

Curriculum for Academy Profession Degree Programme in Marketing Management

Valid from September 2018

Revised 23 August 2019

Academy Profession Degree Programme in Marketing Management

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1. Curriculum framework

1.1 Commencement of the curriculum

This curriculum is valid from August 2017

1.2 Transitional schemes

Transitional schemes from the old curriculum to the second semester with the new curriculum:

As there are significant changes in content and structure, we recommend that students who have completed the 1st or 2nd semester according to the previous curriculum and who have since been delayed, follow the programme course as described for this curriculum.

Students who have completed the first semester on the previous curriculum:

It is recommended that students will be transferred to the new curriculum.

Alternative programme course: If students admitted to one of the previous curricula, wish to complete their programme according to this, the following specially planned programme courses for the following subjects have been prepared.

	Programme course for students doing the second semester of the old curriculum	Programme course for students doing the third semester of the old curriculum
Module on the old curriculum	International marketing	International marketing
Will be met with the following learning activity on the new curriculum	Analytical methods, data collection and data processing	Parameter mix and service marketing
Will be met with the following learning activity on the new curriculum	Segmentation, positioning and target audience choice	Marketing plan, B2B and B2C
Module on the old curriculum	Organisation and SCM	Economics
Will be met with the following subject on the new curriculum	Cultural theories and methods	Budgeting and parameter optimisation
Will be met with the following subject on the new curriculum	-	Pricing strategies and pricing methods
Module on the old curriculum	Economy	Sales- and project management, and organizations development

Will be met with the following subject on the new curriculum	Investment theory and method	- Project management
Will be met with the following subject on the new curriculum	-Macro economy	- Organization
Module on the old curriculum	Business Law	-
Will be met with the following subject on the new curriculum	Legal methods	-
Will be met with the following subject on the new curriculum	Rules for the collection and processing of personal data	-
		NB! The students must not take the following subjects during the third semester:
		Investment and financing
		Trade theory and trade policy interventions
		Internationalisation

Re-registration

Students who are re-registered on the marketing management programme, are generally registered according to the newest curriculum.

1.3 Current legislation for the curriculum

The following current legislation applies to the programme:

- Ministerial Order no. 1147 of 23/10/2014: Ministerial Order for business academies and professional bachelor programmes (LEP-law).
- Ministerial Order no. 1521 of 16/12/2013: Ministerial Order for business academies and professional bachelor programmes (LEP-law).
- Ministerial Order no. 1046 of 30/06/2016: Ministerial Order for examinations in higher educational business programmes
- Ministerial Order no. 248 of 13/03/2015: Ministerial Order for admission to business academies and professional bachelor courses
- Ministerial Order no. 114 of 03/02/2015: Ministerial Order for marking scales and other assessment criteria
- Ministerial Order no. 829 of 04/07/2015: Ministerial Order for business academy programmes within international trade and marketing (AP in Marketing Management)

The Ministerial Orders and legislation can be found at www.retsinfo.dk (only in Danish)

1.4 Competency profile for a marketing manager

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

The student will gain knowledge about

- 1) the strategic and financial foundation of the company,
- 2) the basic socio-economic conditions,
- 3) concluding the sale,
- 4) legal business matters, including legislation on marketing and competition and
- 5) methods for solving complex and real-life issues in marketing

Skills

The student will get the skills to

- 1) conduct an international market assessment,
- 2) evaluate problem statements and implement problem-orientated projects within marketing-related topics,
- 3) communicate real-life problem statements and solutions in English,
- 4) on an analytical basis present relevant solutions within marketing-related problems,
- 5) assess business and socio-economic conditions,
- 6) assess legal business problem statements in relation to trade and
- 7) assess organisational and supply chain management issues and use project and innovation tools.

Competencies

The student will learn to

- 1) participate in professional and interdisciplinary collaboration in the development of the company's marketing strategy and internationalisation,
- 2) manage development-orientated situations nationally and internationally in sales and marketing,
- 3) manage the planning of marketing and sales for the company and participate in the execution thereof,
- 4) acquire new skills and new knowledge within the profession,
- 5) analyse a company's economic development taking the socio-economic conditions into account in order to act and
- 6) participate in academic and interdisciplinary collaboration with a professional approach in English, both written and orally.

2. Programme content

The curriculum's joint national part includes, according to the Ministerial Act no 1147 of 23/10 2014 on Academy Profession Programmes and Professional Bachelor Programmes § 17 rules for the following:

1. Core areas according to the programme's Ministerial Order, including:
 - a. Content
 - b. ECTS weight
 - c. Learning objectives
2. Compulsory programme elements within the programme's core areas, including:
 - a. Content
 - b. ECTS weight
 - c. Learning objectives
 - d. Number of exams
3. Internship, including
 - a. ECTS weight
 - b. Learning objectives
 - c. Number of exams
4. Requirements for the Final exam project, respectively bachelor project.
5. Rules on credit, cf., § 18, including an indication of any credit agreements regarding the programme elements, which are covered by the curriculum's joint national part.

2.1 The programme's structure

The Marketing Management programme requires passing programme elements equivalent to a workload of 120 ECTS. A full-time programme for one semester consists of core areas, which take the form of cross-disciplinary programme elements, including an internship.

The programme consists of compulsory programme components equivalent to 70 ECTS, 20 ECTS for elective programme components, 15 ECTS for the internship and a Final exam project of 15 ECTS.

The programme structure		1 st year	2 nd year
Core areas	International marketing (25 ECTS)	20 ECTS	5 ECTS
	Economics (20 ECTS)	15 ECTS	5 ECTS
	Sales and Marketing Communication (10 ECTS)	10 ECTS	
	Organisation and Supply Chain Management (10 ECTS)	10 ECTS	
	Business Law (5 ECTS)	5 ECTS	
Elective programme elements	Elective programme elements:		20 ECTS
	New business and Sustainability (10 ECTS)		
	Management research – rational decision-making (20 ECTS)		
	Creative and effective marketing and entrepreneurship (10 ECTS)		
	Professional and practical communication competences (10 ECTS)		
	Digital marketing trends and tools (10 ECTS)		
Internship			15 ECTS
Final exam project			15 ECTS
Total ECTS	(70 ECTS)	60 ECTS	60 ECTS

All programme elements, including the main project, are evaluated and assessed according to the section on the programme examinations. When a minimum mark of 02 is achieved, the programme element is considered passed.

Number of exams on the programme, and their timing:

There are seven exams on the programme.

