



CURRICULUM

AP DEGREE PROGRAMME IN MARKETING MANAGEMENT



**The Danish Academy of Business & Technology
2014 - 2016**

Curriculum
AP Degree Programme in Marketing Management

The Danish Academy of Business & Technology, Dania
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Contents

A. The Common Part	5
1. The Programme	5
1.1. Objective	5
1.2. Extent.....	5
1.3. Objective of the Learning Outcome	5
1.4. Title	6
2. Programme Content and Structure.....	6
3. Learning Objectives of the Core Areas.....	8
3.1. International Marketing and Sales.....	8
3.2. Economics	8
3.3. Communication, Organization and Management.....	9
3.4. Business Law.....	10
4. The Programme’s Compulsory Educational Elements.....	12
5. Learning Objectives and Content of the Compulsory Educational Elements 1 Semester	13
5.1 International Marketing and Sales I	13
5.2 Economics.....	13
5.3 Communication, Organization, Management.....	14
5.4 Business Law.....	16
6. Learning Objectives and Content of the Compulsory Educational Elements 2 Semester	17
6.1 International Marketing and Sales	17
6.2 Economics.....	18
6.3 Communication, Organization and Management.....	19
6.4 Business Law.....	19
7. Learning Objectives of the Compulsory Educational Elements of 3 Semester	20
7.1. International marketing and sales.....	21
7.2. Economics	21
7.3 Communication, organization and management.....	23
B. The Institutional Part.....	24
8. Learning Objectives and Content of the Optional Educational Elements	24
8.1 Statistics.....	25
8.2 Business economics.....	25
8.3 Media production	26
8.4 Market communication	27
8.5 Internal communication	29
8.6 Market communication	31

8.7 Entrepreneurship.....	32
8.8 Cross Border Supply Chain Management Investment I (The theoretical part).....	32
8.9 Cross Border Supply Chain Management Investment II (The practical part)	33
9. Internship and Final Examination Project.....	34
9.1. Internship	34
9.2. Final Examination Project.....	35
10. Tests.....	36
10.1. Outline of Tests and Examinations.....	37
10.2. Compulsory Tests and Examinations.....	38
10.3 Tests in Optional Elements.....	41
10.4 Register for the Tests and Examinations.....	43
10.5 Cheating and Disrupting Behavior during Examination	43
10.6 Tests during Stays Abroad	44
11. Study Commencement Test	44
12. Requirements for Written Assignments and Projects.....	44
12.1 Compulsory Projects and Assignments.....	44
12.1.1 Projects during the three First Semesters	45
12.1.2 Compulsory Tests (CT)	46
13. Rules for the Completion of the Internship	47
14. Applied Teaching and Study Methods.....	49
14.1 Guidelines for Differentiated Instruction	50
14.2 Rules on the Students' Obligation to Participate in Lectures	50
14.3 Requirements for Reading Texts in a Foreign Language.....	50
15. Internationalisation	51
16. Rules on Transfer of Credit.....	51
17. Leave of absence	51
18. Prolongation	52
19. References to Current Legislation.....	52

A. The Common Part

The Course Description for the Marketing Management education is divided in two parts:

The Common Part: Curriculum common for all academies in Denmark.

The Institution's Part: Contains elements that are specific for Dania only. This part begins at section 11.

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, organizational, 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

- 1) The strategic and financial structure of the business
- 2) Fundamental economic conditions
- 3) Completion of sale
- 4) Business legal relations including Law on Marketing and Competition
- 5) Methods for solving complex and practice-based problems within marketing management

Skills

The graduate will be able to

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

Competencies

The graduate will be able to:

- 1) Participate in professional and interdisciplinary cooperation for the development of the company's marketing strategy and internationalisation
- 2) Handle development-oriented situations at a national and international level within sales and marketing
- 3) Handle the planning of marketing and sales for the business as well as participate in its implementation
- 4) Acquire skills and new knowledge based on what was achieved from the programme
- 5) Analyse a company's economic development considering the economic conditions in order to act, and
- 6) 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's 120 ECTS credit points consist of 4 semesters of each 30 ECTS credit points. The 4 semesters 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 4 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

Educational elements		1. study year	2. study year
Core areas	International marketing and sales (30 ECTS c.p.)	20 ECTS c.p.	10 ECTS c.p.
	Economics (20 ECTS c.p.)	10 ECTS c.p.	10 ECTS c.p.
	Communication, organization and management (20 ECTS c.p.)	15 ECTS c.p.	5 ECTS c.p.
	Business law (10 ECTS c.p.)	10 ECTS c.p.	
Optional elements		5 ECTS c.p.	5 ECTS c.p.
Internship			15 ECTS c.p.
Final exam project			15 ECTS c.p.
ECTS credit points in total	(80 ECTS c.p.)	60 ECTS c.p.	60 ECTS c.p.

3. Learning Objectives of the Core Areas

3.1. International Marketing and Sales

The core area corresponds to 30 ECTS credit points.

Content

- Strategic Analysis of the Company and Its Environment
- Basic Statistics
- Market Analysis
- Growth Strategy
- Internationalisation
- Segmentation, Targeting and Positioning
- Strategic Marketing
- Sales and Negotiation Technique

Learning objectives:

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

- 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

The core area corresponds to 20 ECTS credit points.

