



**DANIA ACADEMY**

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# **Curriculum for Marketing Management (AP)**

**Dania Academy Randers**

Valid from 30.08.2021



Approved by the Rector on behalf of the Board.

  
Anders Graae Rasmussen

5<sup>th</sup> of July 2022

**Change log:**

Version	Date	Performed by	Description
1	13.08.2021	Marianne Aardalsbakke, Helle Birk Lund Poulsen, Mette Petersen incl. lecturers from the knowledge universe for Marketing	New template and clarification of exams
2	05.07.2022	Mette Sutherland and Britt Carlsen	Appendix to the Curriculum for Marketing Management AP section 7.7 regarding changes to electives and exams for electives. The electives and exams follow the Curriculum for 2022. Consent from all Marketing Managements students in both Randers and Viborg has been given to the above changes.

Subject to any printing errors and changes

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# 1. Introduction

The curriculum for the Academy Profession Degree Programme in Marketing Management consists of two parts (rulebooks):

Part 1 - The national part

Part 2 - The institutional part

The national part of the curriculum for the Academy Profession Degree Programme in Marketing Management has been released in accordance with § 21, section 1 in the Ministerial Order for technical and commercial Academy Profession Programmes and Professional Bachelor Programmes.

The national part of the curriculum has been developed by the educational network for the Academy Profession Degree Programme in Marketing Management and approved by all the institutions that offer the programme. The institution-specific part has been approved by Dania Academy.

The curriculum and significant changes to it have been submitted to the chairmanship of external examiners and the educational committee.

**Dania Academy may choose to grant exemptions from the rules and regulations established by the institution or institutions if justified by exceptional circumstances.**

## 1.1. Purpose and professional aim

The purpose of the programme is to qualify the graduate to work independently and interdisciplinary, digitally and innovatively with marketing and sales. The graduate will be able to analyse, plan and implement initiatives relating broadly to marketing and sales in primarily small and medium-sized companies and organisations in an international perspective.

## 1.2. Overview of the programme's subject elements

The programme consists of 120 ECTS credits, which include:

1. Programme elements within the academic areas with a total scope of 90 ECTS credits.
2. Internship with a total scope of 15 ECTS credits.
3. Final Exam Project with a total scope of 15 ECTS credits.

The programme elements are organised within the following subject areas which comprise a total of 90 ECTS credits and which are weighted relative to each other in the ratio of 2.5: 2.

1. Marketing and sales: The subject area deals with analysis of the company's strategic situation in relation to customers, competitors, trends and markets. The focus is on developing the goals, strategy and action parameters of the marketing plan, including, for example, promotion and sales. In addition, focus is on proposals for implementing the plan under the influence of the company's other corporate functions and external partners.
2. Business understanding and economics: The subject area deals with analysis of the financial basis of the company and its competitors as well as the company's other internal and external factors, including socio-economic conditions. It also focuses on the development of the company's organisation and supply chain as well as financial impact analysis of implementation plans in a marketing context, taking legal aspects into account.

	Weight	ECTS		ECTS		ECTS
Subject areas			National subject elements		Local subject Elements/ elective	
Subject area <i>Marketing and sales</i>	2.5	50	NS1 - Business Understanding (Theme 1) NS2 - Market Understanding (Theme 2) NS3 - Market analysis (Theme 3) NS4 - The Marketing Plan - strategy and tactics (Theme 4) NS5 - The Marketing Plan - implementation (Theme 5) NS6 - Internationalisation (Theme 6)	10 10 10 20 10 10	LS1 – Promotion LS2 – Business Lab LS3 - Online marketing LS5 – Sustainability Marketing LS6 - Data Analysis	10 10 5 5 5
Subject area <i>Business understanding and economics</i>	2	40	NS1 - Business Understanding (Theme 1) NS2 - Market Understanding (Theme 2) NS3 - Market analysis (Theme 3) NS4 - The Marketing Plan - strategy and tactics (Theme 4) NS5 - The Marketing Plan - implementation (Theme 5) NS6 - Internationalisation (Theme 6)	10 10 10 20 10 10	LS1 – Promotion LS2 – Business Lab LS3 - Online marketing LS4 - Business Economics LS5 – Sustainability Marketing LS6 - Data Analysis	10 10 5 5 5 5
		<b>90</b>		<b>70</b>		<b>20</b>
<b>Internship</b>		<b>15</b>				
<b>Final Exam Project</b>		<b>15</b>				
<b>Prescribed number of ECTS</b>		<b>120</b>				

### 1.3. Timing of the programme's subject elements

The organisation of the elements is a reflection of the academic progression in the learning outcomes.

Programme elements	1st semester	2nd semester	3rd semester	4th semester	ECTS
NS1 - Business Understanding (Theme 1)	x				10
NS2 - Market Understanding (Theme 2)	x				10
NS3 - Market analysis (Theme 3)	x				10
NS4 - The Marketing Plan - strategy and tactics (Theme 4)		x			20
NS5 - The Marketing plan - implementation (Theme 5)		x			10
NS6 - Internationalisation (Theme 6)			x		10
LS1 – Promotion			x		10
LS2 – Business Lab			x		10
LS3 - Online marketing			x		5
LS4 - Business Economics			x		5
LS5 – Sustainability Marketing			x		5
LS6 - Data Analysis			x		5
Internship				x	15
Final Exam Project				x	15
<b>ECTS in total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>120</b>

It is possible for the Academy to make exceptions to the rules of the institutional parts of the curriculum if it is on the basis of exceptional circumstances.

## **Part 1 - The national part**

### **2. The programme's goals for learning outcomes**

#### **Knowledge**

The graduate will have knowledge about:

- and can understand centrally applied theory and method, and can also understand the profession's practice and use of theory and method within marketing and sales,
- complex and practice-orientated issues within the field of marketing in relation to the company's marketing, organisational and economic base.

