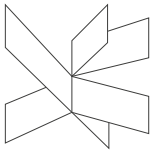


VIA University College



# **Curriculum for Academy Profession Degree Programme in Marketing Management 2015**

**Valid from August 2015**

**Academy Profession Degree Programme in Marketing Management**

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# 1. Curriculum framework

## 1.1 Commencement of the curriculum

This curriculum is valid for students starting 01.09.2015

## 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
<b>Module on the old curriculum</b>	<b>International marketing</b>	<b>International marketing</b>
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
<b>Module on the old curriculum</b>	<b>Organisation and SCM</b>	<b>Economics</b>
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
<b>Module on the old curriculum</b>	<b>Economy</b>	<b>Sales- and project management, and organizations development</b>
Will be met with the following subject on the new curriculum	Investment theory and methode	- Project management
Will be met with the following subject on the new curriculum	-Macro economy	- Organization
<b>Module on the</b>	<b>Business Law</b>	-

<b>old curriculum</b>		
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	-
		<b>NB! The students must not take the following subjects during the third semester:</b>
		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. 935 of 25/08/2014: Ministerial Order for business academies of higher education
- 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. 1519 of 16/12/2013: 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](http://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.

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## 2. Programme content

The curriculum's joint national part includes, according to § 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's structure		1st year	2nd 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 (10 ECTS)	5 ECTS	
Elective programme elements			20 ECTS
Internship			15 ECTS
Final exam project			15 ECTS
<b>Total ECTS</b>	<b>(70 ECTS)</b>	<b>60 ECTS</b>	<b>60 ECTS</b>

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 7 exams on the programme.

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



## 2.2 Core areas

The programme includes five core areas comprising 70 ECTS

<b>Core area 1: International marketing</b>
<b>Weight: 25 ECTS</b>
<p><b>Content:</b> 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>
<p><b>Learning objectives:</b></p> <p><b>Knowledge and understanding</b> The student will gain knowledge about:</p> <ul style="list-style-type: none"><li>• various types of business models for B2C and B2B as well as both analogue and digital models</li><li>• theories and models for data collection and processing and statistical calculations</li><li>• practical theories and models for analysing the company's strategic situation with focus on both internal and external conditions</li><li>• theories and models about buying behaviour for B2C and B2B</li><li>• trade parameters in different business models</li><li>• the company's strategic opportunities for growth with particular focus on growth via internationalisation</li></ul> <p><b>Skills</b> The student will get the skills to:</p> <ul style="list-style-type: none"><li>• assess theoretical and real-life marketing issues in regard to the company's strategic platform, competency and resources</li><li>• 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</li><li>• apply models and theories for segmentation and target group choice and positioning</li><li>• apply models and theories for preparing proposals for business parameters based on knowledge of the company and the market</li><li>• apply models and theories to identify growth potential nationally and internationally</li></ul> <p><b>Competencies</b> The student will learn to:</p> <ul style="list-style-type: none"><li>• demonstrate good business sense in a development-orientated context for a company</li><li>• find professional and interdisciplinary solutions for real-life and marketing issues on the national and international market</li><li>• manage marketing planning for the company, including the economic implications of this</li></ul>

## 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
- competition law topics
- the rules for marketing, including e-commerce
- the rules for the collection and processing of personal data in relation to customers
- the rules for making contracts, including concluding digital contracts, interpretation and invalidity
- the rules for trade purchases
- the Consumer Protection Act's rules on consumer sales, including rights to cancel an agreement
- business forms
- the Product Liability Act and various laws concerning product liability

#### **Skills**

The student will get the skills to:

- assess legal business problems in relation to:
  - marketing law
  - contract law
  - sale of goods, including
    - transfer of risk
    - delivery
    - non-compliance of merchant 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**