Content

- Company Analysis
- Microeconomics
- Investment and Finance
- Descriptive Economics and Trade Theory

- Macroeconomics
- Budgeting and Optimising Parameters

Learning objectives:

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, Organization and Management

The core area corresponds to 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
- Organizational Development
- Sales Management
- Project Management
- Analysis and assessment of the company's supply chain
- Analysis and assessment of supply chain management

Learning objectives:**The student shall have knowledge of**

- Concepts, theories and practical problems within communication/culture, organization, 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 organizational 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

- Analyse the structure, processes, culture, and management of an organization on the basis of relevant theoretical and practical organizational principles
- Analyse strengths, weaknesses and consequences of the organization 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 organization, 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 organizational 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 organization and management of the sale

3.4. Business Law

The core area corresponds to 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

Learning objectives:

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 voluntary and compulsory composition
- 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 organizations
- Employment law, in particular the (Danish) Salaried Employees Act
- Insolvency law
- 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 2000

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:

Core area/educational element	International marketing	Economics	Communication, organization and management	Business law	Optional subjects
Theme					
The company's strategic situation	10 ECTS c.p. A: Strategic Analysis of the Company and the Environment B: Basic Statistics 1	5 ECTS c.p. A: Company Analysis B: Microeconomics	5 ECTS c.p. A: Communication B: Organizational Structure C: Innovation D: Developing and Analysing the Supply Chain	5 ECTS c.p. A: Sources of law B: Contract law C: Security of credit D: The legal conditions of the company	
Making Strategies	10 ECTS c.p. A: Market Analysis B: Basic Statistics 2 C: Growth Strategy D: Internationalisation E: Segmentation, Targeting and Positioning	5 ECTS c.p. A: Investment and Finance B: Descriptive Economics and Trade Theory	5 ECTS c.p. A: Managing the Supply Chain B: Culture Analysis	A: Compensation for Tort outside Contract B: Danish and International Rules on Buying and Selling Goods C: Rules Regulating the Market	5 ECTS c.p. A: Statistics or B: Subject C: Subject
Implementing Strategies	10 ECTS c.p. A: Strategic Marketing B: Sales and Negotiation	10 ECTS c.p. A: Macroeconomics B: Budgeting and Optimizing Parameters	5 ECTS c.p. A: Sales and Project Management B: Organizational Development		5 ECTS c.p. A: Business economics B: Subject C: Subject
Internship and final examination project	Internship 15 ECTS c.p. Final exam project 15 ECTS c.p.				

5. Learning Objectives and Content of the Compulsory Educational Elements 1 Semester

Theme: the Company's Strategic Situation

5.1 International Marketing and Sales I

The subject corresponds to 10 ECTS credit points.

Content

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

Learning objectives:

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

- 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

The subject corresponds to 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

Learning objectives:

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

- 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, Organization, Management

The subject corresponds to 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

Learning objectives:

The student shall have knowledge of

- Concepts, theories and models concerning the organizational 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

- 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 organization, 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

- Develop relevant options for action and solutions for a new organizational 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

The subject corresponds to 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 organization
 - Employment law, including holidays
 - Insolvency law, including business collapse
- Credit insurance, including
 - Guarantee
 - Retention of property/ title
 - Charge of movable property, claims and real property

Learning objectives:

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
- Compulsory arrangement and voluntary arrangement
- 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 organization
- Employment law, including the rules of the Danish Salaried Employees Act on notices of termination, expulsion and compensation
- Individual and universal prosecution, including
 - The minimum amount exempt from execution
 - Suspension of payments
 - Bankruptcy, including in particular the insolvency claim, avoidance and order of priority

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

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

Theme: Formulating a Strategy

6.1 International Marketing and Sales

The subject corresponds to 10 ECTS credit points.

Content

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

Learning objectives:

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

Tests:

International Marketing and Sales I + II are included in an exam after the 2 semester.

6.2 Economics

The subject corresponds to 5 ECTS credit points.

Content

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

Learning objectives:**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 organizations

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, Organization and Management

The subject corresponds to 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

Learning objectives:

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 organizational and cultural problems, and players
- The ability to establish constructive relationships with others (COM)

The student shall have skills in

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

- 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

The subject corresponds to 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

Learning objectives:

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

- Compensation, 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 transaction
 - Inco terms 2000

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

Theme: Strategy implementation

7.1. International marketing and sales

The subject corresponds to 10 ECTS credit points.

Contents

- Strategic Marketing
- Sales and Negotiation Technique

Learning objectives:

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 organization, 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

The subject corresponds to 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

Learning objectives:

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

Tests:

Economics III will be included in an exam after the 3 Semester

7.3 Communication, organization and management

The subject corresponds to 5 ECTS credit points.

Contents

- Project Management
- Sales Organization and Management
- Organizational Development

Learning objectives:

The student shall have knowledge of

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

The student shall have skills in being able to

- Apply relevant IT tools for project management
- Assess the consequences of the organization and management of sales
- Establish contact with relevant partners in various projects
- Include and assess the value of important players' experiences in e.g. organizational development and project management
- Communicate ideas, suggestions and projects in organization, organizational 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 organization as well as the significance of organizational development
- Analyse and assess the consequences of different activities and changes of the organization 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

B. The Institutional Part

8. 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 – statistics and business economics - together with other optional elements developed and offered by each academy. The latter are described in the institution's part of the curriculum.

The optional elements are to be selected at the commencement of the study programme however counselling will be provided along with the opportunity to possibly change ones selection. Please refer to the local academy's material when choosing the optional elements.

All students must obtain 10 ECTS credit points in optional elements.

At Dania the following optional elements are offered at the different institutions in Viborg and Randers:

Dania Academy of Higher Education in Randers

Advertisement:

- 5 ECTS credit points: Media production (2 Semester)
- 5 ECTS credit points: Market communication (3 Semester)

The student will be able to choose between the specialized electives in sales, advertisement, technical sales or economics which is the common denomination for the optional study elements statistics and business economics.

Dania Academy of Higher Education in Viborg

Communication:

- 5 ECTS credit points: Internal communication (2 Semester)
- 5 ECTS credit points: Market communication (3 Semester)

Supply Chain Management:

- 5 ECTS credit points: Supply Chain Management theory
- 5 ECTS credit points: Supply Chain Management praxis

Entrepreneurship:

- 5 ECTS credit points: Entrepreneurship (3 Semester)

8.1 Statistics

The subject corresponds to 5 ECTS credit points and is offered on the 2 Semester.

Place of study: The Danish Academy, Dania, Randers and Viborg

Content

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

Learning objectives:

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

Tests

Statistics will be included in an exam after the 2 Semester

8.2 Business economics

The subject corresponds to 5 ECTS credit points and is offered on the 3 Semester.