#### **Skills**

The graduate will have the skills to:

- apply the profession's key methods and tools and be able to apply the skills related to employment within the marketing field,
- assess the practice-orientated problems as well as outline and choose solutions within the marketing field,
- disseminate practice-orientated issues and possible solutions to partners and users within the marketing field.

#### **Competencies**

The graduate will be able to:

- manage development-orientated situations within the field of marketing and sales, taking professional and socio-economic conditions into account,
- participate in academic and interdisciplinary collaboration in relation to marketing and internationalisation in a professional manner
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing and sales.

Please refer to appendix A which describes how the core areas of the national elements (Theme 1 – 6) are implemented.).

### **3. The programme includes 6 national subject elements**

#### **3.1. NS1 - Business Understanding (Theme 1)**

##### **Content**

The subject element deals with methods of analysing the company's internal conditions, including the annual accounts and accounting analyses. Similarly, the subject element is concerned with identifying the company's development potential, as well as the organisational and company form which the company can choose.

##### **Learning objectives for Business understanding**

##### **Knowledge**



The student will gain knowledge about:

- different types of analyses to assess the company's internal strategic situation,
- and an understanding of practices and the use of different business models,
- and an understanding of the practice, centrally applied theory and methodology in relation to how a company generates revenue.

### **Skills**

The student will get the skills to:

- use the key methods and tools to identify development potential based on the company's internal conditions,
- evaluate practice-orientated issues and develop and select solutions in relation to the company's business with the aim of creating added value for customers,
- assess and analyse the company's organisation, structure, culture and accounting for the optimisation of its business processes,
- communicate practice-orientated issues and solutions in relation to the internal analysis of the company.

### **Competencies**

The student will learn to:

- manage development-orientated situations related to the development and optimisation of the company's business model,
- participate in academic and interdisciplinary collaboration in relation to the company's internal conditions and business model in a professional way
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's internal conditions.

### **ECTS weight**

The subject element Business understanding is worth 10 ECTS credits.

## **3.2. NSE2 - Market Understanding (Theme 2)**

### **Content**

The subject element deals with methods for analysing the company's external conditions and market potential. The focus is on customers and competitors, and this subject element also deals with the professional and social aspects of the company, the company's legal relationship and analyses of the company's supply chain.

### **Learning Objectives for Market Understanding**

#### **Knowledge**

The student will gain knowledge about:

- different types of analyses to assess the company's external strategic situation,
- and an understanding of theory, methodology and practice in relation to different types of trend analyses and their relevance to the company.

#### **Skills**

The student will get the skills to:

- use the key methods and tools of the subject area in relation to an external analysis of the company's situation,
- evaluate practice-orientated issues as well as develop and select solutions in relation to the preparation of customer analyses and competitor analyses as well as evaluate the company's market potential,
- disseminate practice-orientated issues and possible solutions of the external situation to partners and users.

### **Competencies**

The student will learn to:

- manage development-orientated situations related to the company's external strategic situation,
- participate in academic and interdisciplinary collaboration with a professional approach in relation to the analysis of the company's external strategic situation,
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's strategic situation in a given market.

### **ECTS weight**

The subject element Market understanding is worth 10 ECTS credits.

## **3.3. NS3 - Market analysis (Theme 3)**

### **Content**

The subject element deals with methods of producing market analyses. There is a focus on data collection methods and the processing of data as well as legal issues related to this. Evaluation of data and statistical concepts and their application, as well as methods and tools for project management and control.

### **Learning Objectives for Market analysis**

#### **Knowledge**

The student will gain knowledge about:

- methods of collecting and using data and managing this,
- and an understanding of the practice, centrally applied theory and methodology in relation to different market analysis methods.

#### **Skills**

The student will get the skills to:

- use the subject's key methods and tools in relation to evaluating the validity and the reliability of the market analysis,
- assess the practice-orientated problems as well as outline and choose solutions based on the gathered primary

## **3.4. NS4 - The Marketing Plan - strategy and tactics (Theme 4)**

### **Content**

The subject element deals with the development of marketing strategies, including audience selection, positioning and preparation of communication and sales strategy, taking the budget and the company's earning goals into account. The subject element also includes the development of a strategic and tactical marketing plan for the B2C and the B2B market. It also includes pricing methods based on supply and demand conditions, as well as the company's cost ratio. In addition, the subject element includes scenarios and legal aspects within marketing and sales.

### **Learning objectives for the Marketing Plan - strategy and tactics**

#### **Knowledge**

The student will gain knowledge about:

- the marketing plan's structure including relevant marketing strategies and the tactical structure of the marketing plan
- and can understand the practical and centrally applied theory and method and can also understand the marketing plan's content and structure.

#### **Skills**

The student will get the skills to:

- apply the profession's key methods and tools and be able to apply the skills related to outlining a marketing plan and evaluating this,
- assess the practice-orientated issues as well as outline and choose strategic and tactical solutions for the marketing plan,
- communicate practice-orientated issues and possible solutions to business partners and users in relation to a specific marketing plan.

#### **Competencies**

The student will learn to:

- manage development-orientated situations related to marketing planning for companies operating in B2B and B2C markets,
- participate in academic and interdisciplinary collaboration with a professional approach in relation to the marketing plan,
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing planning on a strategic and tactical level.

#### **ECTS weight**

The subject element Marketing plan - strategy and tactics is worth 20 ECTS credits.

## **3.5. NS5 - The Marketing plan - implementation (theme 5)**

#### **Content**

The subject element deals with the implementation of the marketing plan in practice and the action plan for this, including securing the company's earnings and following-up on objectives, as well as budget control. The subject element focuses on the preparation of marketing materials, including the marketing mix's use in practice. The subject element also contains the company's sales planning and the different phases of the sale, as well as risk assessment of the plan and evaluation of its effectiveness.

### **Learning objectives for the marketing plan - implementation**

**Knowledge**

The student will gain knowledge about:

- the follow-up and evaluation of the marketing plan, including the practical application of the marketing mix,
- and understand the practice, centrally applied theory and methodology in relation to the preparation of the actual marketing material and related budgets.