<b>Compulsory programme components</b>							
<b>Core areas</b>	<b>1st semester</b>			<b>2nd semester</b>		<b>3rd semester</b>	<b>Total ECTS</b>
	Understanding of business	Methodology	Market understanding	Tactical operational marketing B2C	Tactical operational marketing B2B	Internationalisation	
Int. Marketing	1	6	5	5	3	5	25
Economics	1	2	2	6	4	5	20
Sales and Marketing Communication			5	5			10
Business Law			2	3			5
Organisation and Supply Chain Management	3	2	1	1	3		10
<b>ECTS in total</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>10</b>	<b>10</b>	
<b>Exams</b>	<b>1st exam</b>			<b>1st exam</b>		<b>1st exam</b>	<b>70</b>

## 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 collection and processing of personal data
- competition law topics
- 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
- apply the rules for the collection and processing of personal data
- 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 com-

munication 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
- regulations for the formation of a contract, including invalidity, power of attorney and interpretation
- commercial law
- business forms
- the Product Liability Act and various laws concerning product liability
- 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 business legal problems in relation to:
  - marketing law
  - contract law
  - sale of goods, including
    - transfer of risk
    - delivery

- breach of consumer sales
  - E-commerce
- establish marketing and communication objectives in relation to the chosen target group
- 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
<b>Content</b>  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.
<b>Weight: 15 ECTS - 4th semester</b>
<b>Learning objectives:</b> <b>Knowledge</b> The student will get: <ul style="list-style-type: none"><li>• in depth knowledge about the industry/profession</li><li>• experience from participating in practical work within the business economics field</li></ul> <b>Skills</b> The student will get the skills to: <ul style="list-style-type: none"><li>• apply a comprehensive range of technical, creative and analytical skills related to employment within the profession</li><li>• use collected information to independently solve a task</li><li>• apply the programme's methods and theories in participation in the resolution of the company's tasks</li><li>• communicate professionally with colleagues, customers and/or other stakeholders</li></ul> <b>Competencies</b> The student will learn to: <ul style="list-style-type: none"><li>• in a structured context, reflect on and independently relate the application of theory and methods in practice</li><li>• manage their own professional and personal roles in relation to the concrete tasks and participate in disciplinary and interdisciplinary cooperation</li><li>• in a structured context, acquire new knowledge, skills and competencies in relation to the profession</li></ul>
<b>Exams</b> <b>1 exam</b>

## 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><b>Content:</b></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><b>Weight: 15 ECTS - 4th semester</b></p>
<p><b>Learning objectives:</b></p> <p><b>Knowledge</b> The student will gain knowledge about:</p> <ul style="list-style-type: none"><li>• methods for the identification and solution of complex and real-life issues within the profession on the basis of business economics</li></ul> <p><b>Skills</b> The student will get the skills to:</p> <ul style="list-style-type: none"><li>• identify developmental needs and potential for a company</li><li>• assess theoretical and practical issues and justify the selected methods for the solution of the problem</li><li>• apply methods and tools for the systematic collection and analysis of both primary and secondary data</li><li>• apply value-adding activities and draw up proposals, on the basis of the chosen problem</li><li>• establish and communicate proposals which include economic impact calculations and implementation plans</li><li>• apply and disseminate new perspectives on the basis of a concrete problem</li></ul> <p><b>Competencies</b> The student will learn to:</p> <ul style="list-style-type: none"><li>• participate in disciplinary and interdisciplinary, holistic and practice-based teamwork</li><li>• disseminate and justify the practice-based issues and proposed solutions to relevant stakeholders</li><li>• manage development-orientated situations nationally and internationally within sales and marketing</li><li>• participate in academic and interdisciplinary collaboration with a professional approach</li></ul>
<p><b>Exam</b> <b>1 exam</b></p>



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## **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.

## 4 Overview of exams

The programme includes the following exams divided over the semesters.

