

CURRICULUM 2013-2015

AP DEGREE PROGRAMME IN MARKETING MANAGEMENT

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The Common Part

1. The Programme

1.1. Objective

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

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

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

1.2. Extent

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

1.3. Objective of the learning outcome

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

Knowledge

The graduate will have knowledge of

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

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

The graduate will be able to

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

Competencies

The graduate will be able to:

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

1.4. Title

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

2. Programme Content and Structure

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

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

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

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

Programme structure appears from below model

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

3. Learning Objectives of the Core Areas

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

Content

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

The student shall have knowledge of:

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

The student shall have skills in being able to

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

The student shall acquire competencies to

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

3.2. Economics (20 ECTS credit points)

Content

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

Furthermore, the student shall have knowledge of

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

The student shall have skills in

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

The student shall acquire competencies in

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

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

Content

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

The student shall have knowledge of

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

The student shall have skills in being able to

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

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

The student shall acquire competencies to

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

3.4. Business Law (10 ECTS credit points)

Content

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

The student shall have knowledge of

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

The student shall have skills in

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

The student shall acquire competencies in

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

4. The Programme's Compulsory Educational Elements

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

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

5. Objectives and content of the Compulsory Educational Elements of 1st semester

Theme: the Company's Strategic Situation

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

Content

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

Objective of the learning outcome:

The student shall have knowledge of

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

The student shall have skills in being able to

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

The student shall acquire competencies to

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

5.2. Economics (5 ECTS credit points)

Content

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

Objective of the learning outcome:

The student shall have knowledge of

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

The student shall have skills in being able to

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

The student shall acquire competencies to

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

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

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

Content

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

Objective of the learning outcome:

The student shall have knowledge of

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

The students shall have skills in being able to

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

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

The student shall acquire competencies to be able to

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

5.4. Business law (5 ECTS credit points)

Content

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

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

Objective of the learning outcome:

The student shall have knowledge of

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

The student shall have skills in

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

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

6. Objectives and Content of the Compulsory Educational Elements of the 2nd Semester

Theme: Formulating a Strategy

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

Content

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

Objective of learning outcome:

The student shall have knowledge

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

The student shall have skills in

- Applying different market analysis methods with a view to collecting and processing information

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

The student shall acquire competencies to

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

6.2. Economics (5 ETCS credit points)

Content

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

Objective of the learning outcome:

The student shall have knowledge of

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

- Criteria for choosing funding concept
- Classical and more recent trade theories
- The development of the international trade and knowledge of the most important international organisations

The student shall have skills in

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

The student shall acquire competencies to

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

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

Content

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

Objective of the learning outcome:

The student shall have knowledge of

- The logistical part elements and activities, e.g. distribution, stock, production, purchase and information systems in the company's supply chain
- Cultural differences, nationally and internationally, as well as the opportunities and limitations of Danish culture in international cooperation
- Concepts such as cultural values, cultural identity and cultural behaviour, culture as competitive parameter
- Concepts and theories concerning company culture
- Current organisational and cultural problems, and players
- The ability to establish constructive relationships with others (COM)

The student shall have skills in being able to

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

The student shall acquire competencies to be able to

- Put forward relevant opportunities for action/new suggestions and assess their consequences for the company's supply chain
- Suggest, understand and assess the consequences of changes in the company's various logistical part systems and the relevance for logistic efficiency and competitive power

- Acquire skills and new knowledge relating to the subject area and include them in logistic problems

6.4. Business law (5 ECTS credit points)

Content

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

Objective of the learning outcome:

The student shall have knowledge of

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

The student shall have skills in

Assessing business related legal problems in relation to

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

The student shall acquire competencies to

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

7. Objectives of the Compulsory Educational Elements of the 3rd Semester

Theme: Strategy implementation

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

Content

- Strategic Marketing
- Sales and Negotiation Technique

Objective of the learning outcome:

The student shall have knowledge of

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

The student shall have skills in

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

The student shall acquire competencies to

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

7.2. Economics (10 ECTS credit points)

Contents

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

Objective of the learning outcome:

The student shall have knowledge of

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

The student shall have skills in

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

The student shall acquire competencies to

- Make budgets as part of the company's financial management as well as be able to conduct budget control
- Include the economic conditions in relation to market analysis and assessment

- Use the economic analyses and prognoses professionally
- Assess economic contexts and include relevant solutions

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

Content

- Project Management
- Sales Organisation and Management
- Organisational Development

Objective of the learning outcome:

The student shall have knowledge of

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

The student shall have skills in being able to

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

The student shall acquire competencies to be able to

- Plan, manage and participate in/ complete various types of projects, such as practical events and development-oriented projects
- Assess the development process and direction of the organisation as well as the significance of organisational development
- Analyse and assess the consequences of different activities and changes of the organisation and management of sale