**Skills**

The student will learn to:

- use key methodologies and tools to develop a practice-orientated and detailed operational marketing plan,
- evaluate the practice-orientated issues as well as outline and choose solutions in relation to the operational marketing plan.
- communicate practice-orientated issues and possible solutions to business partners and users in relation to the operational marketing plan.

**Competencies**

The student will learn to:

- undertake development-orientated situations related to the implementation of the operational marketing plan,
- participate in academic and interdisciplinary cooperation with a professional approach in relation to the company's work with internal and external partners in the preparation of an operational marketing plan,
- in a structured context, acquire new knowledge, skills and competencies in relation to ensuring the fulfilment of the company's operational marketing plan.

**ECTS weight**

The subject element Marketing plan - implementation is worth 10 ECTS credits.

### **3.6. NS6 - Internationalisation (theme 6)**

**Content**

This subject element deals with the company's internationalisation and internationalisation strategies, including market selection, establishment types as well as the modification of the marketing mix effort. The subject element also includes culture and the significance of this for the marketing mix effort. The subject element also includes trade policy and macroeconomic factors that affect the company's internationalisation. In addition, the subject element includes financing and investment theory.

**Learning Objectives for Internationalisation****Knowledge**

The student will gain knowledge about:

- the profession's practice and centrally applied theory and methods within internationalisation,
- and an understanding of the practice, centrally applied theory and methodology in relation to the company's internationalisation.

**Skills**

The student will learn to:

- use key theories and concepts that are important to the company's internationalisation,
- evaluate the practice-orientated issues as well as outline and choose marketing orientated solutions in relation to the company's internationalisation,
- communicate practice-orientated issues and possible solutions to business partners and users in relation to the company's internationalisation.

### **Competencies**

The student will learn to:

- manage development-orientated situations in connection with decisions relating to the company's internationalisation,
- participate in academic and interdisciplinary collaboration in a professional manner in relation to the preparation of the company's internationalisation
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's internationalisation.

### **ECTS weight**

The subject element Internationalisation is worth 10 ECTS credits.

## **3.7. The number of exams in the national subject elements**

There are 3 exams in the national subject elements, which represent 70 ECTS in total. In addition, there is one exam in the final examination project. For the number of exams in the internship, refer to the sections below.

For a comprehensive overview of all the programme exams, please refer to the institutional part of the curriculum, as the national subject elements described in this curriculum can be tested together with subject elements set in the institutional part of the curriculum.

## **4. Internship**

### **Learning objectives for the programme's internship**

The internship must ensure practice-orientated business competencies and the development of professional and personal competencies. The student must be able to solve practical issues in a methodological way by including relevant theories and models and thus contribute to the realisation of value-creating activities within the company.

### **Knowledge**

The student will gain knowledge about:

- the internship company's practice as well as the centrally applied theory and methodology of the internship function in the industry concerned,
- and understand the practical and applied theory and method for the internship's profession as well as be able to understand the internship's practice and use of theory and method.

### **Skills**

The student will get the skills to:

- use key theories and concepts linked to employment in the internship's profession,
- evaluate the practice-orientated issues related to the company and outline solution options in relation to the function of the internship,

- communicate the practice-orientated issues and give reasons for possible solutions to customers, business partners and users in relation to the internship function.

### **Competencies**

The student will learn to:

- handle development-orientated situations within the internship context,
- participate in academic and interdisciplinary collaboration in the internship company in a professional manner in relation to the internship,
- in a structured context, acquire new knowledge, skills and competencies in relation to their profession and their internship.

### **ECTS weight**

The internship is worth 15 ECTS.

### **Number of exams**

The internship is completed with 1 exam.

## **5. Requirements for the final exam project**

The final exam project, together with the internship exam and the other exams on the programme, must document that the learning objectives for the programme have been achieved.

The final exam project must also demonstrate the student's understanding of practices and centrally applied theory and methods in relation to a practice-orientated problem statement. The problem statement must be based on a specific task within the programme's area. The problem statement that must be central to the programme and profession, is formulated by the student, possibly in collaboration with a private or public company. The institution must approve the problem statement.

For specific formal requirements for the final examination project, please refer to the institutional part of the curriculum.

### **Exams for the final exam project**

The final exam project completes the programme once all the preceding exams have been passed.

### **ECTS weight**

The final exam project is worth 15 ECTS credits.

### **Examination form**

The examination consists of a project report and an oral defence. The exam has an external co-examiner, and one overall individual mark for the project and oral exam will be given according to the 7-point scale.

## **6. Rules on credit**

Passed programme elements are equivalent to similar programme elements taken at other educational institutions offering this programme.

The students are obliged to inform us of any completed programme elements from another Danish or foreign higher education programme or any jobs which are likely to provide credit.

The institution approves, in each instance, credit on the basis of completed programme elements and any jobs which meet the objectives of the subjects, the educational part and the internship parts.

The decision is taken according to an academic assessment.

For prior credit approval of studies in Denmark or abroad, students are required to document each approved and completed programme element on the completion of these studies.

In connection with the application for prior credit approval, the students must give permission to the institution to obtain any required information after the completion of their studies.

On approval according to the above, the programme element is deemed to be passed if it was passed according to the rules of the programme in question.

## **PART 2 - Institutional part**

### **7. The programme contains 5 local subject elements, including electives**

In addition to the national subject elements, the programme also includes local subject elements totalling 20 ECTS. The local subject elements offer the student the opportunity to qualify their academic and professional competencies through elective elements, specialisation and from the perspective of topics broadly related to the area of the programme.

Each year, a number of local course elements are offered in the programme, partly in the form of electives, as described in the appendix to this curriculum.

The institution is not required to provide teaching in all electives offered, but teaching will be provided for an appropriate number of electives, subject to a qualified assessment of both academic merits and any capacity constraints.