Place of study: The Danish Academy, Dania, Randers and Viborg

Contents:

- 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

Learning objectives:

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

Tests

Business economics will be included in an exam after the 3. Semester

8.3 Media production

The subject corresponds to 5 ECTS credit points and is offered on the 3 Semester.

Place of study: The Danish Academy, Dania, Randers.

Contents:

- Making a layout and design project using professional tools and computer programmes to make pictures, graphics and text
- Making the visual identity of a company
- Making and design manual for the visual identity of a company

Learning objectives:

The student shall have knowledge of:

- The importance of the company's visual identity
- Central processes, notions and problems in print- and net media production from idea to finished product
- The work flow in the graphics business
- Typographical terminology
- Professional terminology in electronic work with photos and graphics
- Basic colour theory, including colour models used in the graphics business
- Basic concepts in digital photo production
- Electronic file formats in the graphics business
- The basic concepts of typography and conventions
- Conventions for visual composition and layout
- The main elements of Dtp workflow from idea to finished print
- Elementary creation of web pages and their maintenance
- The basic principles of user friendly design
- The contents, making and use of a design manual

The student shall have skills in:

- The use of professional software for the production and processing of vector-based and pixel- based graphics
- The use of professional desktop publishing software for the layout of printed matters and other publications
- Designing new graphic objects as well as work on existing graphics
- Independently solving minor graphic design- and photo assignments
- Making central elements of a company's visual identity
- Making design manuals

The student shall acquire competencies in:

- Independently solving smaller layout and design task with the use of professional tools and computer software
- Making a graphic identity with a design manual for a company
- Participating in planning, coordinating and making of a company's media production
- Functioning as a liaison in relation to stakeholders in the media business
- Communicating in a qualified way with business partners about typographical and graphic issues
- Being able to assess and decide on the design of communication

Test

The subject will be included in an exam after the 2 Semester

8.4 Market communication

The subject corresponds to 5 ECTS credit points and is offered on the 3 Semester.

Place of study: The Danish Academy, Dania, Randers.

Contents:

- Planning and making a company's market communication

- Choice of communication strategy, media and message layout
- Use of integrated market communication
- Idea creation and concept visualisation
- Analysis and effect measuring

Learning objectives:

The student shall have knowledge of:

- The history and characteristics of market communication
- Communication theory
- Campaign strategy approaches
- The basics of international market communication
- Branding and story telling
- Strategic communication planning
- Identification and use of market- and communication targets
- Segmentation, target group selection and positioning in market communication
- Design of communication messages and choice of communication channels
- Media choice, media strategy and media planning
- Integrated market communication
- Mass communication and interpersonal communication
- Marketing public relations
- Recent and unconventional ways of communicating, e.g. trade marketing, product placement and viral marketing
- The ethical and legal framework of market communication
- Media convergence and central changes in the media and communication world

The student shall have skills in:

- Planning and making market communication
- Be able to choose communication strategy , media and message design
- Implement integrated market communication
- Use methods for idea creation and concept visualization
- Use methods of analysis and measure effects
- Analyse and assess various media's communicative characteristics and usefulness

The student shall acquire competencies to:

- Participating in the making of the company's market communication
- Planning a communication strategy adapted to the company's mission, the message itself, and the target group
- The use of segmentation, target group selection and positioning in relation to market communication
- Designing communication messages and choose communication channels
- Using techniques for idea creation and concept visualization
- Using methods of analysis and effect measuring as tools in the company's market communication

Test

The subject will be included in an exam after the 3. Semester

8.5 Internal communication

The subject corresponds to 5 ECTS credit points and is offered on the 2 Semester.
Place of study: The Danish Academy, Dania, Viborg.

Contents:

- Introducing the student to Internal communication in a company
- Providing the student with background knowledge of a company in order to be able to develop overall communication strategies
- The student must be able to actively develop communication plans for a company on an operational level
- The student must be able to exploit the communication channels used in the internal communication in a company and be able to put together the right media blend in the context of the internal communication
- The student must know the difference between a communication policy, a communication strategy and a communication plan
- The primary focus of the teaching on this semester will be on written communication. For this reason the student must become acquainted with the journalistic way of producing text

Learning objectives:

The student will gain knowledge of:

- The difference between internal communication and marketing communication (external communication)
- Corporate branding and identity
- Communication strategies, policies and plans
- Sender and receiver issues relating to the internal communication
- Communication models and theories
- Journalistic text production
- Rhetorical approaches
- Story telling
- Change communication

The student will gain skills in:

- The preparation of written material
- The preparation of communication plans
- Making an organization analysis as the foundation for the creation of internal communication material
- Analysing and evaluating various written media's communicative characteristics and applicability in relation to the internal communication

The student will gain competences in:

- Using appropriate communication channels in a company's internal communication and compose an appropriate media mix
- Developing communication plans on the basis of knowledge of a given company's vision, mission and values
- Preparing written texts adapted to genre, media and purpose

Test

The subject will be included in an exam after the 2 Semester

8.6 Market communication

The subject corresponds to 5 ECTS credit points and is offered on the 3 Semester.

Place of study: The Danish Academy, Dania, Viborg

Contents:

- Preparing the student for the planning and making of a company's or an organization's market communication
- The student must achieve an understanding of the context between a company's or an organization's mission, message layout and the target group
- The student must achieve an understanding of the creative design of external communication messages
- The student must achieve a basic understanding of working with graphic programmes (ex. Photoshop)
- The student must achieve an understanding of the classic as well as the modern channels of communication

Learning objectives:

The student shall have knowledge of:

- The different communication theories as a starting point for market communication
- The basics of market communicational genres (ex. commercials, press release, direct mail)
The different communicational characteristics and usefulness
- Marketing semiotics

The student shall have skills in:

- Analysing and assessing various media's communicative characteristics and usefulness
- Working with professional graphic programmes that are used for the design of printed communication

The student shall acquire competencies to:

- Planning a communication strategy with corresponding creative output adapted to the company's mission, the message itself, and the target group

Test

The subject will be included in an exam after the 3 Semester

8.7 Entrepreneurship

The subject corresponds to 5 ECTS credit points

Place of study: The Danish Academy, Dania, Viborg

Contents:

- The characteristics of entrepreneurship and successful entrepreneurs
- How to think like an entrepreneur
- The role, conditions and personal characteristics of the entrepreneur
- The Danish culture relating to entrepreneurship and independence
- From idea to business plan
- Communication and negotiation relating to the business plan

Learning objectives:

The student shall have knowledge of:

- Which conditions that promote entrepreneurship and which factors play a part in determining whether a new business or concept will succeed or fail
- Necessary skills in the areas of marketing, budgeting, organization etc. for setting up a business
- Resource opportunities through business political actions
- Relevant models for the preparation of a business plan

The student shall have the skills to:

- Employ tools for idea generation
- Develop market analyses and a documentation of needs as well as a practical plan of action for the implementation of a specific idea
- Develop a proposal for financing in the form of a budget estimate
- Participate in a negotiation about the financing and similar activity regarding the implementation of the business plan

The student shall acquire competencies to:

- Developing a business plan, hence creating the basis for starting up a company
- Being able to sell the idea through a presentation of the business plan

Test

The subject will be included in an exam after the 3. Semester

8.8 Cross Border Supply Chain Management Investment I (The theoretical part)

The course corresponds to 5 ECTS points

Place of study: The Danish Academy of Business and Technology, Dania, Viborg

Content:

This first part of the class will have a focus on “downstream” activities and the theories that can be utilized to manage the

- International investment decisions regarding distribution
- Channel/Partner management
- Working with a company on an actual case including traveling to the destination market
- Builds on components from SCM, Investment & Finance, Law and International Marketing Management

Learning objectives:

The student shall have knowledge of:

- The OLI model – the Eclectic framework
- Tableau de board / balanced scorecard in partner management
- Theoretical international entry modes
- Theoretical SCM ROI calculations
- Franchising methodology

The student shall have skills in:

- Drafting partner programs
- Be able to choose a specific entry mode based on theory
- Collection both primary and secondary information regarding channel structure
- Doing calculations that will support recommendations regarding the channel structuring

The student shall acquire competencies to:

- Evaluating a concrete company's specific ownership advantages
- Analysing advantages and disadvantages of a complex FDI problem

8.9 Cross Border Supply Chain Management Investment II (The practical part)

The course corresponds to 5 ECTS points.

Place of study: The Danish Academy of Business and Technology, Dania, Viborg.

Contents: This class is an elaboration on the elective "Cross border SCM investment: Theoretical part" where the theories will be put into practical usage working with a company. The theoretical part will focus on the management of "upstream" activities. Primarily the students will be working on their project with guidance from the teacher. The international collaboration will end with a report and presentation to the company

- International investment decisions regarding suppliers.
- Supplier management
- Working with a company on an actual case, including traveling to the destination market to do primary research.
- Builds on components from SCM, Investment & Finance, Law and International Marketing Management.

Learning objectives:

The student shall have knowledge of:

- International Legal / Contractual frameworks
- Ethical considerations

The student shall have skills in:

- Drafting supplier guidelines
- Collection both primary and secondary information regarding channel structure
- Doing calculations that will support recommendations regarding the channel structuring

The student shall acquire competencies to:

- Working in collaboration with an international group and company
- Evaluating a concrete company's specific ownership advantages
- Reporting advantages and disadvantages of a complex FDI problem to a real company

9. Internship and Final Examination Project

9.1. Internship

The AP Programme in Marketing Management is an independent study programme and covers both theories and practice. The practical part of the programme shall create coherence between theories and practice to support the student in applying knowledge and skills in connection with solving concrete tasks.

During the internship the student will work with issues that are professionally relevant and will achieve knowledge in relevant business functions. During the internship the student is associated with one or more private or public companies. The internship will be without pay. The student alone is obliged to find a company for the internship and the Danish Academy Dania will ensure the framework for the internship.

The internship has duration of three months and is placed on the 4 Semester of the programme and combines the contents of the lectures etc. with the independent final examination project.

Before the internship starts the student must make and hand in a description of objectives (learning objectives) for the internship, which is based on the learning objectives below.

The internship corresponds to 15 ECTS credit points and is implemented from the beginning of the 4 Semester.

Learning objectives:

The student shall have knowledge of

- 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

The student shall have skills in

- 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

The student will acquire competencies to

- 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.

Test

An exam based on the internship which will take place on the 4 Semester as a conclusion to the internship.

9.2. Final Examination Project

The purpose of the final examination project on the AP Programme in Marketing Management is to document the student's understanding of practical and used theory and method in relation to a problem statement based on a specific task within the frames of the study programme. The problem statement which needs to be central to the study programme and to the company is phrased by the student possibly in collaboration with a private or a public company. The Danish Academy Dania will approve the problem statement.

The exam for the final project will be an external test and together with the test after the internship and other tests throughout the study programme it aims to document that the learning objectives for the study programme has been fulfilled.

The test consists of a project and an oral part with one common grade to be given. The test will not take place until the final test in the internship and the other tests throughout the study programme have been passed.

The final examination project corresponds to 15 ECTS credit points and will take place on the 4 Semester.

Purpose:

The purpose of the final examination project is for the student to prepare an independent and multidisciplinary assignment on a methodical foundation that demonstrates knowledge, skills and competencies based on the general learning goals of the study programme as the introduction to this curriculum. The main rule is that the project is based on concrete problem statements from a company.

Learning objectives:**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

10. Tests

The curriculum specifies three different types of exams:

- **External exam** in compulsory elements – these are national. Assessed by an examiner and one or more appointed external examiners.
- **Internal exam in compulsory elements** - . These are national. Assessed by one or more lecturers or business professionals.
- **Internal exam in elective subjects – these vary from academy to academy.** Assessed by one or more lecturers or business professionals.

The student is responsible for complying with the academy's rules for conducting examinations and tests.

All students are automatically signed up for the tests on the study programme and it is not possible to opt out.