Exam name	Programme element	Stated on the diploma	Evaluated	Semester
1 st Internal	Business understanding, methodology and market understanding 30 ECTS	X	7-point scale	1
1 st External	Tactical and operational marketing B-C Tactical and operational marketing B-B 30 ECTS	X	7-point scale	2
2 nd Internal	Internationalisation 10 ECTS	X	7-point scale	3
3 rd Internal	Elective element, 10 ECTS	X	7-point scale	3
3 rd Internal	Elective element, 10 ECTS	X	7-point scale	3
4 th Internal	Internship, 15 ECTS	X	Pass/fail	4
2 nd External	Main project, 15 ECTS	X	7-point scale	4

2.2 Core areas

The programme includes five core areas comprising 70 ECTS

Core area 1: International marketing
Weight: 25 ECTS
Content: <p>The core area 'International Marketing' covers three semesters and enables the student to understand a company's internal and external situation as well as to act operationally on a strategic foundation on both the B2B and B2C markets.</p> <p>By applying existing data and theory as well as their own qualitative and quantitative analyses, the student will gain the skills to do segmentation, identify target audiences and apply positioning for both the Danish and the export markets.</p> <p>Based on the above, and with an understanding of sound business practices and skills in applying marketing related trade parameters, the student will be able to prepare and implement marketing plans on an operational level.</p>
Learning objectives: <p>Knowledge and understanding The student will gain knowledge about:</p> <ul style="list-style-type: none">• various types of business models for B2C and B2B as well as both analogue and digital models• theories and models for data collection and processing and statistical calculations• practical theories and models for analysing the company's strategic situation with focus on both internal and external conditions• theories and models about buying behaviour for B2C and B2B• trade parameters in different business models• the company's strategic opportunities for growth with particular focus on growth via internationalisation <p>Skills The student will get the skills to:</p> <ul style="list-style-type: none">• assess theoretical and real-life marketing issues in regard to the company's strategic platform, competency and resources• implement qualitative and quantitative market analysis methods in specific marketing connections – both B2B and B2C including the use of relevant statistical analysis as well as establish and disseminate results in professional way• apply models and theories for segmentation and target group choice and positioning• apply models and theories for preparing proposals for business parameters based on knowledge of the company and the market• apply models and theories to identify growth potential nationally and internationally <p>Competencies The student will learn to:</p> <ul style="list-style-type: none">• demonstrate good business sense in a development-orientated context for a company• find professional and interdisciplinary solutions for real-life and marketing issues on the national and international market• manage marketing planning for the company, including the economic implications of this

Core area 2: Economics

Weight: 20 ECTS

Content:

The core area of 'Economics' covers three semesters and enables the student to contribute to the understanding of the company's internal and external situation by implementing economic analyses.

By applying analytical tools for economics, the student gains the competencies to support strategic analysis, investment in the company, price setting and budgeting.

Based on the above understanding of the company's economical foundation, the student will be able to prepare the economic consequences of the marketing plan on an operational level.

Learning objectives:

Knowledge and understanding

The student will gain knowledge and understanding about:

- the company's accounting matters, the Annual Report and the financial reporting forms
- the basis for the company's profits, income and expenses
- the company's market including micro- and macroeconomic conditions affecting the company's decisions
- different types of markets and trade theories
- knowledge of the company's capital needs
- price as a trade parameter

Skills

The student will get the skills to:

- assess contribution margins in order to perform break even analyses and economic governance
- assess a company's accounts in terms of profitability, earnings, capital adjustment, solvency, liquidity and cash flow
- assess pricing under different market forms and make a simple cost optimisation based on known market and cost expectations
- assess and establish prerequisites for investments and make calculations as a basis for investment decisions
- assess, describe and analyse the main national economic indicators for the purpose of market assessment
- assess activity budgets, cash flow forecasts and balance budgets
- assess and determine the optimal price and quantity fixing for various market forms
- assess and manage the effects of various market interventions
- assess pricing strategies and pricing methods

Competencies

The student will learn to:

- participate in structuring the company's earning quality on core activities, including understanding the costs, assets and liabilities
- manage the accounts, and will be able to understand the importance of special posts for development
- participate in the preparation of activity budgets, including sales forecasts and marketing budgets as well as structuring and managing a budget control and analysing the possibility for change for changed income objectives
- participate in the assessment of the effect of macroeconomic policies.

Core area 3: Sales and Marketing Communication

Weight: 10 ECTS

Content:

The core area Sales and Marketing Communication covers two semesters and enables the student to communicate and negotiate with the company's stakeholders, in respectively the B2C and B2B markets. There is a focus on professionalism for both the physical client meeting as well as for digital and analogue mass communication.

Based on the company's business model and other strategic considerations, the student will be able to choose the correct communication channel and approach; the student will also get the competencies at an operational level so that a sale or a campaign will be carried out professionally.

Based on cultural understanding, the student will have the competencies to implement their customer relations in international markets.

Learning objectives:

Knowledge and understanding

The student will gain knowledge and understanding about:

- marketing communication theory and models
- sales phases and sales processes
- salesmanship and sales psychology
- communication strategy and campaign planning
- the analogue and digital media landscape
- different negotiating strategies
- cultural theory and analysis

Skills

The student will get the skills to:

- develop and communicate a communication strategy and sales plan based on a company's marketing strategy
- use sales and negotiating techniques for the implementation of personal sales
- use the different phases of sales processes
- assess analogue and digital media choices, their synergy and the media selection's pros and cons
- use operational tools within selected areas of analogue and digital marketing, including social media
- develop a media strategy and plan
- assess the influence of culture on marketing communication

Competencies

The student will learn to:

- manage the preparation of a communication strategy and sales plan based on a company's marketing strategy
- participate in the preparation of and operationalise a campaign plan with a strategic starting point, including analogue and digital media
- in a structured way, implement sales and marketing communication in international markets, taking account of cultural barriers and differences
- keep up to date with current developments especially within the digital area, including identifying the need to develop own competencies

Core area 4: Business Law

Weight: 5 ECTS

Content:

The core area Business Law covers two semesters. The aim is that the student gets knowledge of the overall legal framework for good business. They should also achieve skills to independently select the appropriate legal basis and remain critical to usability. Additionally, they should have the competencies to assess when the company needs to involve specialist legal knowledge.

Learning objectives:

Knowledge and understanding

The student will gain knowledge and understanding about:

- legal methods, information retrieval and legal sources including their interrelationship hierarchy
- the rules for marketing, including e-commerce and trademark protection
- the rules for the collection and processing of personal data in relation to customers
- the rules for the formation of contracts, including digital contracts, intermediaries and invalidity
- the rules for commercial and consumer sales
- the Consumer Contracts Act's rules on consumer sales, including the right of withdrawal
- company forms, including liability
- basic liability conditions, employer liability, the Product Liability Act and product liability developed through case law

Skills

The student will get the skills to:

- assess legal business problems in relation to:
 - marketing law
 - contract law
 - sale of goods, including
 - passing of risk
 - delivery
 - retention of title
 - non-compliance of commercial and consumer sales
 - E-commerce
 - liability for various company forms

Competencies

The student will learn to:

assess whether or not the marketing plan is in compliance with relevant legislation and determine when it is necessary to involve legal specialists.