#### **7.1. LS1 – Promotion**

##### **Content**

The elective Promotion offers the student concrete skills in the use of marketing tools for the communication of brand and messages. At the same time, soft skills will also be obtained in deciding on the relevant marketing efforts, and in planning, implementing and evaluating these.

##### **Subjects**

- Graphic design for online and offline media
- Visual identity and the desired brand position
- Creative problem solving
- Design manual
- Campaign planning
- Presentation of creative solutions
- Copywriting
- Video production
- Media selection
- Evaluation of campaign initiatives

##### **Learning objectives for Promotion**

###### **Knowledge**

The student will gain knowledge about:

- Logos, typography, colour theory in relation to brand voice / tone
- Practice and centrally applied theory within graphic design
- Targeted campaigns in relation to the choice of media and content (text, images and video)

###### **Skills**

The student will get the skills to:

- Prepare and follow up on a creative presentation, as well as pitch the solution to a broader audience.



- Plan and execute design concepts, campaigns and promotional materials for online and offline media
- Combine media, messages and content for synergies in communication efforts

### **Competencies**

The student will learn to:

- Develop and follow design presentations on the basis of briefing, market situation and budget
- Plan, direct and execute realistic online/offline advertising campaigns across media
- Acquire basic knowledge, skills and competencies within the design and development of digital content

### **ECTS weight**

The subject element Promotion is worth 10 ECTS credits.

## **7.2. LS2 – Business Lab**

This local subject element is only taught in English.

### **Content**

Developing your strategic thinking skills isn't enough to get you promoted. To advance in your career, you need to demonstrate them. The course focuses on Business Development and it will give you the ability to develop and realise visions, ideas, and concepts. Through practical Project Management, you will acquire theories and tools to apply in your work for real organisations. The course will enable you to further qualify your work, develop yourself, and develop your direction and career path.

### **Topics**

- Various methods of business plan developments
- Strategic thinking
- Various methods of entrepreneurial and intrapreneurial development

### **Learning objectives for Business Lab**

#### **Knowledge**

The student will gain knowledge about:

- Organisational Design, Development as well as the Psychology behind making choices
- Business Model Design, Prototyping, Marketing and Branding, Entrepreneurship and Regenerative Approaches to Entrepreneurship and Business

#### **Skills**

The student will get the skills to:

- Design, facilitate, and lead processes in diverse groups from conception to realisation
- Craft a business plan for a specific business venture and choosing relevant Key Performance Indicators
- Investigate, read, and understand patterns, trends and tendencies

### **Competencies**

The student will learn to:

- Create multiple layers of value for your customers and stakeholders both short term and long term
- Communicate and align your team around strategic goals
- Strategically develop businesses on a commercial level for start-ups, initiatives within existing organizations, or enterprising projects

**ECTS weight**

Subject element Business Lab is worth 10 ECTS credits.

### 7.3. LS3 – Online marketing

**Content**

The elective subject Online marketing offers the student hard skills in the use of online media (a company's own platforms and that of others) as communication platforms for a company's marketing efforts.

**Subjects**

- Website setup
- Marketing via
  - Keyword Optimisation (SEO)
  - Keyword Advertising (SEM)
  - Social Media
  - E-mail:

**Learning Objectives for Online Marketing****Knowledge**

The student will gain knowledge about:

- Keyword analysis performance
- Online marketing, including social media
- Website and CMS systems

**Skills**

The student will get the skills to:

- Perform a case-specific keyword analysis
- Prepare marketing materials on online media and social media
- Website setup, including domains, hosting and CMS system

**Competencies**

The student will learn to:

- Plan, direct and execute realistic advertising campaigns online
- Drive traffic online for the purpose of conversion

**ECTS weight**

The subject element Online marketing is worth 5 ECTS credits.

### 7.4. LS4 - Business Economics

**Contents**

- Extended cost structures, cost calculations and choosing between various alternatives, including alternative costs.
- Extended price setting with regard to different market forms and within capacity and additionally price optimisation.
- Extended knowledge of investment decisions with sensitivity/break-even analyses before and after tax.
- Extended knowledge of financing and types of financing, incl. leasing, and criteria for comparing and choosing between the options before and after tax.

## **Learning objectives for Business Economics**

### **Knowledge**

The student will gain knowledge about:

- Cost and profitability calculations, including cost allocation systems
- Theory, method and practice in relation to the use of production factors, types of investment and financing, as well as their influence on a company's decision-making.

### **Skills**

The student will get the skills to:

- Carry out various economic analyses in relation to the decision-making process as well as to optimise the use of different production factors.
- Make investment calculations for both fixed and current assets before and after tax.
- Present and communicate arguments for the choice of financing of equity and foreign capital in relation to investments in fixed and short term assets.

### **Competencies**

The student will learn to:

- Independently develop minor analyses, including assessment of the economic consequences of planned marketing activities.
- Independently identify and analyse investment and financing options, qualitatively and financially in relation to specific planning tasks.

### **ECTS weight**

The subject element Business economics is worth 5 ECTS credits.

## **7.5. LS5 – Sustainability Marketing**

### **Content**

This subject element provides students with an understanding of why and how companies can work towards a more sustainable business understanding. Furthermore, the subject is centred around business-driven social responsibility and giving the student the knowledge and tools to take CSR / Sustainability from talk to action.

### **Subjects**

- Key concepts in sustainability
- Reporting practices for SMEs
- Implementation of the Global Goals in an SME
- Sustainability Marketing in theory and practice

## **Learning objectives for Sustainability Marketing**

### **Knowledge**

The student will gain knowledge about:

- Corporate Social Responsibility (CSR) and sustainability
- Related economic theories
- How the elements of CSR / sustainability can provide value in a company, both in relation to business development, as a strategy, and in the branding process.
- Sustainability as the driving force of innovation and as a way of understanding the new market conditions for both society and market.
- How Sustainability Marketing can be used as a business model.