If the student has started a learning element and/or semester the student will automatically be signed up for the exam/test. If the student has not passed/participated in the ordinary exam or test the student at Business academy Dania will automatically be signed up for a re-examination unless otherwise has been agreed. For further information see the department's rules about exams.

If the student does not participate in a test it will be the seen as the equivalent to one attempt to pass the test. This does, however, not apply if the student is prevented from participating due to documented illness.

The student is allowed three (3) attempts to pass a test.

All tests must be passed. Tests that have been passed cannot be retaken.

Test due to illness

A students who has been absent from exam due to (documented) illness or other extreme situation may take the exam as soon as possible hereafter.

Illness must be verified by documentation from doctor and the academy must receive the document no later than three days after the exam. Students who fall ill during the exam must also document illness via doctor's document.

If students fail the above, the exam counts as a try. The student must pay for the document from the doctor.

Aids for the exams

At written exams, students may use books, materials handed out in class, own notes, supplementary material, intranet, internet, usb-pen or the like, unless it is clearly stated in the exam papers or the guidelines for the exam.

The student is not allowed to use the following aids

- * Bluetooth
- * Mobile phone
- * Other communication devices allowing live access to other persons

If a student uses the above devices, he or she will be excluded from the exam immediately.

Students are not allowed to share or borrow aids from each other during the exam.

Students are not allowed to communicate with each other after the exams have started.

If a student communicates with another student or uses illegal devices during the exam, he or she will be excluded immediately.

Language

The exam must be answered in an intelligible Danish/English (dependent on requirements in the exam)

Special test conditions

Based on physical or psychic disability, students may ask permission to extend the exam time. The application must be handed in no later than 4 weeks before the exam. The academy may accept a shorter deadline if the disability suddenly occurs.

The application must include a doctor's document or other valid document describing the impairment.

Complaints

Students may complain about:

- 1 The basis of the test, including the questions, assignment etc.
- 2 How the test was conducted
- 3 The assessment of the results
- 4 Legal issues

The complaint must be written and handed in no less than two weeks after the assessment has been presented to the student.

10.1. Outline of Tests and Examinations

The programme comprises the following tests by semesters.

Test name	Core area/educational element	Stated on the final diploma
1. external (The company's strategic situation and strategy formulation)	International marketing and sales, Economics, Communication, Organization and management and Business law	X

1. internal (Test in optional educational element 1)	Optional educational element	X
2. internal (strategy implementation)	International marketing and sales, Economics, Communication, Organization and management	X
3. internal (Test in optional educational element 2)	Optional educational element	X
4. internal (Internship test)	Internship	X
2. external (Final exam project)	Final exam project	X

10.2. Compulsory Tests and Examinations

10.2.1 1 External Exam – 2 Semester

Exam in company's strategic situation and strategy development

The annual test consists of 2 sub tests at the end of the 2nd semester. It consists of

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

The learning objectives of knowledge and skills are widely tested in

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

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

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

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

On the day of the examination the student will be asked one or more questions that must be answered methodologically taking their starting point in the information gathered and possibly additional information handed out on the day of the test. The students must write no more than 24,000 characters including space, notes, tables but not including front page, list of contents, and list of sources and enclosures.

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

Compulsory attendance as a prerequisite for this exam

Compulsory activities are associated with this exam.

10.2.2 2 Internal exam – 3 Semester

Exam in strategy implementation

The second internal examination is an interdisciplinary examination in the entire curriculum of the 3rd semester. 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 must not exceed 24,000 characters including space, notes, tables but not including front page, list of contents, and list of sources and enclosures.

The assignment must be answered and 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 grading system is used.

Compulsory attendance as a prerequisite for this exam

Compulsory activities are associated with this exam.

10.2.3 4 Internal Exam – 4 Semester

Test in internship

The internship is tested via an internal written test. The student must write a report not exceeding 12,000 characters including space, notes, and tables but not including front page, list of contents, and list of sources and enclosures, documenting:

The exam assesses:

- The student's understanding and achievement of specific learning objectives for professional and personal development during the internship, as stated in the internship agreement
- The student's appraisals of the internship in relation to the final report.

The test is assessed as passed/not passed based on the internship report. The internship must be passed before the student can take the oral exam in the final project.

Compulsory attendance as a prerequisite for this exam

Compulsory activities are associated with this exam.

10.2.4 2 External Exam – 4 Semester**Test based on the final examination project (2 external examination)**

The project must be based on central issues in the education and must, as a general rule, take its starting point in the internship company.

The final project may be made individually or by 2-3 people.

The total volume must not exceed:

1 student: 100,000 characters

2 students: 150,000 characters

3 students: 200,000 characters

Character count includes space, foot notes, figures, and tables but not including front page, list of contents, and list of sources and enclosures. Find more information on the academy's intranet.

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

The student is awarded one grade in all for the project on the basis of an overall assessment of the written work and oral presentation. The weight of the written part of the final examination project is 2/3 and the oral defence 1/3. No sub-grade will be announced. The student's ability to spell and write clearly is also a part of the assessment.

Students may be released from this if their mother tongue is not Danish/English. The application must be sent 4 weeks before the assessment.

When a group project is assessed 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.

Evaluation criteria

The supervisor and examiner will be focusing on the following evaluation criteria

- The structure of the assignment
- The inclusion and use of relevant theories
- Form
- The inclusion of statistics and literature

- Reasoning and discernment
- The practical value of the assignment
- Assignment conclusions

10.3 Tests in Optional Elements

10.3.1 1 Internal Exam – 2 Semester

Statistics

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

Statistics: a 3-hour written test.

All aids allowed cf section 10.

Compulsory attendance as a prerequisite for this exam

Compulsory activities are associated with this exam. Please see the academy's specific requirements.

Media Production (Randers):

Case based, individual practical/written assignment forming the basis of the subsequent oral exam. The exam lasts 30 minutes.

Both the written and the oral part constitute the assessment.

Description will be handed out by lecturer.

Compulsory attendance as a prerequisite for this exam

Compulsory activities are associated with this exam. Please see the academy's specific requirements.

Internal Communication (Viborg):

A written assignment constitutes the assessment and grade.