- Establish, participate in and develop professional and social networks
- Acquire and apply skills and new knowledge as regards the professional field

Learning Objectives and Content of the Optional Educational Elements

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

7.4. Statistics – 2nd semester (5 ECTS credit points)

Content

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

Objective of the learning outcome:

The student shall have knowledge of

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

The student shall have skills in

- Calculating and interpreting different measurements of central tendency and variation
- Making probability calculations for stochastic variables/probability distributions

- Listing, conducting and analysing a regression model with one or more explanatory variables, including a dummy variable

The student will acquire competencies to

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

7.5. Business economics – 3rd semester (5 ECTS credit points)

Content

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

Objective of the learning outcome:

The student shall have knowledge of

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

- The significance of the financing concept for the choice of solutions

The student shall have skills in

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

The student will acquire competencies to

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

8. Objectives and content of the Compulsory Educational elements of 4th semester

8.1. Internship (15 ECTS credit points)

The internship has a duration of 3 months and is placed in the 4th semester of the programme combining the lectures with the independent final examination project. The internship can be carried out in Denmark or internationally.

The practical part of the programme shall create coherence between theories and practice to supports the student in applying knowledge and skills in connection with solving concrete

tasks. The internship shall support the development of professional and personal competencies towards independent performance.

Before the internship the student is to work out and hand in a description of the learning objectives of the internship, taking their point of departure in the below mentioned learning objectives.

Objective of the learning outcome:

Knowledge

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

Skills

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

Competencies

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

8.2. Final examination project (15 ECTS credit points)

The purpose of the final examination project is that the student completes an independent, interdisciplinary and practice-based assignment that demonstrates the knowledge, skills and competencies that originates from the overall learning objectives of the programme, as

mentioned on page 5. As a main rule, the project takes its starting point in concrete problems in a company.

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

Knowledge

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

Skills

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

Competencies

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

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

9. Tests

All rules and regulations on examination have been worked out with the point of departure of the executive order on tests and examination in higher education, executive order no 1516 of 16/02/2013 governing from (the Examination Executive Order).

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

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

- Internal examination in optional subjects – these are specific for the individual institution. Assessed by one or more lecturers or persons within the trade.

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

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

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

Registration for examination

Beginning of an educational element, semester, etc.. includes automatic registration for the appropriate exams. When registering one attempt is used, see. § 6 paragraph. 3 This does not apply if the student is unable to attend the examination due to documented illness and maternity.

Examination due to sickness

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

Sickness is to be documented by a doctor's statement. The institution shall have received a doctor's statement at the latest 3 weekdays after the date when the examination will take place. Students who become acutely ill during the completion of the examination must document that the person concerned has been ill on the day in question.

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

Aids for the exam

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

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

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

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

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

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

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

The language used at the examination

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

Special examination conditions

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

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

Cheating at the examination

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

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

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

Use of own and others' work - plagiarism

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

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

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

Complaining

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

1. the basis for the examination, including exam questions, assignments and the like
2. the course of the examination

3. the assessment
4. legal matters.

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

Duty of participation/attendance

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

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

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

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

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

9.1 Outline of Tests and Examinations

The programme comprises the following tests and examinations by semesters.

Examination	Censorship	The Basis	1st semester	2nd semester	3rd semester	4th semester
	Internal/ External	Joint/in- stitutional- specific				
Examination in the company's strategic situation and strategy formulation – Digital examination – Case based written exam (1st external examination)	External	Joint		May/June Or December/ January Written		
Examination in electives (1st internal exam)				May/June Alt. December/ January Written or oral.		

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

9.2. Compulsory tests and examinations

9.2.1 . Semester examination (1st external examination)

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

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

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

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

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

The interdisciplinary case examination is a 4 hours' examination completed after 24 hours' preparation. The case examination will widely test the learning objectives of the compulsory subjects of the first year.

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

- The name of the company to be analysed
- The general problem to be uncovered

- Some preliminary links to inform about the company and/or the relevant market

On the day of the examination the student will be asked one or more questions that must be answered methodologically taking its starting point in the information gathered and possibly additional information handed out on the day itself. The paper can max. have an extent of 24.000 characters, incl. spaces, footnotes, figures and tables, but exclusive of front page, list of contents, list of sources and enclosures.

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

9.2.2 3rd semester examination (2nd internal examination)

The 2nd internal examination is an interdisciplinary examination in strategy implementation.

The test consists of a written and an oral part and is held at the end of the 3rd semester.

The written part is a 48 hours' *bring home* assignment based on a case brief in English. During the 48 hours the student must complete the assignment individually. The solution must contain both a problem statement, a section on methodology and max. have an extent of 24.000 characters, incl. spaces, footnotes, figures and tables, but exclusive of front page, list of contents, list of sources and enclosures.