Core area 5: Organisation and Supply Chain Management

Weight: 10 ECTS

Content:

The core area Organisation and Management is spread over two semesters. The core area makes sure the students get a basic understanding of a company's organisation, resources and competencies. The core area also makes sure that the student is competent to act professionally in collaborative relationships at work - both internally with superiors, co-workers and colleagues and externally with customers and suppliers.

The core area enables the student, through the use of personal leadership and project management tools, to manage and coordinate projects.

Through this core area, the student gains an understanding of the organisation as a basis for the company's value creation, including the company's innovation abilities and methods.

Based on the understanding of a company's business model, there is a focus on working innovatively with the optimisation of supply chains and distribution channels.

Learning objectives:

Knowledge and understanding

The student will gain knowledge and understanding about:

- the organisation's culture and structure - theories and concepts
- personal leadership and professional identity
- supply chain management and distribution channels including omnichannels on B2B and B2C
- theories and methods for implementing innovative projects in an organisation

Skills

The student will get the skills to:

- analyse how the company's organisation and culture can form the basis for the company's core competencies
- use essential tools in a project process
- develop a professional written report and present the major conclusions with focus on the receiver
- identify:
 - essential resources and competencies in the company and its supply chain
 - personal leadership roles in the development of own standpoint and professional identity
- apply innovation processes and tools in practice
- use essential tools in a project process
- communicate a professionally written report and present the major conclusions with focus on the receiver

Competencies

The student will learn to:

- participate in the management and coordination of projects through the use of project management tools and knowledge of human mechanisms in a project team
- participate in the company's innovation processes so that ideas are developed in practice
- participate in the company's selection of distribution channels in the B2B and B2C markets

- participate in a collaboration for the development of the range and relationship management as well as principles of planning
- participate in the planning of the company's flow of goods
- in a structured context, prepare cultural analyses and compare cultural differences

2.3 Compulsory programme components

The following describes content, ECTS weight, learning objectives and the exams for each of the six compulsory components included in the course of study.

Table: The distribution of ECTS for the compulsory programme components

Compulsory programme components							
Core areas	1st semester			2nd semester		3rd semester	Total ECTS
	Understand- ing of busi- ness	Method- ology	Market understand- ing	Tactical opera- tional marketing B2C	Tactical opera- tional marketing B2B	Internationali- sation	
Int. Marketing	1	6	5	5	3	5	25
Economics	1	2	2	6	4	5	20
Sales and Mar- keting Commu- nication			5	5			10
Business Law			2	3			5
Organisation and Supply Chain Manage- ment	3	2	1	1	3		10
ECTS in total	5	10	15	20	10	10	
Exams	One exam			One exam		One exam	70

Compulsory programme element: Understanding of business**Weight: 5 ECTS - 1st semester****Content:**

The programme element ensures that the students will have an understanding of good business sense and will be able to analyse a company's business model and on the basis of this, develop innovative alternatives

Learning objectives:**Knowledge and understanding**

The student will gain knowledge and understanding about:

- different types of business models and concepts - offline and online.
- theories and models about the company's value creation
- the company's accounting matters, including the Annual Report and the financial reporting forms, as well as additional reports
- the company's revenue base and costs, including fixed costs and variable costs
- concepts and theories in organisational structure and organisational culture
- concepts and theories of supply chain structure
- theory of innovation, sources of innovation and the innovative organisation
- how the company's competencies originate and develop through many different activities, functions, processes, relationships, etc.

Skills

The student will get the skills to:

- analyse the company's strategic platform
- assess the company's competencies and resources focussing on their efficiency in value creation
- evaluate the company's internal strategic situation and its ability to deliver added value
- be able to assess the basic financial reporting in the annual report
- assess the company's structure and organisation as the company's competency base
- identify significant resources in the company's supply chain and assess how the supply chain relationships are included in the company's competency base
- participate in innovation processes and use innovation tools both in product innovation and in organisational innovation

Competencies

The student will learn to:

- participate in the company's innovation processes in interaction with others
- manage the structuring and analysis of significant economic posts in the annual report.

Compulsory programme element: Methodology

Weight: 10 ECTS - 1st semester

Content:

The programme element ensures that the students can methodically apply the relevant analysis tools and on this basis, draw up and disseminate the basis of decisions within sales, marketing and economics.

Learning objectives:

Knowledge and understanding

The student will gain knowledge and understanding about:

- various marketing analysis methods - including desk and field research.
- economic analysis tools to assess the company's internal economic situation
- concepts, theories and practical problems within team cooperation
- methods for project management and control

Skills

The student will get the skills to:

- use various marketing analysis methods in order to collect and process information, both desk-and field research
- use both qualitative and quantitative methods and combinations of these to strengthen the quality of marketing analysis (method triangulation)
- evaluate the quality of the marketing analysis based on qualitative criteria within quantitative and qualitative analyses
- use qualitative analysis methods and be able to identify and present the main conclusions
- identify and present the results of quantitative data analysis using statistical tools (descriptive statistics)
- determine statistical relationships between variables in connection with surveys (cross-tabulation)
- assess and analyse company accounts in terms of profitability, earnings, capital adjustment, solvency, liquidity and cash flow and equity-related ratios
- compare the company's or the industry's economic situation based on external information including the Annual Report
- evaluate the different types of costs and their impact on the company's accounting, including analyses of contribution margin and break-even
- use appropriate tools and models for project management - including IT tools
- draw up reports with a thesis statement, reasoned methods, as well as analyses that comply with formalities and are adapted to the recipient. This includes the use of digital tools.

Competencies

The student will learn to:

- to participate in the company's data-gathering and-analysis
- in a structured context, relate and reflect on their own and other others' perspectives in order to achieve results in cooperation with others
- manage the planning, implementation and evaluation of a project
- produce a professional report according to the given framework (formalities)

Compulsory programme element: Market understanding

Weight: 15 ECTS - 1st semester

Content:

This programme element ensures that the student will be able to develop, implement and apply analyses to gain an overall understanding of marketing.

On the operational level, the students will get the competencies to implement sales for the company's customers.

In this programme element, law is included as an important component to understand the regulations the company will meet in the market.