Exam	Co-examiner	Basis	1st semester	2nd semester	3rd semester	4th semester
	Internal/external	Joint tional/ Institutional				
Understanding of Business, Methodology and Market Understanding (1st internal exam)	Internal	Joint	June  Or January  Written/oral			
Exam in tactical and operational marketing B-C Tactical and operational marketing B-B 1. external exam	External	Joint		May/June Or December/January Written		
Exam in internationalisation 2nd internal exam	Internal	Joint			Dec/Jan Or May/June Written	
Exam in elective programme element 1 3rd internal exam	Internal	Institutional			Dec/Jan Or May/June Written or oral	
Exam in elective programme element 3  (4th internal exam)	Internal	Institutional			Dec/Jan Or May/June Written or oral	Spring or Autumn Written or oral
Exam in the internship (5th internal exam)	Internal	Institutional				Spring or Autumn Written or oral
Exam for the main examination project (2nd external exam)	External	Institutional				June or January Written and oral

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## INSTITUTIONAL PART

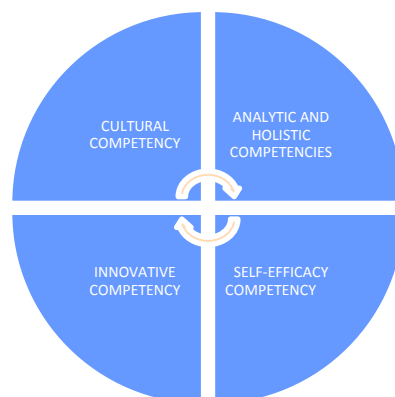
### 5. Introduction

This institutional part of the curriculum for the AP Degree Programme in Marketing Management (MM) is effective from semester start August 2015 and replaces previous versions. In case of transitional schemes from previous versions of the curriculum, reference is made to the overview in the common part of the curriculum, where the current legislation for the curriculum is also outlined. The curriculum is subject to the rules and principles of public administration legislation.

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

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

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



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

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

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

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

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

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## 6. 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.

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## 7. Title, duration and diploma

A student who has completed the programme, will be awarded the title of *markedsføringsøkonom AK*. In English the title is *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.

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

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

### 8.1 The programme structure

The programme structure		1 <sup>st</sup> year	2 <sup>nd</sup> 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		20 ECTS	
Internship		15 ECTS	
Final exam project		15 ECTS	
<b>Total ECTS</b>	(70 ECTS)	<b>60 ECTS</b>	<b>60 CTS</b>

## 8.2 Number of exams at the programme

Exam	Co-examiner	Basis	1 <sup>st</sup> semester	2 <sup>nd</sup> semester	3 <sup>rd</sup> semester	4 <sup>th</sup> semester
	Internal/external	Joint national/institutional				
Understanding of business methodology and market understanding (1 <sup>st</sup> internal exam)	Internal	Joint	January Written/oral			
Exam in tactical and operational marketing B-C Tactical and operational marketing B-B (1 <sup>st</sup> external exam)	External	Joint		May/June Written		
Exam in internationalisation (2 <sup>nd</sup> internal exam)	Internal	Joint			December/January Written	
Exam in elective programme element 1 (3 <sup>rd</sup> internal exam)	Internal	Institutional			December/January Written or oral	
Exam in elective programme element 2 (4 <sup>th</sup> internal exam)  Exam in Project C	Internal	Institutional  Institutional			December/January Written or oral	
Exam in internship (5 <sup>th</sup> internal exam)	Internal	Institutional				Spring Written
Exam for the main examination project (2 <sup>nd</sup> external exam)	External	Institutional				May/June Written/Oral

## 8.3 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"<sup>1</sup>

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

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

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

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

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

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

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

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

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

Exams are assessed by an examiner and a co-examiner (at internal exams: an internal co-examiner, at external exams: an external co-examiner).

### **8.3.1 1<sup>st</sup> internal exam, resolution proposal**

At the end of the 1<sup>st</sup> semester an exam in the compulsory programme elements of the semester is conducted. The exam consists of an interdisciplinary resolution proposal and an oral exam based on the resolution proposal as well as a randomly assigned case, including questions concerning the course material.

The interdisciplinary resolution proposal is produced in a group of 3-4 students over a period of 48 hours. The resolution proposal is produced on the basis of a set of questions and a predefined company and market.