The assignment must be handed in individually.

Based on the written part the student must prepare an oral defence of the solution handed in.

A total grade will be awarded and transferred to the degree certificate. The weight of the written and oral part is 50/50. The Danish 7-point scale is used.

9.2.3. Test in internship (4th internal examination)

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

The examination assesses:

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

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

Duty of participation/attendance as a prerequisite for the examination

Compulsory activities with duty of participation/attendance are attached to this examination. These activities appear from the institutional part of the curriculum.

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

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

Test based on the final examination project (2nd external examination)

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

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

The examination project can max. have an extent of:

- by 1 student: 100.000 strokes
- by 2 students: 150.000 strokes
- by 3 students: 200.000 strokes

Strokes are incl. spacing, footnotes, figures

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

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

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

In case the total assessment gives a grade lower than O2, the student must work out a new project with a new project formulation if possible with point of departure in the same company in order to again sign up for the final examination project.

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

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

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

9. Examination in elective educational elements

Statistics (1st internal examination) is a 3-hour written test held at the end of the 2nd semester. A grade is given, after the Danish 7 point scale which will be added to the exam certificate.

Business Economics (3rd internal examination):

The test in the other optional subject is held at the end of the 3rd semester is a 3-hour written exam. A grade is awarded and transferred to the degree certificate.

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

10. Register for the tests and examinations

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

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

The Institution's Part

11. Optional educational elements

Course descriptions for the optional educational elements can be found on "Studynet" in the "study material" folder.

12. Rules for the completion of the work placement

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

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

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

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

14. Internationalisation

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

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

15. Requirements for written assignments and projects

Mandatory activities

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

General regarding study activity:

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

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

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

This procedure will become effective from 1 August 2012. The above will however not apply to the 3rd semester, who start on the 3rd semester in August 2014.

First semester

- Participation in minimum interview with your class contact person (CCP). If your lecturer evaluate that it is necessary with a second study dialogue this will also be a mandatory
- Participate in Project A

Second semester

- Trial exam
- All activities connected with Project B

Third semester

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

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

15.1. Final examination project (15 ECTS credit points)

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

Prerequisites

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

Content

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

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

Requirements

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

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

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

16. Applied instruction and work types

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

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

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

17. Guidelines for differentiated instruction

17.1. Rules on transfer of credit

The institution can approve that passed educational elements or parts hereof passed at another institution are equivalent to educational elements or parts hereof in this curriculum. If the relevant subject has been assessed according to the 7-point grading scale at the institution where the test was conducted and it is equivalent to an entire subject in this curriculum, the

grade will be transferred. In all other cases the assessment will be transferred as "passed" and will not be included in the calculation of grade average.

The institution can approve that a passed educational element from another Danish or foreign higher education programme replace educational elements included in this curriculum. By approval in this connection, the educational element is considered completed if it has been passed according to the rules on the relevant programme. The assessment will be transferred as "passed".

18. Requirement for reading of texts on foreign language

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

19. Disturbing behaviour and cheating in exams

It is considered cheating when an examinee during exams

- gets unduly help or
- helps another examinee with answers or
- makes use of help other than permitted¹

When submitting the written exams, the examinee must by signature confirm that the paper is made without unduly help². The signature may be digital.

Plagiarism

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

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

¹ According to BEK.nr. 714 af 27/06/2012 (eksamensbekendtgørelsen) § 18, stk. 1

² According to eksamensbekendtgørelsens § 18, stk. 6

When is it considered plagiarism?

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

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

Particularly on disturbing behaviour during tests and exams

The educational institution has the authority to remove an examinee from a test or exam if the examinee is displaying disturbing behaviour, for example if the examinee is noisy or breaking the institution's code of conduct during exam. In less serious incidents the educational institution will first issue a warning³. The examination monitors will report the incident to the Head of Department.

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

³ According to eksamensbekendtgørelsen § 18, stk. 3

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

Procedures and sanctions for cheating in exams and disturbing behavior

Procedures

Who is obliged to report? Anyone⁴ who has a presumption of cheating is obligated to follow up on the suspicion and – if the presumption is maintained – to report it to the Head of Department.

Reporting

If the presumption of cheating in an exam is strengthened, the internal examiner and/or the external examiner must report the incident in writing to the Head of Department of the study programme in question⁵. At the same time the internal examiner and/or the external examiner will inform the student that the incident has been reported to the Head of Department. If an assessment has not been made at the time of reporting, the school report will contain a 'not submitted'-note and an assessment will not be made.

The Head of Department

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

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

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

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

⁵ According to eksamensbekendtgørelsens § 18, stk 2.

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

Sanctions

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

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

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

Types of penalty

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

- **Warning**

Written or oral warning against breaking the rules.