Description will be handed out by lecturer.

Compulsory attendance as a prerequisite for this exam

Compulsory activities are associated with this exam. Please see the academy's specific requirements.

10.3.1 3 Internal Exam – 3 Semester

Business Economics

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

Business Economics: a 3-hour written test

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

Compulsory attendance as a prerequisite for this exam
Compulsory activities are associated with this exam.

Market Communication (Randers):

Oral examination on the basis of a written examination project. The examination lasts 30 minutes.

Both the written part and the oral presentation are assessed.

Description will be handed out by the lecturer.

Compulsory attendance as a prerequisite for this exam

Compulsory activities are associated with this exam.

Market Communication (Viborg):

Assignment or synopsis which forms the basis for an individual or group based oral exam. The examination lasts 20 minutes (one person) or 30 min. (2-3 people)

Both the written part and the oral presentation are assessed

Description will be handed out by the lecturer.

Compulsory attendance as a prerequisite for this exam

Compulsory activities are associated with this exam.

Entrepreneurship (Viborg)

Oral examination which uses the student's business plan as point of departure. The written part of the business plan forms the basis of the oral examination. The individual or group based oral examination forms the basis for evaluation. The examination lasts 20 minutes / 30 minutes (group).

Description will be handed out by the lecturer.

Compulsory attendance as a prerequisite for this exam

Compulsory activities are associated with this exam.

10.4 Register for the Tests and Examinations

In order for the student to fulfil the learning objectives/-outcome compulsory attendance has been attached to certain study elements in the form of, ex.

- Handing in/presenting assignments/projects and
- Compulsory attendance in the form of physical presence

The student cannot attend an exam before the activities of the semester that require compulsory attendance (obligatory activities) have been approved.

If the compulsory attendance is not fulfilled and if it's a condition to be able to attend an exam, the lack of fulfilment will be seen as adequate to one missed attempt to pass the exam.

To be able to register for re-exams the student must fulfil the original compulsory attendance requirements.

It appears from the description of the different exams whether obligatory activities are set as a condition to attend the exam.

The student is responsible for complying with the rules of conducting examinations and tests from the different Dania departments.

10.5 Cheating and Disrupting Behavior during Examination

If a student cheats during an examination or is found to behave in a disrupting manner, the student may be dismissed from the examination. In case of the latter, the academy may first issue a warning.

In the case of aggravating circumstances, the academy may decide that the student should be suspended from the academy for a period of time. In such cases, the student will be given a written warning that repeated behaviour may lead to expulsion.

Dismissal from a test/examination entails that the grade awarded for the test/examination in question is annulled, leaving the student with one used exam attempt.

When students hand in their test answers, they must sign the documents, verifying that the results have been made without unjust help.

Use of own and other's work – plagiarism

Cheating at exams by plagiarism is when a written assignment appears to be fully or partially made by the student(s) when the case is:

1. Contain identical or almost identical text and other wording or references, works without making any references to the sources in any way, which is a requirement in the guidelines for written work at the academy.
2. Re-use own material which has already been assessed once remembering the rules in point 1.

If a test paper is individual, it is also considered plagiarism if more students have the same expressions, passages of text, that they have made together and appear identical in more exam papers.

10.6 Tests during Stays Abroad

In case of extraordinary circumstances, students may be given permission to take a test abroad at a Danish representative office (embassy, consulate) or educational institution. Any costs in connection with this must be covered by the student.

An oral test abroad may in special circumstances be taken via the Internet, e.g. via Skype or other approved systems. Regulations and options can be seen in the guidelines of the individual educational institution.

11. Study Commencement Test

The student must pass a study commencement test to be able to continue on the study programme. The purpose of the study commencement test is to clarify whether the student has in fact entered the study programme.

The study commencement test is held in week 41 and the result will be announced to the student as passed/not no later than two weeks after the holding of the test.

The test consists of

- A digital multiple choice test at a knowledge level within the frames of the main subjects since the commencement of the study programme
- An assessment of study activity including presence and solving of the given tasks

If the test is not passed it is possible for the student to take a re-test which is held no later than three months after the commencement of the study programme. The student is given two opportunities to pass the study commencement test. The test is not covered by the rules in the exam curriculum on complaints about tests.

By failure of passing the study commencement test the student will be excluded from the study programme.

12. Requirements for Written Assignments and Projects

12.1 Compulsory Projects and Assignments

During the course of the programme, students are required to participate in elements like specialisation days, projects, study trips, and similar activities to qualify for exam. This also includes the projects mentioned below as well as other activities. (Further information about this is available at the academy's virtual communication platform).

Along with the actual tests and examinations, these elements constitute the collected basis for assessment for the passing of the programme.

12.1.1 Projects during the three First Semesters

Project A – Project focusing on the company’s strategic situation and methodology

Project A is a group project based on a process with the purpose of training methodology in the making of written projects. The project focuses on the semester’s overall theme, which is the company’s strategic situation, primarily incorporating the subjects Communication, Organization and Management, and Economics. Each institution decides the number of days without lessons, which the students will be given to work on the project, cf. local guidance for projects.

The project is concluded by a group based oral presentation by using the semester’s techniques. During the presentation the student must document independence, cooperation skills and innovation. The presentation may be followed by an individual oral test based on the project and will include the curriculum from the courses of the semester.

The assessment of the project is passed/not passed – but an indicative grade is given for the project. Projects that fail must be improved.

Project A is a Compulsory Test, and approval is a prerequisite for participating in future tests and examinations.

Project B – Project focusing on market analysis

Project B is a group project based on a process with the purpose of carrying out market analyses on factual problems on Danish or international markets. Included is a Business Law element. The individual academy decides the number of days without lessons that the students will have at their disposal for working on the project, cf. local guidance for projects.

The project is concluded with a presentation including justification and opposition. The assessment of the project is passed/not passed – but an indicative grade is given for the project. Projects that fail must be improved according to the guidance of the lecturer.

Project B is a Compulsory Test, and approval is a prerequisite for participating in future tests and examinations at the end of 2nd semester.