Learning objectives:

Knowledge and understanding

The student will gain knowledge and understanding about:

- relevant theories and models concerning the company's external situation
- the company's market conditions including micro- and macroeconomic conditions affecting the company's business decisions.
- different types of markets and their impact on efficiency
- population development, the labour market and income
- legal methods, information retrieval and legal sources including their interrelationship hierarchy
- rules for the formation of contracts, including digital contracts, intermediaries and invalidity
- basic liability conditions, employer liability, the Product Liability Act and product liability developed through case law
- company forms, including liability
- sales cycle stages, challenges and opportunities
- personal sales - identification of customer needs
- sales psychology - different types of customers
- various sales and negotiation theories and strategies
- CRM - systems for managing customer relationships
- cultural theories and models
- cultural values and cultural behaviour, including cultural barriers
- trend analysis

Skills

The student will get the skills to:

- assess the company's strategic position:
- assess the company's product/market portfolio in relation to customers and competitors.
- identify the company's customers and be able to assess the company's customer relations and the customer's buying behaviour – both B2B and B2C.
- assess the main national key performance indicators in relation to the company's market situation
- assess population trends, labour market and income in relation to the market situation,

assess the importance of culture in a commercial and communicative context

- assess the effect of various market interventions, including commercial policy interventions on the company's activities
- use legal methods, information retrieval and legal sources including their interrelationship hierarchy
- assess legal business problems in relation to contract law
- use market segmentation, select target groups and position the company and its products or services
- assess the strategy options in connection with the implementation of sales, from subject selection to sales closure and follow-up
- apply different negotiation theories and models to implement concrete sales negotiations
- assess the company's position in the supply chain and apply this in sales and communication contexts

Competencies

The student will learn to:

- participate in the planning of the selection of relevant markets for the company on the basis of competitive conditions
- manage development-orientated situations for the organisation's verbal and non-verbal communication to other cultures
- manage development-orientated situations in connection with the company's sales planning, organisation, implementation and follow-up
- participate in negotiations with a professional and personal impact
- in a structured context, acquire new knowledge about legislation in relation to the market
- manage the societal effects of various market interventions in relation to the company's activities

Compulsory programme element: Tactical and operational marketing B2C**Weight: 20 ECTS - 2nd semester****Content:**

This programme element will ensure that the student will be able to participate in the preparation and implementation of a marketing campaign on the B2C market.

Learning objectives:**Knowledge and understanding**

The student will gain knowledge and understanding about:

- the company's parameter mix, for both service and manufacturing companies
- service marketing
- the content and application of the marketing plan - online and offline
- marketing and sales budgets
- the company's market communication and marketing objectives in a national and international perspective
- the impact of the marketing mix on market communication
- various media platforms/genre - offline and online
- effect measurements
- basic parameter optimisation for a product in one market
- the budget's impact on the management of a company's economy and basic budget control
- price formation for the consumer and producer market including producer and consumer surplus
- the price and income elasticity in connection with the pricing of a product
- pricing strategies and pricing methods
- regulations for marketing, including e-commerce and trademark protection
- rules for the collection and processing of personal data in relation to customers
- the Product Liability Act and product liability developed through case law
- instruments in omnichannels including space management, range management, distribution and partner management

Skills

The student will get the skills to:

- assess the company's parameter mix according to the company's target market/s - online and offline
- prepare proposals for adapting the company's parameter mix and assess its profitability
- assess the economic impact of different parameter efforts
- prepare a marketing budget including estimates of revenues and expenses and their impact on the profit budget
- prepare a profit budget and a cash budget for a company
- assess the marketing plan's liquidity effect
- prepare a break even calculation for the marketing plan
- assess and explain the consequences of any changes in budget assumptions to the profit and cash flow budgets, as well as basic budget control
- make a simple cost optimisation based on known market and cost expectations

- assess price formation for different market forms
- assess pricing strategies and pricing methods
- assess legal business problems in relation to:
 - marketing law including e-commerce
 - Contract law including
 - passing of risk
 - delivery
 - securing the purchase sum through retention of title
 - non-compliance of commercial and consumer sales
- apply rules for the collection and processing of personal data in relation to customers
- establish a brand positioning statement
- run analyses and evaluations of media plans and creative presentations
- apply updated techniques and tools for designing the company's internal and external communication
- assess the importance of appropriate values in a marketing context
- apply theoretical and practical tools for planning and implementation of marketing communication tasks
- assess and optimise the organisation's use of promotional resources
- evaluate and use rhetorical strategies based on brand positioning, target audience and media that was used
- analyse and evaluate the company's opportunities within omnichannels including space management, range management, distribution

Competencies

The student will learn to:

- manage marketing and sales planning for the company, as well as disseminate the marketing plan to business partners and users
- participate in the organisation, and implement and monitor marketing and sales initiatives
- participate in the company's pricing of a product
- participate in the preparation of the company's marketing campaign plans online and offline
- be part of the company's work with various partners, such as advertising and media agencies
- participate in an assessment of whether or not the marketing plan complies with relevant legislation and determine when it is necessary to involve legal specialists
- manage the company's range and distribution

Compulsory programme element: Tactical and operational marketing B2B**Weight: 10 ECTS - 2nd semester****Content:**

This programme element will ensure that the student will be able to participate in the preparation and implementation of a marketing campaign on the B2B market.

Learning objectives:**Knowledge and understanding**

The student will gain knowledge and understanding about:

- the company's parameter mix on the B2B market
- the content and application of the marketing plan - online and offline
- marketing and sales budgets
- sales strategies B2B - online and offline
- various negotiation theories and models
- basic parameter optimisation for a product in one market
- the budget's impact on the management of a company's economy
- basic budget control
- price formation for the consumer and producer market including producer and consumer surplus
- the price and income elasticity in connection with the pricing of a product
- knowledge of relational types and SCM collaboration

Skills

The student will get the skills to:

- apply different negotiation theories and models to implement concrete negotiations in a B2B context
- do a basic budget control
- make a simple cost optimisation based on known market and cost expectations
- assess pricing strategies and pricing methods
- analyse and evaluate the company's relation types and SCM collaboration according to strengths and weaknesses

Competencies

The student will learn to:

- carry out B2B marketing and sales planning for the company - including: implementing the organisation of, execution of and monitoring of marketing and sales initiatives, as well as the dissemination to business partners and users
- participate in controlling the marketing plan's financial consequences
- manage the optimisation of the company's supply chain relationships

Compulsory programme element: Internationalisation**Weight: 10 ECTS - 3rd semester****Content:**

This programme element ensures that the student can participate in professional and interdisciplinary collaboration in the development of the company's growth and internationalisation.