### **Skills**

The student will get the skills to:

- Identify CSR and sustainability elements in a company
- Inspire others on how to work with CSR and sustainability in practice
- The effects of using Sustainability Marketing, seen in relation to the industry's competitiveness
- Analyse the economic consequences of adopting a distinctively green profile.
- Analyse the Supply Chain effects occurring as a consequence of an increased focus on Sustainability Marketing

### **Competencies**

The student will learn to:

- Assess a company's ability to use Sustainability Marketing as a competitive parameter
- Participate in innovative development of new concepts related to the company's sustainability profile.

### **ECTS weight**

The subject element Sustainability marketing is worth 5 ECTS credits.

## **7.6. LS6 - Data Analysis**

### **Purpose**

If you are interested in working with online marketing, marketing campaigns, sales or business development, this subject offers an important and basic understanding of the field. With this subject, you will be capable of making money for the company on an informed basis.

You will learn about programs that can help track and process raw data, so that you can make better decisions. You will also learn what kind of data is needed for a general outline to uncover what information is missing in your decision-making process or understanding.

### **Content**

- Key concepts in Data analysis
- The company's internal data sources
- Setting up and use of systems for Data Analysis (ex Google Analytics, MS Power BI, R, Shiny)
- Drawing up KPIs to measure performance

### **Learning Objectives for Data analysis**

#### **Knowledge**

The student will gain knowledge about:

- various tools, approaches and methods in data-driven marketing and business development
- the practice and centrally applied theories and methods in practical tasks

#### **Skills**

The student will get the skills to:

- select and apply tools in data analysis
- evaluate the most important tools and methods applied in data analysis
- communicate practice-orientated questions and possible data work solutions to the participants, customers, partners and users

#### **Competencies**

The student will learn to:

- participate in academic and interdisciplinary collaboration with a professional approach to data analysis
- manage data-driven marketing challenges and business development in relation to decision making
- in a structured context, acquire new knowledge, skills and competencies in relation to data analysis.

### ECTS weight

The subject element Data analysis is worth 5 ECTS credits.

## 7.7. Electives

The learning objectives for electives are described in the appendix to this curriculum electives in Marketing Management AP, year 2021-2023.

Please be aware that electives and their exams follow the curriculum for 2022.

## 7.8. Examinations

The purpose of exams during the programme is to decide to which degree the student meets the professional objectives established for the programme and its elements. The curriculum distinguishes between two different examination forms:

- External exam: Evaluated by the lecturer and one or more appointed co-examiners
- Internal exam: Evaluated by a lecturer and where the oral exams are concerned, a co-examiner appointed by the academy (as established by the individual programme).

NB: Enrolment will be terminated for students who have not passed any exams in a continuous period of at least one year.

Part-exams that have not been passed cannot be re-taken if they form part of an overall exam that has been passed unless otherwise stipulated in the ministerial order or the curriculum for the programme.

Reference is also made to *the Ministerial Order on Examinations on Professionally Oriented Higher Education Programmes, the Ministerial Order on the Grading Scale and Other Forms of Assessment of Study Programmes under the Ministry of Higher Education and Science* as well as **Dania Academy's examination rules** at <https://eadania.com/counselling-services/exemptions/>

### 7.8.1 Overview of exams

Placement	Exam	Subject elements	ECTS	Evaluation	Marking scale	Weighting
1 <sup>st</sup> semester	Commencement of studies exam	The purpose of this exam is to establish that the student has in fact started their studies. <i>This exam does NOT appear from the diploma.</i>	-	Internal	Approved / not approved	
1 <sup>st</sup> semester	1 <sup>st</sup> internal exam	This exam must document that the student has achieved the learning objectives set for the 1st semester. Consists of 3 parts: - 2 Part assessments	30	Internal	7-grade scale	Activity 1: Weighting 15% Activity 2: Weighting 15% Project: Weighting 70%

		<ul style="list-style-type: none"> <li>- 1 written group project with individual oral examination</li> </ul> <p>A grade for all 3 parts will appear on the diploma.</p>				
<b>2<sup>nd</sup> semester</b>	1 <sup>st</sup> external exam	<p>This exam must document that the student has achieved the learning objectives set for the 2nd semester</p> <p>Consists of 3 parts:</p> <ul style="list-style-type: none"> <li>- 2 Part assessments</li> <li>- 1 written group project with individual oral examination</li> </ul> <p>A grade for all 3 parts will appear on the diploma.</p>	30	External	7-grade scale	<p>Activity 1: Weighting 15%</p> <p>Activity 2: Weighting 15%</p> <p>Project: Weighting 70%</p>
<b>3<sup>rd</sup> semester</b>	2 <sup>nd</sup> internal exam	The exam contains learning objectives from the national programme element in the 3rd semester and must document that the student has achieved these learning objectives.	10	Internal	7-grade scale	1
	3 <sup>rd</sup> internal exam	<p>This exam must document that the student has achieved the learning objectives set for local subject elements. The examination consists of:</p> <ul style="list-style-type: none"> <li>- Portfolio assignments</li> <li>- A final overall assignment with individual oral examination.</li> </ul>	20/15 (ECTS depends on the choice of local subject elements)	Internal	7-grade scale	<p>A. Part assessments: Weighting 10% Overall Part assessment: Weighting 60%</p> <p>B. Part assessments: Weighting 10% Overall Part assessment: Weighting 70%</p>
	Business economics (only for students who have chosen this subject)	The exam contains learning objectives from the local programme element "Business economics" in the 3rd semester and must document that the student has achieved these learning objectives.	5 ECTS	Internal	7-grade scale	1
<b>4<sup>th</sup> semester</b>	Internship exam	This exam must document that the student has achieved the learning objectives for the internship	15	Internal	7-grade scale	1
	Final Exam Project	<p>The final exam project, together with the internship exam and the other exams on the programme, must document that the learning objectives for the programme have been achieved.</p> <p>The final exam project completes the programme once all</p>	15	External	7-grade scale	1

		the preceding exams have been passed.				
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## 7.8.2 Description of exams

