests and exams**

The educational institution has the authority to remove an examinee from a test or exam if the examinee is displaying disturbing behavior, for example if the examinee is noisy or breaking the institution's code of conduct during exam. In less serious incidents the educational institution will first issue a warning<sup>3</sup>. The examination monitors will report the incident to the Head of Department.

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

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<sup>3</sup> According to executive order on tests and examinations § 18, section 3



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

## 15.1 Procedures and sanctions for cheating in exams and disturbing behavior

### Procedures

Who is obliged to report? Anyone<sup>4</sup> who has a presumption of cheating is obligated to follow up on the suspicion and – if the presumption is maintained – to report it to the Head of Department.

### Reporting

If the presumption of cheating in an exam is strengthened, the internal examiner and/or the external examiner must report the incident in writing to the Head of Department of the study programme in question<sup>5</sup>. At the same time the internal examiner and/or the external examiner will inform the student that the incident has been reported to the Head of Department. If an assessment has not been made at the time of reporting, the school report will contain a ‘not submitted’-note and an assessment will not be made.

### The Head of Department

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

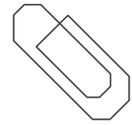
If the Head of Department decides to proceed with the case, he or she is responsible for gathering documentation that might be missing and also for inviting the student to a meeting where the student has the possibility to relate to the report.

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

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

<sup>5</sup> According to executive order on tests and examinations § 18, section 2.



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

### **Sanctions**

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

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

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

### **Types of penalty**

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

- **Warning**

Written or oral warning against breaking the rules.

- **Suspension from written exam on the premisses of the educational institution**, if a violation of the exam regulations has taken place<sup>6</sup>. If that is the case, the student will be registered as 'absent' from that particular exam.

- **Cancellation of a written paper**

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

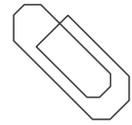
<sup>7</sup>A repeated exam attempt with unduly help or nonpermitted aids will result in permanent expulsion from the study programme

- **Expulsion or suspension from the study programme**

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<sup>6</sup> According to eksamensbekendtgørelsens § 18, stk 2,2.pkt.

<sup>7</sup> According to eksamensbekendtgørelsens § 18, stk. 5



If the incident is a case of serious or repeated cheating, the student will be expelled or suspended from the educational institution<sup>8</sup>. The expulsion means that the student is excluded from participating in all activities at VIA University College, including all participation in classes and exams. The suspension entails that the student is excluded from participating in all activities at VIA University College, including all participation in classes and exams in the suspension period.

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

## 16. Examination complaints

According to executive order on tests and examinations<sup>9</sup> complaints can be submitted in the following circumstances:

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

The complaint must be in writing and reasoned/justified and individually submitted by the student no later than 2 weeks after the student is informed of the result of the exam<sup>10</sup>

The complaint must be sent to the Head of Department who will manage and evaluate it. The student is entitled to receive a copy of the assignment given by the institution and a copy of the student's submitted assignment in the case of a written exam<sup>11</sup>. As a rule, the Head of Department presents the complaint to the original adjudicator: internal and external examiner. The examiners have 2 weeks to submit their professional opinion to the student's questions.

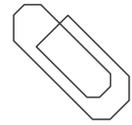
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<sup>8</sup> According to executive order on tests and examinations § 18, section 4

<sup>9</sup> Number 1519 of 16/12/13.

<sup>10</sup> 2 weeks = 14 calendar days

<sup>11</sup> Executive order on tests and examinations § 39, section 3



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

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

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

The adjudicators must be in agreement, if the appeal is dismissed by the Head of Department.<sup>12</sup>

The student must be informed as soon as the decision has been made. If the result is a reexamination or a reassessment, the student must be informed of the fact that this can result in a lower grade.<sup>13</sup>

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

An offer of reexamination or reassessment must be accepted no later than 2 weeks after the student is informed of the decision. An acceptance hereof cannot be withdrawn. Reassessment or reexamination shall not be conducted, if the deadline is not respected.

Reexamination or reassessment must take place as soon as possible. If a diploma is issued, the institution must take the diploma back until the assessment is available and subsequently issue a new diploma.<sup>14</sup>

In the case of reexamination and reassessment, new examiners will be assigned.