The resolution proposal is a prerequisite for participation in the individual oral exam. At the oral exam, the student is randomly assigned a short case including questions and has 30 minutes to prepare for the exam. The focus of the exam is the resolution proposal as well as the case and questions.

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<sup>1</sup>

<https://studienet.via.dk/sites/uddannelse/mm/horsens/exam/Documents/RULES%20and%20GUIDELINES%20for%20exams%20081014.pdf>

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

**The written resolution proposal:**

The basis of the 48-hour teamwork is an assignment brief including:

- The name of the company and the market to be analysed
- A number of links to information about the company and/or the market in question
- A specific problem formulation to be addressed in a well-documented and comprehensive manner

The resolution proposal forms the basis of the oral exam.

The resolution proposal must be based on a relevant methodological approach, but should not include a description of theory. The students are expected to cover several core areas.

The scope of the resolution proposal is a maximum of three standard pages including appendices, but excluding front page and sources. The number of appendices must be limited. A standard page is 2,400 characters including appendices.

**The oral exam:**

At the day of the exam, the student is randomly assigned a short case and an assignment brief concerning selected parts of the 1<sup>st</sup> semester course material.

The student has 30 minutes of preparation before the exam with a known lecturer and an internal co-examiner. It is a 25-minute exam, including assessment.

The oral exam is as follows:

- 5 minutes: Presentation of the team's resolution proposal, preferably including own reflections
- 15-20 minutes: case examination.

**Assessment:**

The mark for the 1<sup>st</sup> internal exam is based on an overall assessment of the presentation of the resolution proposal and the case assignment. One mark is awarded according to the Danish 7-point grading scale. The mark will be listed on the diploma.

### **8.3.2 1<sup>st</sup> external exam, case exam**

At the end of the 2<sup>nd</sup> semester, an exam in the compulsory elements of the semester is conducted. The exam consists of an interdisciplinary case exam based on a specific company.

The interdisciplinary case exam is a 6-hour exam preceded by 24 hours of preparation. The case exam tests the range of learning objectives for the compulsory programme elements of the 2<sup>nd</sup> semester – tactical and operational marketing B2C and B2B. Great emphasis is placed on the student's ability to select and apply relevant theory from several subject areas in the solution of a specific problem.

The basis of the 24 hours of preparation is a short assignment brief including:

- The name of the company to be analysed
- The main problem area to be addressed
- A number of links to information about the company and/or the market in question

On the day of the exam the student will be required to answer one or several questions based on a relevant methodological approach and the collected data as well as any supplementary information handed out on the day of the exam.

**Preparation:**

24 hours prior to the exam the students will receive the name of a company, a main problem area and relevant case material. 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.

**Written exam:**

The following day, a 6-hour written exam will be conducted at VIA. Based on the main problem area, the students must answer one or several specific questions. Supplementary information related to the questions may be handed out on the day of the exam.

The exam paper must start with an outline which includes all the relevant subject areas. The student is expected to cover several subject areas to the extent the students deems them relevant to the solution of the problem. The student must account for the areas to be covered in-depth as well as areas which will not be covered, including the reason why.

The scope of the exam paper is between 24,000 and 36,000 characters including spacing, footnotes, figures and tables, but excluding front page, table of contents, sources and appendices.

Partly identical papers will not be accepted. Students are not permitted to cooperate on the exam assignment nor use pre-fabricated material during the first 24 hours of the exam. It is essential to submit 100 per cent individually prepared papers as totally or partly identical papers will be registered in VIA's plagiarism control system. This could lead to the cancellation of the paper as well as the possibility of further sanctions, confer section 13.

**Assessment:**

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

### 8.3.3 2<sup>nd</sup> internal exam, internationalisation

At the end of the 3<sup>rd</sup> semester an exam in the compulsory programme elements of the semester is conducted. 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 3<sup>rd</sup> semester's compulsory programme element "Internationalisation" with special emphasis on testing skills and competencies.

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

The 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.



**Assessment:**

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

### 8.3.4 3<sup>rd</sup> internal exam, elective programme element 1

At the end of the 3<sup>rd</sup> semester, an exam in elective programme element 1 is conducted. The exam description will be published in Studynet during the 2<sup>nd</sup> semester.