Project C – Project focusing on planning, and implementation of marketing plan (Randers)

This group project is based on a process with the purpose of working with planning, implementation and strategy implementation of a marketing strategy on factual problems in Denmark or internationally. In addition, the project includes elements from the students’ specialisation subjects. The students have a week off from lessons to make the project with tutoring both before and during the project week.

The project is presented as a group based oral presentation. During the presentation the student must document independence, cooperation skills, and innovation. The presentation is followed by an individual presentation

based on the project and must include elements from the semester's curriculum in International Marketing and Sales as well as from the specialisation subject.

The assessment of the project is passed/not passed – but an indicative grade is given for the project. Projects that fail must be improved according to guidance given by lecturer. The oral presentation is awarded an indicative grade according to the 7-point grading system.

Project C is a Compulsory Test, and approval is a prerequisite for participating in future tests and examinations.

Project C – Project focusing on planning and implementation of a marketing plan (Viborg)

Project C is a group project is based on a process with the purpose of devising a marketing plan with a company and its product/product portfolio as point of departure. The project must be based on a factual problem. The individual academy decides the number of days without lessons that the students will have at their disposal for working on the project, cf. local guidance for projects.

The project is presented at a group based oral presentation. During the presentation, the student must document independence, cooperation skills and innovation. The presentation is followed by an individual oral presentation based on the project and with particular focus the elements negotiation and sales from the course International Marketing and Sales.

The assessment of the project is passed/not passed – but an indicative grade is given for the project. Projects that fail must be improved according to guidance given by lecturer. The oral presentation is awarded a grade according to the 7-point grading system.

Project C is a Compulsory Test, and approval is a prerequisite for participating in future tests and examinations.

12.1.2 Compulsory Tests (CT)

When an assignment or activity is referred to as a “Compulsory Test” (i.e., CT in Randers, Compulsory Elements in Viborg), this means that the activity/assignment must be approved/passed as a basis to qualify for subsequent projects or exams. CTs/Compulsory Elements beyond projects and exams will appear from the programme's current activity plan.

Examples of CTs/Compulsory Elements are assignments, presentations and negotiation and sales technique activities, company visits, theme days etc.

Handing in – regulations:

Most CTs and assignments will be evident in the activity plan/annual plan of the programme or the study plan handed out by the lecturer. Students will be given at least a fortnight to work on extensive assignments. These assignments will be handed out by the lecturer, who is responsible for the project.

All CTs and assignments must be handed in via Fronter/Wiseflow. Additionally, the lecturer may decide for the students to hand in a paper version of the assignment as well.

If a student fails to meet the deadline, the lecturer will announce a second deadline. If the student fails to meet this deadline as well, the student will be called in for a meeting with the programme coordinator.

As a rule, the CT is an individual assignment. Naturally, you are allowed to discuss the CT, but it must be clear that the assignments are made individually.

The lecturers must make a status as soon as possible after the day of the deadline. In case of several missed deadlines, the programme coordinator will be contacted.

CTs that fail must be improved based on directions from the lecturer and are typically an elaboration of the same assignment. All students have three (3) tries to pass the CT. If the last try (the third) fails, the student has the opportunity to talk to the programme manager and apply for exemption to take a fourth attempt to pass the CT.

Assessment:

Grades and comments are given for each CT. If a CT fails, the lecturer in question will decide whether the assignment must be improved or a completely new CT must be made.

Other special activities:

During the studies there are lots of other activities. These are to be seen as compulsory tests, as these activities are instrumental in giving the student the desired professional profile.

Project SPSS including methodology (only in Randers)

This is a group based project with focus on training methodology as well as using the statistics programme SPSS on actual statistical material. Assessment is made according to the 7-point grading system.

13. Rules for the Completion of the Internship

The purpose of the internship is to provide the student with business competences and learn how to relate theory to practice in a specific company, enhancing the student's work competences. Also the learning curve is improved, seen in relation to the purpose of the education. This progression is ensured via contact with academy tutor, exams and the final project, which – as far as it is possible – should be prepared for and with the company where the student took his/her internship.

Students get tutorials in how to approach companies and apply for internship places, so students are confident in writing applications/cover letters and CV's when trying to find an internship company.

The different institutions carry out various initiatives to locate suitable internship companies. At the Danish Business Academy in Randers, for example, an annual "Internship Dating" event is hosted in September where students and companies meet to explore the opportunities of an internship stay. In Viborg, this is typically planned in connection with the scheduled day where students apply for an internship.

During the internship, the student has a tutor from the academy. Together, the student and the tutor decide targets for the learning during the stay. These targets or objectives guide the planning of the work made in the internship company. The tutor, the student and a representative from the internship company may meet

occasionally during the internship period. For students following the programme in Viborg, an internship up-start meeting is planned.

A total of 3 students may work in the same function in the same company.

Work hours and pay

The internship is comparable to a full time job with the same demands to work hours, effort, enthusiasm and flexibility as a graduate will expect to meet in the first job.

The student and the company decide upon the work hours together. The internship is to be regarded as fulltime employment. The company is not required to support the student financially.

Internship contract

A contract between the company and the students is signed. The contract must be approved by the programme coordinator/tutor in order to ensure the student a relevant professional output of the internship.

Confidentiality

In the contract, the student agrees to full confidentiality in relation to information which the student will be dealing with during the internship and any related projects – also after the completion of the programme.

Evaluation

To ensure that both student and company will benefit from the internship, an evaluation will be carried out at the end of the internship. Both student and company will be asked to evaluate the experience.