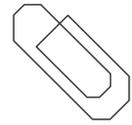
If the result of a complaint is reexamination or reassessment, the decision applies to all examinees if the original exam is equally inadequate to the former.

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<sup>12</sup> Executive order on tests and examinations § 43, section 2

<sup>13</sup> Executive order on tests and examinations § 43, section 3

<sup>14</sup> Executive order on tests and examinations § 44, section 1

**Particularly about reassessment**

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

**Examination questions formulated by the Ministry**

The educational institution will immediately forward its own evaluation as well as complaints regarding examination questions, formulated by the Ministry of Science, Innovation and Higher Education, to the aforementioned Ministry.

**Appeal of the decision**

In case the student disagrees with the decision, he/she has the opportunity to lodge an appeal against the decision no later than 2 weeks after being informed of this decision. The appeal must be in writing and substantiated and sent to the Head of Department, who will appoint an appeals board.

**Particularly about appeals board <sup>15</sup>**

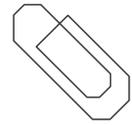
The Head of Department will appoint an appeals board as soon as possible after the submission of the appeal. Permanent appeals boards can be appointed. VIA university College will defray the cost of the appeals board. The board consists of two external examiners, an examination eligible teacher and a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

About the selection:

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

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<sup>15</sup> Executive order on tests and examinations § 46



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

All members of the board must participate in board discussions and receive all documents for the board to be quorum. The discussion can be in writing and digital if there is consensus among the board members of a written process. If consensus among the board members cannot be reached, the discussion will terminate at a meeting where all members must be present. If the discussion ends by voting and there is a tie, the vote of the president is decisive. If the board is aware of errors of an exam during the process, VIA University College must be informed hereof and VIA will decide how to correct the error in accordance with the Executive Order of examination in chapter 9.<sup>16</sup>

### **The appeals board's decision**

The material which formed the basis for the initial decision is the basis for the new decision made by the board.<sup>17</sup> The decision made by the board must be in writing and substantiated and may result in the following:

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

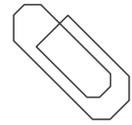
The Head of Department must be informed of the decision by the board as soon as possible. In the case of a winter exam, no later than 2 months and in the case of a summer exam, no later than 3 months after the Head of department has been informed.

VIA University College must inform the student as soon as possible if the process of the appeal cannot be completed before the deadline. The information/message must be in writing and substantiated and include information about the expected date of completing the process of the appeal. The head of Department will inform the student as soon as possible and the examiners will receive a copy of the decision when the decision has been made. If the decision

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<sup>16</sup> Executive order on tests and examinations § 47

<sup>17</sup> Executive order on tests and examinations § 48



includes reexamination or reassessment, the student must be informed that this may result in a lower grade.

Reexamination and reassessment will take place as described the previous section "Reexamination and reassessment".

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

This complaints procedure is drawn up in accordance with executive order 1519 of the Ministry of Science, Innovation and Higher Education.

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

Appeals of legal issues in decisions made by the adjudicators in accordance with § 44 stk. 3, and the board of appeal in accordance with § 48 stk. 1, may be sent to VIA University College. The deadline for submission of an appeal is two weeks from the day the decision is announced to the complainant, according to § 50 of the executive order of examination.<sup>18</sup>

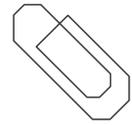
Complaints of legal issues in the decisions made by VIA University College in accordance with the examination order may be submitted to the Ministry of Science, Innovation and Higher Education. The complaint is sent to VIA University College, which makes a statement that the student should have the opportunity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

## **17. Rules on participation in lectures**

It is compulsory to attend lectures according to the section "Requirements for written assignments and projects", section 12.

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<sup>18</sup> Executive order on tests and examinations 1519 of 16/12/2013



## 18. 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.

## 19. Provisions for an effective date

The curriculum will come into force and be effective to students commencing the study programme per August 2014.

## 20. 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 223 of March 11<sup>th</sup> 2014 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 1519 of December 16<sup>th</sup> 2013 on tests and examinations in business studies

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