Learning objectives:**Knowledge and understanding**

The student will gain knowledge and understanding about:

- different growth strategies
- internationalisation theories, market selection, as well as establishment forms
- international parameter strategies
- terminology concerning the programme's compulsory element subjects
- correlation between growth and investment
- investment theory and methods
- financing options including equity as well as debt capital
- classical and recent commerce theories
- the development of international trade and knowledge of the most important international organisations
- causes of inflation and the consequences of these
- exchange-rate formation
- cyclical theory

Skills

The student will get the skills to:

- propose possible solutions for the company's internationalisation, including market screening, market selection and entry strategies into international markets
- use international parameter strategies
- assess and establish prerequisites for investment and make calculations as a basis for investment decisions
- set relevant multi-period cash flows, based on, for example, estimated budgets of planned marketing initiatives
- assess and compare the measures envisaged on the basis of a calculation of the net present value, internal rate of return and sensitivity. Calculate and evaluate effective interest rates
- describe and analyse the main national economic indicators for the purpose of export market assessment
- analyse and assess the impact of trade policy interventions on export markets

Competencies

The student will learn to:

- participate in the preparation of the company's international growth and marketing strategies, taking into account the economic consequences of macroeconomic measures and the company's economy

2.4 Internship

Internship
<p>Content</p> <p>The internship must ensure real-life competencies and the independent development of professional and personal vocational competencies. The student must be able to solve practical problems on a methodical basis with the inclusion of relevant theories and models and thus contribute to the implementation of value-adding activities in the company.</p>
<p>Weight: 15 ECTS - 4th semester</p>
<p>Learning objectives:</p> <p>Knowledge</p> <p>The student will get:</p> <ul style="list-style-type: none">• in depth knowledge about the industry/profession• experience from participating in practical work within the business economics field <p>Skills</p> <p>The student will get the skills to:</p> <ul style="list-style-type: none">• apply a comprehensive range of technical, creative and analytical skills related to employment within the profession• use collected information to independently solve a task• apply the programme's methods and theories in participation in the resolution of the company's tasks• communicate professionally with colleagues, customers and/or other stakeholders <p>Competencies</p> <p>The student will learn to:</p> <ul style="list-style-type: none">• in a structured context, reflect on and independently relate the application of theory and methods in practice• manage their own professional and personal roles in relation to the concrete tasks and participate in disciplinary and interdisciplinary cooperation• in a structured context, acquire new knowledge, skills and competencies in relation to the profession
<p>Exams</p> <p>1 exam</p>

2.5 Requirements for the Final exam project

The Final exam project must document that the programme's objectives have been attained. The learning objectives for the project are thus the programme's "Appendix 1" for the Degree Programme Ministerial Order

Final exam project
<p>Content:</p> <p>The purpose of the final exam project is that the student methodologically prepares an independent, interdisciplinary and practice-orientated assignment that demonstrates knowledge, skills and competencies that are based on the general learning objectives for the programme given in the introduction to this curriculum. The project is prepared in cooperation with a specific company and takes as its starting point any current issues for this company.</p>
<p>Weight: 15 ECTS - 4th semester</p>
<p>Learning objectives:</p> <p>Knowledge</p> <p>The student will gain knowledge about:</p> <ul style="list-style-type: none">• methods for the identification and solution of complex and real-life issues within the profession on the basis of business economics <p>Skills</p> <p>The student will get the skills to:</p> <ul style="list-style-type: none">• identify developmental needs and potential for a company• assess theoretical and practical issues and justify the selected methods for the solution of the problem• apply methods and tools for the systematic collection and analysis of both primary and secondary data• apply value-adding activities and draw up proposals, on the basis of the chosen problem• establish and communicate proposals which include economic impact calculations and implementation plans• apply and disseminate new perspectives on the basis of a concrete problem <p>Competencies</p> <p>The student will learn to:</p> <ul style="list-style-type: none">• participate in disciplinary and interdisciplinary, holistic and practice-based teamwork• disseminate and justify the practice-based issues and proposed solutions to relevant stakeholders• manage development-orientated situations nationally and internationally within sales and marketing• participate in academic and interdisciplinary collaboration with a professional approach
<p>Exam</p> <p>1 exam</p>

3. Credit and rules for the programme

3.1 Credit and programme changes

Passed programme elements are equivalent to the corresponding programme elements at other educational institutions offering the programme.

The student is required to disclose completed programme elements from any other Danish or foreign higher education institution if they are likely to give credit. The educational institution approves credit for each case based on the completed programme elements and activities that meet the goals for the subjects, programme elements and the internship. The decision is made based on an academic assessment.

3.1.1 Prior credit approval

Students may apply for prior credit approval. With prior credit approval for study in Denmark or abroad, students are required to document each approved and completed programme element when they have completed each programme element. In connection with applying for prior credit approval, the students give permission that the institution can obtain the necessary information after the completion of their study.

Upon approval of the prior credit approval, the programme element is considered completed if it is passed according to the rules of the programme.

3.1.2 Rules of exemption

The educational institution can deviate from what the institution or the institutions themselves have stated in the curriculum if this is justified by exceptional circumstances. Institutions that provide the Marketing Management programme collaborate on a uniform exemption practice.

INSTITUTIONAL PART

4. Introduction

This institutional part of the curriculum for the AP Degree Programme in Marketing Management (MM) is effective from semester start August 2017 and replaces previous versions. In case of transitional schemes from previous versions of the curriculum, reference is made to the overview in the common part of the curriculum, where the current legislation for the curriculum is also outlined. The curriculum is subject to the rules and principles of public administration legislation.

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

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

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

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

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

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

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

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

5. Objective and learning outcome

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

The learning outcome includes the knowledge, skills and competencies a marketing management student obtains during his/her studies, and is described in Ministerial Order no. 829 of 04/07/2015 as well as in section 1.4 of the common part of the curriculum.

6. Title, duration and diploma

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

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

The prescribed number of ECTS credits for the programme is 120. 60 ECTS credits corresponds to one academic year of full-time study, confer section 9 of Ministerial Order no. 1521 of 16/12/2013: Ministerial Order for business academies and professional bachelor programmes (LEP-law). According to the LEP – law, section 5, subsection 2, the study programme must be completed within a time period corresponding to double the standard period of study, i.e. four years. VIA may grant an exemption from the rules concerning time of completion if the postponement of studies is justified by exceptional circumstances.

Study start for all new students is 21 August or the first coming weekday thereafter, starting with two days of introduction. Study start for 3rd semester students is 23 August or the first coming weekday after the introduction for the 1st semester students.

Study start for 2nd semester students is in week 6.