### 8.3.5 4<sup>th</sup> internal exam, elective programme element 2

At the end of the 3<sup>rd</sup> semester, an exam in elective programme element 2 is conducted. The exam description will be published in Studynet during the 2<sup>nd</sup> semester.

### 8.3.6 5<sup>th</sup> internal exam, internship exam

An internship at a company is a compulsory element of the MM programme. The internship takes place during the 4<sup>th</sup> semester and is described in more detail in section 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. Furthermore, the internship company and the student will fill out an evaluation form. The student's internship coordinator will evaluate whether or not the internship is passed/not passed based on the internship report and the evaluation form. The internship must be passed before the student can be granted access to the final project exam.

### 8.3.7 2<sup>nd</sup> external exam, final project exam

At the end of the 4<sup>th</sup> semester, an exam in the student's final exam project (confer section 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 Studynet by the end of the 3<sup>rd</sup> semester.

**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.

**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.

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## 9. Description of elective programme elements

A description of the elective programme elements at VIA will be published during the 2<sup>nd</sup> semester.

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## 10. 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 4<sup>th</sup> semester.

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

A prerequisite for the internship is that all exams at semesters 1-2 have been passed. In special circumstances, the director of education and research may grant an exemption for this.

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

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

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

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

The learning outcome is tested through a written internship report which the student must produce in accordance with the guidelines. Furthermore, the internship company and the student will fill out an evaluation form. The student's internship coordinator will evaluate whether or not the internship is passed/not passed based on the internship report and the evaluation form. 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. As is the case for all exams, the student has three attempts to pass the internship. Once the internship has been passed, the student may participate in the final project exam.

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## 11. 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 3<sup>rd</sup> semester.

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

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## 12. 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.

### 12.1 Projects A, B and C

During the first three semesters of the programme a written interdisciplinary project must be produced each semester (Project A during the 1<sup>st</sup> semester, Project B during the 2<sup>nd</sup> semester and Project C during the 3<sup>rd</sup> semester).

The purpose of the projects is to combine learning from the different core areas and programme elements of the semester as well as prepare the students for the exams of the semester in question.

Each semester project is described further in the project guidelines which will be uploaded in Studynet prior to the project work.

## **12.2 Final exam project (15 ECTS credits)**

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

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

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

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

If the student does not submit the final exam project on time, fails the exam or is rejected for other reasons at the exam, for example due to plagiarism or lack of compliance with the formal requirements of the assignment (confer section 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.

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## **13. Teaching and working methods**

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

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

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## **14. Talent programme**

VIA offers a talent programme to particularly talented students. Before the end of the 1<sup>st</sup> semester the student may apply for participation in the talent programme. The application, which must be in writing and be substantiated, will form the basis for VIA's evaluation as to which students will be accepted at the programme.

The students who are accepted for the talent programme will spend one day a week during the 2<sup>nd</sup> and 3<sup>rd</sup> semesters at a company in the local area. Furthermore as part of the programme the students will be invited to special activities and meetings and have access to a supervisor at VIA. At the end of the talent programme the students will receive a special diploma for their participation in and completion of the talent programme.

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## 15. 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 Studynet 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 Studynet.

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

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

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

### 16.1 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.

## 16.2 Leave of absence

Pursuant to Ministerial Order no. 248 of 13/03/2014 for admissions to business academies and professional bachelor courses, the student may be granted a leave of absence from the programme. An application must be submitted to the director of education and research and will be processed on an individual basis.

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.

## 16.3 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 director of education and research at VIA Business, who, based on an individual assessment, will make a decision as to whether or not an exemption will be granted as well as determine the extent of the exemption.

## 16.4 Complaints

Complaints against decisions in accordance with this curriculum must be submitted to the director of education and research at VIA Business. The deadline for submission of complaints is two weeks from the date the decision was communicated to the student.