### 1<sup>st</sup> internal exam

Placement	1 <sup>st</sup> semester
Learning objectives being tested and the related subject elements	The learning objectives for the 3 national subject elements “Business Understanding” (NS1), “Market Understanding” (NS2) and “Market Analysis” (NS3) are tested. The learning objectives can be found in the national part of the curriculum.
ECTS in total	30 ECTS <i>corresponding to the scope of the learning objectives being tested during the exams in (national and / or local subject elements)</i>
Prerequisites	<p>The student must have been taken active part in their studies, see chapter 7.8 and 7.9.</p> <p>In order to take the oral examination, the content of the assessment activities as well as the semester project must meet the required number of keystrokes, plagiarism and timely submission. To take the oral exam, the student must confirm paper submission by way of signature. This is done practically speaking by uploading the assignment in WISEflow.</p> <p>If the prerequisites for assessment activity are not met, they will be rejected. If the prerequisite is not met, the student / students cannot participate in the exam and will have used one exam attempt. This applies to the ordinary exams as well as re-exams.</p>
Deadline for when prerequisites must be met	No later than 14 days before the oral exam
Form	Written assignments prepared in groups, consisting of 3 parts: 2 Part assessments and a semester project. Oral, group exam based on part assessment B with individual assessment of the performance. Oral, individual exam based on assessment activities and the semester project which documents that the student has achieved the goals set for knowledge, skills and competencies.
Contents related extent (formalities)	<p>In the end of the first two programme elements (NS1 and NS2) there is a part assessment (A) and again in the end of the third programme element (NS3), there is a part assessment (B) in the 1st Semester.</p> <p><b>Part assessment A:</b> Part assessment A consists of a written assignment, prepared by 3-5 students with min. keystrokes of 9.500 and max. of 12.000 characters (including spaces, footnotes, figures and tables, but excluding front page, executive summary, table of contents, references and enclosures).</p> <p><u>Content</u> Based on a company and / or industry, the group selects an analysis and defines a purpose related to the company and / or the industry. The group selects 1-2 central models / theories in 'Business Understanding' (NS1) and / or 'Market Understanding' (NS2) to</p>

achieve the defined purpose. The students must argue for their choice of model / theory. Based on the chosen company and / or industry, the chosen purpose, and the chosen theory(ies) / model(s), the students must carry out in-depth analyses.

**Part assessment B:**

Part assessment B consists of a written assignment, prepared by 3-5 students with min. characters of 9.500 and max. of 12.000 characters (including spaces, footnotes, figures and tables, but excluding front page, executive summary, table of contents, references and enclosures) and an additional group exam. The oral group examination lasts 25 min. All group members must take active part in the dialogue. The students are given an individual grade.

Content

Based on a company and / or industry, a statement of intent is prepared, as well as a detailed project plan for the submission of Part assessment B. In addition, the Part assessment contains a presentation of and argumentation for which elements the group will elaborate on / describe and analyse in preparation for the project plan. The students must argue for the choice of elements to be included.

Reflection on the extent to which the process, organisation, communication, planning and teamwork have taught the students something new that can be used for the rest of the project period and / or in future projects.

Oral group exam for part assessment B

Duration: 25 minutes

The exam will have the following structure:

- 5-minute presentation of project plan. All group members must take active part in the presentation
- 15 minutes' examination and dialogue
- 5 minutes for deliberation and feedback

**The semester project**

40,000 to 50,000 keystrokes including spaces, footnotes, figures and tables, but excluding front page, executive summary, table of contents, Bibliography and appendices.

Based on a specific company, the problem formulation should read as follows:

- *What strengths and weaknesses, opportunities and threats characterise the company's strategic situation in the market with a view to grow?*

Based on both primary and secondary data collection (NS3), a situational analysis (strategic analysis) must be carried out for a company, including an assessment of its market potential. The situational analysis must include both internal (NS1) and external factors (NS2). Based on the problem formulation, an analysis and assessment of the company's strengths, weaknesses, opportunities and threats are expected to be included.

Formal requirements for the semester project:

- The project must contain both primary and secondary data sources
- Data from official data or semi-official sources must be included
- Documentation for the use of both internal (from the company) and external sources is required.



	<ul style="list-style-type: none"> <li>The project must include: Front page, executive summary, table of contents, introduction, problem formulation, delimitation, method section, analysis section, conclusion, source list and any appendices.</li> </ul> <p>In connection with the project, two milestones of guidance incl. feedback will be planned.</p> <p><b>Individual oral exam for the semester project</b></p> <ol style="list-style-type: none"> <li>The students give a presentation of the selected project elements (max. 5 min.)</li> <li>The students are tested broadly in the learning objectives for the semester based on the Part assessments and the semester project (approx. 15 min.)</li> <li>The student draws a theoretical question which related broadly to the learning objectives of the semester. The student must then explain and argue for the theoretical question (approx. 5 min)</li> <li>Deliberation and grading: approx. 5 minutes</li> </ol>
Evaluation	<p>Internal evaluation according to the 7-grade scale.</p> <p><b>Weighting</b></p> <ol style="list-style-type: none"> <li>The result from Part assessment A is weighted 15% of the total grade</li> <li>The result from Part assessment B is weighted 15% of the total grade, where the oral and written part each is weighted 50%</li> <li>The semester project and the oral exam are weighted 70% of the total grade. The oral and the written part are weighted equally. Both parts must be passed separately.</li> </ol> <p>The result from the part assessments and the semester project (including the oral examination) will appear from the diploma.</p> <p><b>Exam attempts</b></p> <p>The student has one attempt at completing Part assessments A and B. In the event of undocumented absence for the oral part, non-submission of report or submission without actual content, non-fulfilment of prerequisites, the student is awarded the assessment 'not submitted'.</p> <p>The student has three exam attempts, and the semester project must be passed. If the exam is not passed, one exam attempt will have been used.</p> <p><b>Evaluation</b></p> <p>The written part of the exam is assessed for the group as a whole. A differentiated, independent grade for the written part of the semester project requires that the individual student's contribution appears expressly from the paper. Everyone in the group is responsible for all parts of the project.</p> <p>The oral part is evaluated on the basis of the individual performance at the exam.</p> <p><b>Re-examination</b></p> <p>In the event of a failed semester project: Students must continue working with the existing project in order to improve the product. In the event of "fail", the student / students are instructed on what to correct in relation to a re-assessment / re-examination.</p>