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

7. Overview of compulsory programme components, internship and exams

7.1 The programme structure

The programme structure		1 st year	2 nd year
Core areas	International marketing (25 ECTS)	20 ECTS	5 ECTS
	Economics (20 ECTS)	15 ECTS	5 ECTS
	Sales and Marketing Communication (10 ECTS)	10 ECTS	
	Organisation and Supply Chain Management (10 ECTS)	10 ECTS	
	Business Law (5 ECTS)	5 ECTS	
Elective programme elements	Elective programme elements		20 ECTS
	New business and Sustainability (10 ECTS)		
	Management research – rational decision-making (20 ECTS)		
	Creative and effective marketing and entrepreneurship (10 ECTS)		
	Professional and practical communication competences (10 ECTS)		
	Digital marketing trends and tools (10 ECTS)		
Internship			15 ECTS
Final exam project			15 ECTS
Total ECTS	(70 ECTS)	60 ECTS	60 CTS

7.2 Number of exams at the programme

The programme includes the following exams divided over the semesters.

Exam	Co-examiner Internal/ external	1 st semester	2 nd semester	3 rd semester	4 th semester
Understanding of business methodology and market understanding (1 st internal exam)	Internal	January Written/ oral			
Exam in tactical and operational marketing B-C Tactical and operational marketing B-B (1 st external exam)	External		May/June Written		
Exam in internationalisation (2 nd internal exam)	Internal			October/December/January Written	
Exam in elective programme element 1 (3 rd internal exam)	Internal			December/January Written or oral	
Exam in internship (4 th internal exam)	Internal				Spring Written
Exam for the main examination project (2 nd external exam)	External				May/June Written/ Oral

7.3 Description of the exams, aids for the exams, etc.

This section contains specific descriptions of each exam at the MM programme. For general rules and regulations about exams, confer "Rules and guidelines for exams, cheating in exams and complaint regarding exams"¹

Aids for the exams:

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

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

¹

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

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

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

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

The language of the exam

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

Commencement of studies exam

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

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

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

7.3.1 1st internal exam

At the end of the 1st semester an exam in the compulsory programme elements of the semester is conducted. The exam consists of a written group project and an individual oral exam. Furthermore, it is a prerequisite for participating in the exam that all compulsory assignments including the group project during the 1st semester (one assignment after each of the three programme elements) are handed in within the deadline.

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

The written project (1/3)

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

The oral exam (2/3)

The exam is a 15 minutes individual oral examination based on the written project.

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

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

The reexamination is a 15 minutes oral examination based on a new project but the same company.

7.3.2 1st external exam, case exam

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

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

7.3.3 2nd internal exam, internationalisation

During the 3rd semester an exam in the compulsory programme elements of the semester is conducted. It is a prerequisite for participating in the exam that all mandatory hand-ins during the innovation weeks are handed in within the relevant deadlines.

The exam consists of a 4-hour interdisciplinary individual test based on a case about a specific company with a focus on internationalisation. The case is handed out 24 hours prior to the written exam.

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

- Company and product areas
- Various sources

The exam assignment consists of two sub-questions and is based on the learning objectives of 3rd semester's compulsory programme element "Internationalisation" with special emphasis on testing skills and competencies.

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

The scope of the exam paper is a maximum of 24,000 characters including spacing, footnotes, figures and tables, but excluding front page, table of contents, sources and appendices.

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

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

7.3.4 3rd internal exam, elective programme elements

At the end of the 3rd semester exams in the elective elements is conducted. Description of the elective elements can be found at section 8.

7.3.5 4th internal exam, internship exam

An internship at a company is a compulsory element of the MM programme. The internship takes place during the 4th semester and is described in more detail in section 2.4 of the common part of this curriculum as well as in section 6 of the institutional part.

The internship exam is conducted after the end of the internship according to specific guidelines and consists of a written internship report prepared by the student. The student's internship coordinator will give a

mark according to the Danish 7-point grading scale based on the internship report. The internship must be passed before the student can be granted access to the final project exam.

7.3.6 2nd external exam, final project exam

At the end of the 4th semester, an exam in the student's final exam project (confer section 8.2) is conducted. The exam consists of a 45-minute oral individual exam based on the student's final exam project. The final exam project may be produced jointly by two or three students, whereas the oral exam is always an individual exam.

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

The project report must include the following elements:

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

in the order mentioned.

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

Oral exam:

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

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

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

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

of the written part and carries a weights of 10 per cent, while the student's presentation and oral communication skills are included in the oral assessment and carries a weights of 20 per cent.

The mark is listed on the diploma.

In case of not passing the examination

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

8. Description of elective programme elements

Four electives will be offered. Each elective counts for 20 ECTS, and some of the electives consists of more subjects. All elective elements are only offered in English.

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

Elective element: New Business and Sustainability**Topic: Sustainability****Weight: 10 ECTS**

In the course, we will address topics like:

What is sustainability? Basic definitions, Sustainable Development Goals (SDG), Circular economy and much more – all in relation to business and companies. Classical business topics will be viewed through the lens of sustainability – topics like strategy, operations & supply chain, marketing, entrepreneurship & innovation, economics, accounting, finance and organizational behaviour.

It is about understanding the topic but indeed, about how it is implemented – it is about ACTION. A lot of company cases and examples will be used.

This is some frames but you can influence and create the course too – it is YOUR COURSE – YOUR FUTURE.

Learning objectives:

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

Knowledge and understanding

The student will gain knowledge and understanding about:

- the basic definitions and content and be able to understand sustainability in relation to business
- the different components and aspects of sustainability
- what a company can get out of integrating sustainability in their business and how they can work with the implementation

Skills

The student will get the skills to:

- assess and analyze sustainability elements in a company
- using different basic tools in addressing sustainability in a business
- work with creating or reinforcing a company's sustainable business platform

Competencies

The student will learn to:

- assist and work with sustainable elements and initiatives in a company
- assist in preparing plans for implementing sustainability

Examination and Evaluation:

The examination is a 30-minute individual oral examination. It will be based on a project. There is no preparation time on the day of the examination. The student initiates the examination dialogue. There is compulsory preparation task prior to the exam in order to qualify for participation in the exam.

A specific exam briefing will be communicated to the students including timing, specific requirements, compulsory activities etc.

The student will receive one mark according to the Danish 7-point grading scale.

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

Knowledge and understanding

The student will gain knowledge and understanding about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

Examination and Evaluation:

The examination is a 30-minute individual oral examination. There is no preparation time on the day of the examination. The examination is based on a discussion and evaluation of the student's exam portfolio. The portfolio must be handed in in WISEflow prior to the oral examination. The student initiates the examination by making a 10-minute presentation of the portfolio and should be prepared to explain and elaborate on points presented. The student will receive one mark according to the Danish 7-point grading scale.

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

Elective element: Management research - rational decision-making**Topic: Business Economics****Weight: 7 ECTS****Content:**

- Basis for and extended understanding of the marketing-related significance of pricing in different market structures. Focus on both marketing conditions and cost-related conditions. With use of the marginal principle.
- Basis for and extended understanding of both investment decisions and types of funding (financing) concepts.
- Basis for and extended understanding of the cost structures and cost systems, including opportunity costs.