The student may appeal decisions made by VIA in accordance with this curriculum to the Ministry of Higher Education and Science when the complaint concerns legal issues. The deadline for submission of such an appeal is two weeks from the date the decision was communicated to the student.

The appeal must be addressed to the Ministry of Higher Education and Science, but submitted to VIA. VIA makes a statement which the student has one workweek to comment on. VIA will then submit the appeal, the statement and any comments from the complainant to the Ministry of Higher Education and Science.

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## 17. Rules concerning exams

### 17.1 Exam attempts

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

Upon receipt of an application, VIA may grant a dispensation for a 4<sup>th</sup> attempt if warranted by unforeseen circumstances. The student may not cancel a registration for an exam. In case of illness, confer section 12.4.

## 17.2 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 Studynet.

A re-exam in a course which normally includes a written exam may be held as an oral exam.

For subjects assessed as passed/not passed the re-exam may be an oral or a written. In this case VIA will appoint an internal examiner.

## 17.3 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. 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.

## 17.4 Illness

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

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

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

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

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

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

- seeks unauthorised help, or
- helps another student with answers, or

- makes use of unauthorised aids<sup>2</sup>.

Upon submission of a written exam paper, the student must, by means of signature, confirm that the paper has been produced without unauthorised help<sup>3</sup>. The signature may be digital.

## 18.1 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.

## 18.2 Specifically about disturbing behaviour at exams

VIA has the authority to expel a student from an exam if the student displays disturbing behaviour for example if the student is noisy or breaks the institution's code of conduct at an exam. In less serious cases, VIA may first issue a warning<sup>4</sup>. The invigilators will notify the director of education and research 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 be-

<sup>2</sup> Confer Ministerial Order no. 1519 of 16/12/2013 (Ministerial Order for examinations in higher educational programmes) section 19, subsection 1.

<sup>3</sup> Confer the Ministerial Order for examinations in higher educational programmes, section 19, subsection 6.

<sup>4</sup> Confer the Ministerial Order for examinations in higher educational programmes, section 19, subsection 3.



havior by the student/s, the director of education and research must be further notified. For more on the sanctions related to disturbing behaviour, reference is made to the section on "sanctions".

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

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

Anyone<sup>5</sup> who suspects that a student has cheated in an exam is obliged to act on this suspicion and notify the director of education and research about the matter.

### **Notification**

If the suspicion of cheating in an exam is reinforced the examiner and/or the co-examiner must notify the director of education and research at VIA Business in writing about the matter<sup>6</sup>. At the same time, the examiner and/or the co-examiner must inform the student that the director of education and research 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 director of education and research**

When the director of education and research receives a notification of cheating in exams, he/she must decide whether to dismiss or process the case.

If the director of education and research 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 director of education and research 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 director of education and research 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 director of education and research can only make a decision concerning the sanction, if it he/she deems that, beyond all doubt, there is a case of cheating in an exam. The student will be informed about the final decision in writing, and the person who reported the incident and the study counsellor will receive a copy. A copy is also added to the student's file.

### **Types of sanctions**

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

- **Warning.** A written or oral warning for breaching the rules will be issued.
- **Suspension from a written exam on VIA's premises,** if a violation of the procedures for conduct of exams has taken place<sup>7</sup>. 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

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<sup>5</sup> In this connection, anyone means the Study Administration including invigilators, supervisors/examiners, other lecturers, library staff, co-examiners and fellow students.

<sup>6</sup> Confer the Ministerial Order for examinations in higher educational programmes, section 19, subsection 2.

<sup>7</sup> Confer the Ministerial Order for examinations in higher educational programmes, section 19, subsection 2, second sentence.

made, and it counts as an exam attempt<sup>8</sup>. If a new paper is produced by means of unauthorised help or the use of unauthorised aids, the student will be permanently expelled from the programme.

- **Expulsion/suspension from the programme.** In case of serious or repeated cheating, the student will be expelled or suspended from VIA. An expulsion is **permanent**, while a suspension is **temporary**<sup>9</sup>. The expulsion means that the student is excluded from all activities at VIA, including all participation in lessons and exams. In the case of a suspension, the student will be registered as being on a leave of absence during the suspension period. After the suspension period, the student is automatically re-admitted as a student at the MM programme at VIA.