Internship manual

A manual containing a detailed description of the framework and conditions of the internship is available, containing e.g.:

- The duration of the internship
- The academy's responsibilities and guidelines for tutoring
- Expectations to students
- Expectations to company
- Demands to action plan and process description
- Framework for dialogue between the parties
- Contract and working conditions
- Assessment

Division of responsibilities

The student is to:

- Set up agreement with company
- Devise action plan
- Ensure approval of plan and contract
- Work on the agreed issues/tasks
- Produce internship report
- Report and evaluate the internship

The Internship Tutor is to:

- Approve the contract (or the programme manager by appointed)
- Approve action plan and work tasks

- Clarify matters of dispute
- Follow up on internship and deadlines

The Final Examination Project Tutor:

- Takes on the role of the Internship Tutor (e.g, the same tutor for both projects)
- Is appointed and available from the onset of the internship

The company is to:

- Enter into an agreement with the student and sign the contract
- Assist in setting up problem issues for student to work with
- Be responsible for relevant introduction and information about company
- Make sure the student has a contact person at his or her disposal
- Make sure any physical resources are available to the student (if any)
- Lay down requirements relating to reporting by student
- Evaluate the internship

14. Applied Teaching and Study Methods

The teaching is carried out using lectures and classroom teaching, dialogues, exercises, presentations, cases, seminars, domestic and foreign lecturers, projects as well as internships.

The teaching incorporates the most recent knowledge and results from national and international research, experiments and development in the disciplines attached to the profession. Furthermore, the teaching incorporates the practitioner's experiences and knowledge from key trends in the profession together with methods for developing the profession as well as carrying out quality and development work.

It is the policy of the Danish Academy of Business and Technology, Dania, that the lecturers plan and carry out the teaching based on the following pedagogical principles:

- Academy values – CARE
 - Considerate
 - Accountable
 - Respectful
 - Energetic
- Cross disciplinary approach
- Focus on projects and processes
- Creativity and Innovation
- Students' ability to demonstrate independency
- IT-based teaching
- Students are expected to demonstrate motivation and participate actively

The lecturer has the following roles focused on the teaching:

- Propagation (lecturers, class teaching, dialogue teaching, cases, presentations, use guest lecturers, presenters etc.)
- Tutor/facilitator (Support the students during projects, work placement, group work, etc.)

The Marketing Management Programme is a focused 2-year education and we expect the students to participate actively in their own learning. It is up to the students to be responsible for creating a framework for their own learning process, enabling him/her to achieve maximum outcome of the education.

The good student will thus:

- Meet up for all study activities
- Be prepared for all lessons
- Be active in every lesson/every project

14.1 Guidelines for Differentiated Instruction

As a rule, all teaching is the same for all students unless special agreements are made with the programme manager. Minor differentiation may occur in the daily teaching as e.g. feedback on presentations, projects etc. and teaching for both Danish and International classes together.

14.2 Rules on the Students' Obligation to Participate in Lectures

At the Danish Academy of Business and Technology, Dania, it is a prerequisite for being an active student that you participate in all lectures and take all the ordinary tests, exams, compulsory tests (CTs) and activities relevant to your studies. With this demand, we wish to create an educational and rewarding framework for each student.

This means that attendance at all lectures and in all related activities is compulsory. For further information on the requirements at each individual institution, please contact the relevant department.

Participating actively during lessons and attending all activities is itself a compulsory element/a Compulsory Test (CT).

For the student to take the exams during the programme, it is a prerequisite that the student has participated actively and has attended the necessary lectures/activities. The student meets the demand for study activity if he or she has submitted the compulsory tests, has passed the appertaining oral tests and evaluations and has met the demands in relation to attendance.

If a student has been absent several times, he or she will be called in for an interview, where the study activity is evaluated. If the attendance does not improve after this, the student may be asked to prepare an assignment with the purpose of assessing whether the student is able to perform at the necessary academic level.

Study activity is a requirement for receiving State educational grant (SU).

14.3 Requirements for Reading Texts in a Foreign Language

A large part of the literature will be in English, and several educational elements will be partly or entirely conducted in English.

15. Internationalisation

The educational institutions shall include the international dimension in the courses.

The programme consists of modules that make it possible for a student to attend one semester abroad, just as it is possible for international students to attend one semester of the programme at the department. The Danish Academy of Business and Technology, Dania, must approve the foreign educational institution as well as the academic contents of the programmes, which the students have applied for.

Also, the internship in the fourth semester can be taken abroad. The internship company must be approved, cf. the general guidelines for the internship.

16. Rules on Transfer of Credit

The institution can approve that educational elements or parts hereof passed at another institution are equivalent to educational elements or parts hereof in this curriculum. If the element in question has been assessed according to the 7-point grading scale at the institution where the examination took place, and it equals 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 the grade average.

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

The student is required to contact the student guidance centre for topical information as new opportunities may appear. The student must send a written request including relevant enclosures to the institution if Transfer of qualifications is to be considered. This also counts for Erasmus students, who want TOQ for a semester of 30 ECTS.

In Denmark there are a number of options for top-up bachelor studies in one year or 18 months. Please contact the academy for more information and for guidance. We may here refer to the "Uddannelsesguiden" from the Danish Ministry of Education as well as the university colleges in particular.

Students may also want to continue studies abroad where options of top-up bachelor studies are also plenty. Taking an international bachelor degree lasts one or two years, whereas the normal duration for a bachelor programme is three years.

17. Leave of absence

A student may be granted leave of absence based on personal grounds. About the rules of Leave of absence and the rules guiding this we refer to the guidelines of the institution and the Ministerial Order No. 214 of 21 February 2012 on access, admission and leave of absence.

As a rule, the first year of studies must be completed/approved to apply for leave.

18. Prolongation

The curriculum will come into force and be effective to students commencing the study programme per 1 September 2014.

19. References to Current Legislation

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

- Law no. 467 of 8th May 2013:
 - Law about business academy programmes and professional bachelor programmes
- Executive Order number 1521 of 16th December 2013 on business academy programmes and professional bachelor programmes
- Executive Order number 689 of 3rd July 3 2009 on business academy courses in International trade and marketing (AP Degree in Marketing Management)
- Executive Order no. 223 of 11th March 2014 about access to business academy educations and university colleges
- Executive Order number 1519 of 16th December 2013 on tests and examinations in higher education programmes with business focus
- Executive Order number 262 of 20 March 2007 on grading scales and other assessments

In case of extraordinary circumstances, the educational institution may grant exemption from the regulations in the curriculum which are not included by the legal basis.