Learning objectives:**Knowledge and understanding**

The student will gain knowledge and understanding about:

- Relationship between production factors (sourcing) 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).
- Economical optimum lifetime and time for replacement with new and better equipment 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 funding concept for the choice of solutions.

Skills

The student will get the skills to:

- Applying core cost concepts related to making decisions.
- Optimising the parameter action (quantity and price) based on cost and marketing conditions.
- Optimising the sale on a market with price sensitivity and a market with constant sales price (price discrimination).
- Optimising linear constraint systems (linear programming)
- Conducting calculations of the effective interest rate of various loans and credits
- Conducting calculations of the effective interest rate of various investment opportunities
- Introducing and communicating financial solutions.
- Use Excel as a tool for economic analysis, model construction and presentation

Competencies

The student will learn 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.
- Independently develop problem based analyses in Excel spreadsheet models using advanced graphics, and communicate findings.

Examination and Evaluation:

The examination is an internal, written, open book, 4 hour exam. Marks will be given on 7-point scale.

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

Elective element: Creative Marketing and Entrepreneurship
Weight: 10 ECTS
<p>Purpose: Students develop: Entrepreneurial competences – you can start, run, promote and develop a marketing agency Creative marketing competences – you can create original and effective marketing services Presentation competences – you can present ideas in an inspiring and convincing way</p> <p>Mode of Instruction: There will be very few “traditional” classroom lectures. The students will have to work independently, be self-disciplined and take responsibility for own learning outcome. We rely on teaching methods like: Problem- and Project Based Learning – real customers with real needs Team- and Network Based Learning – working in a project organization Action Learning – active experimentation, making prototypes and testing concepts Learning by doing – you learn to run a business by running a business, become creative by doing creative work etc. Facilitation – based on models and manuals like “VIA Strategic Design Practice”, “The Creative Platform”, “The Strategic Brief” ... Case work – analyze and discuss marketing cases Research – field research, target group surveys and interviews Portfolio – reflection and documentation of own learning Flipped classroom – student centered learning, learning to learn, focus on higher order thinking skills. The language of instruction is English.</p>
<p>Content:</p> <ul style="list-style-type: none"> • How to establish, run, promote and develop a marketing agency • How to create original and effective marketing content • How to make prototypes, test concepts and evaluate them • How to present your ideas in an inspiring and convincing way in front of a large audience
<p>Learning objectives: After the course, the students will have the following knowledge, skills and competences:</p> <p>Knowledge and understanding The student will gain knowledge and understanding about:</p> <ul style="list-style-type: none"> • Entrepreneurship and team dynamics • Creative marketing, creative work methods • Presentation of ideas to a large audience. <p>Skills The student will get the skills to:</p>

- Use entrepreneurial and business administration tools
- Use creativity tools
- Use presentation tools

Competencies

The student will learn to:

- Establish and run a marketing agency
- Create original and effective marketing services
- Present marketing ideas in a professional way to a large audience

Examination and Evaluation:

The examination consists of 2 elements – a group examination and an individual examination. One grade will be given to each student individually based on both examinations.

1. Group exam

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

- Digital portfolio of the group presentations you have made during the semester
- Digital portfolio of group work in the form of customer cases
- A project journal that covers: methods, customer cases, process journal. Maximum 9600 characters.

Oral group examination (30 min. – 10 min. group presentation + 15 min. dialogue):

- Present and reflect on the establishment and management of your marketing agency
- Present and reflect on your creative process and a creative marketing campaign you have made during the semester
- Present your reflections on your learning outcome of the course.

2. Individual exam

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

- A literature list with the literature you have chosen that sufficiently cover the curriculum
- Individual reflections on the tasks and personal learnings from the 2nd case. Maximum 2400 characters.

Oral examination (15min. - 10 min. dialogue, 5 min. awarding of marks)

- Examination based on course curriculum, group portfolio, group presentation and individual reflections on learning outcome.

All hand-ins (group and individual) for the examination must be turned in as one PDF-document to the examiner prior to the exam.

The examination is done by 2 internal examiners.

Elective element: Digital Marketing Trends and Tools
<p>Weight: 10 ECTS</p>
<p>Purpose:</p> <p>Keeping up with digital technologies is an almost impossible, yet greatly fascinating task. Digital marketing involves these technologies and requires the use of many tactics and tools. We take a look at marketing in this setting.</p> <p>Among other things, you will:</p> <ul style="list-style-type: none"> • learn about the latest trends in digital marketing. • learn why and how to use powerful digital tools relevant for mapping customer behavior and planning of future online marketing activities. • understand the potential of social media and the power of relationship-building and value-creating content.
<p>Content:</p> <ul style="list-style-type: none"> • Digital trends • Customer experience design (e.g. customer journey, usability and web design) • SEO and PPC (e.g. analytics) • Content/text production (main focus on email, e-newsletters, websites, social media) • Social media (co-creation/user-generated content and relationship-building) • Mobile • Digital strategy and omnichannel <p>Expected Workload:</p> <p>64 lessons for 8 weeks. The students must expect a workload of about 275 hours during the semester. In order to qualify for participation in the examination, the students have to actively participate in a number of group presentations in class. The number of presentations will be specified at the beginning of the course and the presentations have to be approved by the lecturers. Furthermore, the students are expected to develop and implement a website and a number of social media sites. In preparation for the examination, the students must hand in a max. 4-page report to show the progress of their work on the website and the social media sites.</p> <p>Mode of Instruction</p> <p>The course focuses on problem-based learning through case work. During the semester, the students will be introduced to several cases. The topics of the course will progressively be introduced and applied to the cases. Relevant theory and tools will be introduced by the lecturers, but the students are responsible for applying the data and tools necessary for the case work.</p> <p>Lecturer-initiated: Relevant theory and tools will be introduced by the lecturers and guest lecturers through lectures, cases, discussions and group work in class. The lecturers' role will vary depending on topic and activity. The lecturers are available for guidance during the scheduled lessons.</p>

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

- identify, collect, share/present trends in the field of digital marketing.
- apply data and tools necessary for case work.

The language of instruction is English.

Learning objectives:

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

Knowledge and understanding

The student will gain knowledge and understanding about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

Examination and Evaluation:

The examination will be based on a case with questions and consists of 30 minutes of preparation and a 30-minute oral individual examination. At the examination, the students will be required to explain

and comment on the case questions in relation to the course content. The student's presentation must have a clear structure and the agenda must be presented at the beginning of the examination. The student will receive one mark according to the Danish 7-point grading scale and the mark will reflect the student's ability to present and reflect on the case questions as well as their knowledge, skills and acquired competences concerning the course topics.