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

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## 19. Complaints in connection with exams

Pursuant to the Ministerial Order for examinations in higher educational programmes<sup>10</sup> 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 exam<sup>11</sup>.

The complaint must be addressed and submitted to the director of education and research, who will then process the complaint and make a decision. Upon request the student is entitled to a copy of the exam assignment and a copy of the exam paper submitted by the student in case of a written exam<sup>12</sup>. As a rule, the director of education and research 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 director of education and research determines the outcome of the complaint.

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

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

In case of dismissal of the complaint the original examiners have to agree with this decision<sup>13</sup>. As soon as a decision has been made, the student and the original examiners have to be notified. In case of re-

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<sup>8</sup> Confer the Ministerial Order for examinations in higher educational programmes, section 19, subsection 5.

<sup>9</sup> Confer the Ministerial Order for examinations in higher educational programmes, section 19, subsection 4.

<sup>10</sup> Confer Ministerial Order no. 1519 of 16/12/2013 – the Ministerial Order for examinations in higher educational programmes

<sup>11</sup> Two weeks = 14 calendar days.

<sup>12</sup> Confer the Ministerial Order for examinations in higher educational programmes, section 40, subsection 3.

<sup>13</sup> Confer the Ministerial Order for examinations in higher educational programmes, section 44, subsection 2.

assessment or re-examination the student must be informed that such a re-examination/re-assessment may result in a lower mark<sup>14</sup>.

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

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

A re-assessment or a re-examination must take place as soon as possible. If a diploma has been issued, VIA must revoke the diploma until the re-assessment has been made and a new diploma can be issued<sup>15</sup>. In case of re-assessment or re-examination, new examiners will be assigned. If the result of the complaint is a re-assessment or a re-examination, all students who participated in the exam in question will receive an offer of a re-assessment or a re-examination.

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

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

### **Appeal of a decision**

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

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

For the appeals board to conduct business, all members of the board must participate in board deliberations and receive all case files. Upon consensus among the board members on a written process, the discussion may be in writing, including electronic communication. If consensus among the board members cannot be reached, the discussion will be concluded at a meeting where all board members are present. If the discussion is concluded by voting and there is a tie, the vote of the president of the board is decisive. If, during the process, the appeals board becomes aware of errors related to an exam, VIA must be informed hereof and will decide how to correct the errors in accordance with section 9 of the Ministerial Order for examinations in higher educational business programmes<sup>16</sup>.

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

The material which formed the basis of the initial decision and the substantiated appeal lodged by the student, form the basis of the decision made by the appeals board<sup>17</sup>. The decision of the appeals board must be in writing, be substantiated and may result in one of the following outcomes:

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

The appeals board must notify the director of education and research 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 director of education and research. 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

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<sup>14</sup> Confer the Ministerial Order for examinations in higher educational programmes, section 44, subsection 3.

<sup>15</sup> Confer the Ministerial Order for examinations in higher educational programmes, section 45, subsection 1.

<sup>16</sup> Confer the Ministerial Order for examinations in higher educational programmes, Section 48.

<sup>17</sup> Confer the Ministerial Order for examinations in higher educational programmes, Section 49.

process. Once the decision has been made, the director of education and research must notify the student hereof as soon as possible. The examiners will receive a copy of the decision. If the decision includes an offer of a re-assessment or a re-examination, the student must be informed that a re-assessment/re-examination may result in a lower mark.

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

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

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## 20. Log for registration of changes

From 1 January 2016 the following changes entered into force.

At section 10. Completion of internship 2. passage the following text:

*"A prerequisite for the internship is that all exams at semesters 1-3 have been passed. In special circumstances, the director of education and research may grant an exemption for this."*

Is changed to:

*"A prerequisite for the internship is that all exams at semesters 1-2 have been passed. In special circumstances, the director of education and research may grant an exemption for this."*