Evaluation criteria	<p><b>Part assessment A:</b></p> <p>In addition to the learning objectives in the curriculum, emphasis will be placed on the following in the evaluation of the Part assessment:</p> <ul style="list-style-type: none"> <li>• The quality of the statement of intent for the assignment</li> <li>• The argumentation for and application of the chosen model / theories</li> <li>• The extent to which the collected secondary data sources have been used in the analysis/analyses as well as the ability to assess the relevance of the collected information</li> <li>• The student's ability to express themselves professionally using relevant technical terms</li> <li>• Formal requirements, including assigned referencing.</li> </ul> <p><b>Part assessment B:</b></p> <p>In addition to the learning objectives in the curriculum, emphasis will be placed on the following in the evaluation of the Part assessment:</p> <ul style="list-style-type: none"> <li>• The quality of the statement of intent for the project plan</li> <li>• The argumentation for, as well as the scope of selected elements to be considered in the assignment</li> <li>• An assessment of the extent to which the selected elements in project planning have been used as intended, as well as the quality of the project planning</li> <li>• The student's ability to express themselves professionally</li> <li>• Reflection</li> <li>• Formal requirements, including assigned referencing</li> </ul> <p><b>Semester project</b></p> <p>In addition to the learning objectives in the curriculum, emphasis will be placed on the following in the evaluation of the written product:</p> <ul style="list-style-type: none"> <li>• Has the problem statement been accounted for?</li> <li>• Relevant selection, application and combination of knowledge and methods from the subject elements of the semester</li> <li>• Academic insight and immersion - mastery of relevant academic goals in the subject's areas and familiarisation with relevant new academic areas</li> <li>• Use of relevant sources</li> <li>• Academic content and presentation</li> <li>• Formal requirements, including assigned referencing</li> </ul> <p><b>At the oral exam emphasis is on:</b></p> <p>In addition to the learning objectives in the curriculum, emphasis will be placed on the following in the evaluation of the oral presentation:</p> <ul style="list-style-type: none"> <li>• The ability to give a structured, professional presentation</li> <li>• The ability to abstract from the specifics of the analyses</li> <li>• Insight into and assessment of the analyses in the academic dialogue</li> <li>• The ability to answer the question drawn at the exam</li> </ul>
Writing and spelling skills	Included in the overall assessment
Language	English, see also Academy Dania's examination regulations for exemption options.
Aids	All aids are allowed, except when answering the theoretical question drawn at the exam.
Registration for exams	When starting a semester, you will automatically be registered for the tests and exams scheduled for that semester – including the related make-up exams/re-exams.

	It is not possible to withdraw from an exam, except in exceptional circumstances. See Dania Academy's examination rules.
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### 1<sup>st</sup> external exam

Placement	2 <sup>nd</sup> semester
Learning objectives being tested and the related subject elements	The learning objectives for the 2 national subject elements "Marketing plan - strategy and tactics" (NSE4) and "Marketing plan - implementation" (NSE5) are tested. The learning objectives can be found in the national part of the curriculum.
ECTS in total	30 ECTS
Prerequisites	<p>In order to register for the examination, it is a prerequisite that all examinations in the 1<sup>st</sup> semester have been passed. The student must also have been taken active part in their studies, see chapter 7.8 and 7.9.</p> <p>In order to take the oral examination, the content of the part assessments as well as the semester project must meet the prerequisites for the number of keystrokes, plagiarism and timely submission. To take the oral exam, the student must confirm paper submission by way of signature. This is done practically speaking by uploading the assignment in WISEflow.</p> <p>If the prerequisites for assessment activity are not met, they will be rejected.</p> <p>If the prerequisite is not met, the student / students cannot participate in the exam and will have used one exam attempt. This applies to the ordinary exams as well as re-exams.</p>
Deadline for when prerequisites must have been met	No later than 14 days before the oral exam
Form	Written assignments prepared in groups, consisting of 3 parts: 2 part assessments and a semester project. A video presentation based on part assessment D prepared in groups. Oral, group exam based on part assessments and the semester project which documents that the student has achieved the goals set for knowledge, skills and competencies.
Contents related extent (formalities)	<p><b>Part assessments</b></p> <p>In the end of the 2 programme elements (NS4 and NS5), the part assessments are carried out.</p> <p><b>Assessment activity C</b></p> <p>Part Assessment C consists of a written assignment covering parts of the subject element NSE4, prepared in groups of 3-5 students, of between 9,500-12,000 keystrokes (including spaces, footnotes, figures and tables, but excluding front page, table of contents, Bibliography and appendices).</p> <p><u>Content</u></p> <p>Based on a company and relevant data and sources, segmentation and selection of target group are carried out and accounted for, as well as argumentation for relevant strategy for 2 selected parameters in the marketing parameter mix.</p>

**The assignment is expected to have the following content:**

- Introductory part: Introduction, problem formulation (including delimitation), and a brief description of considerations and choice of method based on the problem formulation
- The actual paper, with the inclusion of relevant sources in the argumentation on an ongoing basis
- Conclusion
- Source list
- Appendix

**Part assessment D:**

Part assessment D is prepared in groups of 3-4 students and consists of a video presentation with a duration of 5-8 minutes and a written report of 6,000-7,200 keystrokes (including spaces, footnotes, figures and tables, but excluding front page, table of contents, Bibliography and appendices). All group members must participate in the video presentation.