9. Completion of internship

An internship in a company is a compulsory element of the MM programme. The content of the internship is described in section 2.4 of the common part of the curriculum.

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

The internship is unpaid, but the student may qualify for the State Educational Grant and Loan Scheme (SU). Furthermore, upon agreement with the internship company the student may receive a reimbursement for expenses incurred during the internship (transportation, rent, etc.) when providing documentation of these and a minor gratuity, cf. the Danish ministerial order no. 903 of 27/6/2017.

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

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

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

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

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

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

10. Internationalisation

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

VIA has the majority of its MM students at the English-taught version of the programme where most of the students are international students. This provides a unique international study environment. Furthermore, all joint activities for the Danish and international classes are taught in English, including the interdisciplinary innovation week project during the 3rd semester.

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

11. Requirements concerning written assignments

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

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

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

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

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

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

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

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

11.1 Final exam project (15 ECTS credits)

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

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

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

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

If the student does not submit the final exam project on time, fails the exam or is rejected for other reasons at the exam, for example due to plagiarism or lack of compliance with the formal requirements of the assignment (confer section 8), it counts as an exam attempt and a new assignment must be submitted at the re-exam in August. Access to supervision during the summer break will be limited, and the deadline for submitting the new assignment is relatively short. If the student does not submit in time, fails the re-exam or is suspended for other reasons at the re-exam, it counts as yet another exam attempt and a new assignment must be submitted when the exam is conducted again in December/January. This will be the last exam attempt, confer the Ministerial Order for Examinations in higher educational business programmes.

12. Teaching and working methods

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

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

13. Study activity

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

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

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

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

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

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

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

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

14.1 Credit transfer

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

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

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

14.2 Leave of absence

Pursuant to Ministerial Order no. 248 of 13 March 2015 for admissions to business academies and professional bachelor courses, the student may be granted a leave of absence from the programme. An digital applicationform must be filled out at MitVIA.

The following applies:

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

14.3 Exemptions from the curriculum

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

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

15. Rules concerning exams

15.1 Exam attempts

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

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

15.2 Re-exam

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

If there are few students enrolled in re-examination, a written exam can be changed to an oral exam.

15.3 Special needs at exams

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

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

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

15.4 Illness

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

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

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

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

16. Cheating in exams and disturbing behavior at exams

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

- seeks unauthorised help, or
- helps another student with answers, or
- makes use of unauthorised aids².

Upon submission of a written exam paper, the student must, by means of signature, confirm that the paper has been produced without unauthorised help³. The signature may be digital.

² See the rules on cheating in exams.

16.1 Specifically about cheating in exams by way of plagiarism

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

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

When is it considered plagiarism?

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

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

16.2 Specifically about disturbing behaviour at exams

VIA has the authority to expel a student from an exam if the student displays disturbing behaviour for example if the student is noisy or breaks the institution's code of conduct at an exam. In less serious cases, VIA may first issue a warning⁴. The invigilators will notify the head of department about the incident.

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

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

Who is responsible for notification?

Anyone⁵ who suspects that a student has cheated in an exam is obliged to act on this suspicion and notify the head of department about the matter.

Notification

If the suspicion of cheating in an exam is reinforced the examiner and/or the co-examiner must notify the head of department at VIA Business in writing about the matter⁶. At the same time, the examiner and/or the co-examiner must inform the student that the head of department has been notified about the incident. If no assessment has taken place at the time of the notification, no assessment is made and "not submitted" will be reported in the system.

The head of department

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

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

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

Sanctions

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

Types of sanctions

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

- **Warning.** A written or oral warning for breaching the rules will be issued.
 - **Suspension from a written exam on VIA's premises,** if a violation of the procedures for conduct of exams has taken place⁷. In this case, the student will be registered as "absent" from the exam in question.
 - **Cancellation of a written exam paper,** i.e. the cancellation of the written paper from the exam where the cheating occurred. The cancellation may take place even when an assessment has already been made, and it counts as an exam attempt⁸. If a new paper is produced by means of unauthorised help or the use of unauthorised aids, the student will be permanently expelled from the programme.
 - **Expulsion/suspension from the programme.** In case of serious or repeated cheating, the student will be expelled or suspended from VIA. An expulsion is **permanent**, while a suspension is **temporary**⁹. The expulsion means that the student is excluded from all activities at VIA, including all participation in lessons and exams. In the case of a suspension, the student will be registered as being on a leave of
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absence during the suspension period. After the suspension period, the student is automatically readmitted as a student at the MM programme at VIA.

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

17. Complaints in connection with exams

Pursuant to the Ministerial Order for examinations in higher educational programmes¹⁰ complaints may be lodged concerning the following issues:

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

The complaint must be in writing, be substantiated and filed by the student himself/herself no later than two weeks after the student has been notified about the assessment of the exam¹¹.

The complaint must be addressed and submitted to the head of department, who will then process the complaint and make a decision. Upon request the student is entitled to a copy of the exam assignment and a copy of the exam paper submitted by the student in case of a written exam¹². As a rule, the head of department will present the complaint to the original examiners, i.e. the examiner and the co-examiner of the exam in question. The latter have two weeks to submit their professional opinion about the matter of the complaint.

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

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

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

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

In case of dismissal of the complaint the original examiners have to agree with this decision¹³. As soon as a decision has been made, the student and the original examiners have to be notified. In case of re-assessment or re-examination the student must be informed that such a re-examination/re-assessment may result in a lower mark¹⁴.

Re-assessment or re-examination

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

A re-assessment or a re-examination must take place as soon as possible. If a diploma has been issued, VIA must revoke the diploma until the re-assessment has been made and a new diploma can be issued¹⁵. In case of re-assessment or re-examination, new examiners will be assigned. If the result of the complaint is a re-assessment or a re-examination, all students who participated in the exam in question will receive an offer of a re-assessment or a re-examination.

Specifically about re-assessment

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

Appeal of a decision

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

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

For the appeals board to conduct business, all members of the board must participate in board deliberations and receive all case files. Upon consensus among the board members on a written process, the discussion may be in writing, including electronic communication. If consensus among the board members cannot be reached, the discussion will be concluded at a meeting where all board members are present. If the discussion is concluded by voting and there is a tie, the vote of the president of the board is decisive. If, during the process, the appeals board becomes aware of errors related to an exam, VIA must be informed hereof and will decide how to correct the errors in accordance with section 9 of the Ministerial Order for examinations in higher educational business programmes¹⁶.

The decision of the appeals board

The material which formed the basis of the initial decision and the substantiated appeal lodged by the student, form the basis of the decision made by the appeals board¹⁷. The decision of the appeals board must be in writing, be substantiated and may result in one of the following outcomes:

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

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

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

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