- **Suspension from written exam on the premisses of the educational institution**, if a violation of the exam regulations has taken place⁶. If that is the case, the student will be registered as 'absent' from that particular exam.

- **Cancellation of a written paper**

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

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

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

⁶ According to eksamensbekendtgørelsens § 18, stk 2,2.pkt.

⁷ According to eksamensbekendtgørelsens § 18, stk. 5

If the incident is a case of serious or repeated cheating, the student will be expelled or suspended from the educational institution⁸. The expulsion means that the student is excluded from participating in all activities at VIA University College, including all participation in classes and exams. The suspension entails that the student is excluded from participating in all activities at VIA University College, including all participation in classes and exams in the suspension period.

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

20. Exam complaints

Complaints can be submitted in the following circumstances:

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

The complaint must be in writing and reasoned/justified and individually submitted by the student no later than 2 weeks after the student is informed of the result of the exam⁹

The complaint must be sent to the Head of Department who will manage and evaluate it. The student is entitled to receive a copy of the assignment given by the institution and a copy of the student's submitted assignment in the case of a written exam¹⁰. As a rule, the Head of

⁸ According to eksamensbekendtgørelsens § 18, stk. 4

⁹ 2 weeks = 14 calendar days

¹⁰ Eksamensbekendtgørelsens § 39, stk. 3 (executive order of examination)

Department presents the complaint to the original adjudicator: internal and external examiner. The examiners have 2 weeks to submit their professional opinion to the student's questions.

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

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

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

The adjudicators must be in agreement, if the appeal is dismissed by the Head of Department.¹¹

The student must be informed as soon as the decision has been made. If the result is a reexamination or a reassessment, the student must be informed of the fact that this can result in a lower grade.¹²

Re-examination or re-assessment

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

Reexamination or reassessment must take place as soon as possible. If a diploma is issued, the institution must take the diploma back until the assessment is available and subsequently issue a new diploma.¹³

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

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

¹¹ Eksamensbekendtgørelsens § 43, stk. 2

¹² Eksamensbekendtgørelsens § 43, stk. 3

¹³ Eksamensbekendtgørelsens § 44, stk. 1

Particularly about reassessment

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

Examination questions formulated by the Ministry

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

Appeal of the decision

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

Particularly about appeals board ¹⁴

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

About the selection:

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

¹⁴ Eksamensbekendtgørelsens § 46

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

All members of the board must participate in board discussions and receive all documents for the board to be quorum. The discussion can be in writing and digital if there is consensus among the board members of a written process. If consensus among the board members cannot be reached, the discussion will terminate at a meeting where all members must be present. If the discussion ends by voting and there is a tie, the vote of the president is decisive. If the board is aware of errors of an exam during the process, VIA University College must be informed hereof and VIA will decide how to correct the error in accordance with the Executive Order of examination in chapter 9.¹⁵

The appeals board's decision

The material which formed the basis for the initial decision is the basis for the new decision made by the board.¹⁶ The decision made by the board must be in writing and substantiated and may result in the following:

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

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

VIA University College must inform the student as soon as possible if the process of the appeal cannot be completed before the deadline. The information/message must be in writing and

¹⁵ Eksamensbekendtgørelsens § 47

¹⁶ Eksamensbekendtgørelsens § 48

substantiated and include information about the expected date of completing the process of the appeal. The head of Department will inform the student as soon as possible and the examiners will receive a copy of the decision when the decision has been made. If the decision includes reexamination or reassessment, the student must be informed that this may result in a lower grade.

Reexamination and reassessment will take place as described the previous section

”Reexamination and reassessment”

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

This complaints procedure is drawn up in accordance with Ministerial order 714 of the Ministry of Science, Innovation and Higher Education “Ministerial order about tests and examinations in vocational study programmes”.

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

Appeals of legal issues in decisions made by the adjudicators in accordance with § 44 stk. 3, and the board of appeal in accordance with § 48 stk. 1, may be sent to VIA University College. The deadline for submission of an appeal is two weeks from the day the decision is announced to the complainant, according to § 50 of the executive order of examination.¹⁷

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

¹⁷ BEK nr. 714 af 27/08/2012 (eksamensbekendtgørelsen/the examination order)

21. Provisions for an effective date

The curriculum will come into force and be effective to students commencing the study programme per August 2013.

22. References to current legislation

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

Law number 207 of 31st March 2008 concerning business academy courses and professional bachelor courses

Executive Order number 636 June 29th 2009 on business academy courses professional bachelor courses

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

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

Executive Order number 262 of March 20th 2007 on grading scales and other assessments

Executive Order number 1519 of December 16th 2013 on tests and examinations in business studies

The laws and ministerial orders are available at www.fivu.dk