Content

Based on self-selected companies, a sales/negotiation situation, that portray a BtB negotiation, is prepared. The situation chosen is entirely up to the group, but it must be centered on a business negotiation, eg: sales situation, job interview or price negotiation.

Written content:

- Context, roles, and strategy are defined.
- Description of the sales situation and the process before this negotiation, as well as what the relationship between the parties is.
- The embedded conflict(s) that show the ability of both parties to negotiate.

Video content:

- Everyone presents themselves at the beginning of the negotiation
- Demonstrate the use of relevant negotiation tools

**Semester project with oral group presentation**

The written part of the exam consists of preparation of a marketing plan for a company, including segmentation and the choice of target group. The project is prepared in groups of 3-5 students.

In total, the written project must have a minimum of 60,000 keystrokes and a maximum of 72,000 keystrokes (including spaces, footnotes, figures and tables, but excluding front page, executive summary, table of contents, Bibliography and appendices).

The distribution of content should reflect the following:

- The introduction, problem statement, demarcation, methodology section and the conclusion must have a minimum of 10,000 keystrokes and maximum 12,000 keystrokes.
- The strategic and tactical part of the marketing plan must have a scope of 33,500 to 40,000 keystrokes.
- The implementation part of the marketing plan must have a scope of 17,500 to 20,000 keystrokes.

Oral group exam for the semester project

	<p>10 minutes are set aside for each student. However, a minimum of 30 minutes and a maximum of 50 minutes per group including deliberation and grading.</p> <ul style="list-style-type: none"> <li>• The oral part of the exam begins with a presentation of the communication product prepared by the group as well as a presentation based on the project (max. 10-15 minutes)</li> <li>• After the presentation, the examiners ask in-depth questions about the presentation and the written report, as well as general questions in relation to the learning objectives for the relevant subject elements (approx. 15-25 min.)</li> <li>• It is the responsibility of the group to ensure that all group members participate actively in the entire exam</li> <li>• Deliberation and grading: approx. 5-10 minutes</li> </ul>
Evaluation	<p>External evaluation according to the 7-grade scale.</p> <p><b>Weighting</b></p> <ol style="list-style-type: none"> <li>1. The result from Part assessment C is weighted 15% of the total grade</li> <li>2. The result from Part assessment D is weighted 15% of the total grade, where the video is weighted 60% and written part is weighted 40%</li> <li>3. The semester project and the oral exam are weighted 70% of the total grade. The oral and the written part are weighted equally. Both parts must be passed separately.</li> </ol> <p>The result from the part assessments and the semester project (including the oral examination) will appear from the diploma.</p> <p><b>Exam attempts</b></p> <p>The student has one attempt at completing part assessments C and D. In the event of undocumented absence for the oral part, non-submission of report or submission without actual content, non-fulfilment of prerequisites, the student is awarded the assessment 'not submitted'.</p> <p>The student has three exam attempts to pass the project exam. If the exam is not passed, one exam attempt will have been used.</p> <p><b>Evaluation</b></p> <p>The student receives one aggregate grade for the written and the oral part of the semester project. The written part of the exam is assessed for the group as a whole. A differentiated, independent grade for the written part of the semester project requires that the individual student's contribution appears expressly from the paper. The oral part is evaluated on the basis of the individual performance at the exam.</p> <p><b>Re-exam</b></p> <p>This happens when the semester project exam is not passed: Students may continue working with the existing project in order to improve the product. In the event of "fail", the student / students will be advised on what to improve in a new assignment and a new oral examination.</p>
Evaluation criteria	<p><b>Part Assessment C</b></p> <p>In addition to the learning objectives in the curriculum, emphasis will be placed on the following in the evaluation of the part assessment:</p> <ul style="list-style-type: none"> <li>• The quality of the statement of intent for the assignment</li> </ul>

	<ul style="list-style-type: none"> <li>• Argumentation for and application of the chosen model / theories, including, in particular, segmentation and choice of target audience as well as parameter mix strategy</li> <li>• The extent to which the collected primary and secondary data sources have been used in the analysis/analyses as well as the ability to assess the relevance of the collected information</li> <li>• The student's ability to express themselves professionally using relevant technical terms</li> <li>• Reflection on the quality of the completed analysis</li> <li>• The quality and assessment of the suggestions</li> <li>• The ability to conclude on the problem statement</li> <li>• Formal requirements, including assigned referencing</li> </ul> <p><b>Part assessment D:</b></p> <p>In addition to the learning objectives in the curriculum, emphasis will be placed on the following in the evaluation of the part assessment:</p> <ul style="list-style-type: none"> <li>• The ability to describe a realistic negotiation situation</li> <li>• The ability to define context, roles and strategy and the relationship between these.</li> <li>• The quality of the description of the sales situation and the process before negotiation, and the relationship between the parties.</li> <li>• The realism and quality of the embedded conflict (s)</li> <li>• The introduction of the participants in the video and the use of relevant negotiation tools</li> </ul> <p><b>Semester project with oral group presentation</b></p> <p>In addition to the learning objectives in the curriculum, emphasis will be placed on the following in the evaluation of the written product:</p> <ul style="list-style-type: none"> <li>• Has the problem statement been accounted for?</li> <li>• Relevant selection, application and combination of knowledge and methods from relevant subject elements</li> <li>• The academic insight and immersion in the semester's subject areas</li> <li>• The ability to familiarize oneself with relevant new professional topics</li> <li>• Use of relevant sources</li> <li>• Academic content and presentation</li> <li>• Formal requirements, including assigned referencing</li> </ul> <p>At the oral exam emphasis is on:</p> <ul style="list-style-type: none"> <li>• The ability to present in a structured and professional manner</li> <li>• The ability to abstract from the specific situation in the solution proposals</li> <li>• Insight into and assessment of the analyses in the professional dialogue</li> </ul> <p>The students receive one grade based on an overall assessment of the written assignment and the oral presentation.</p>
Writing and spelling skills	Included in the overall assessment
Language	English, see also Academy Dania's examination regulations for exemption options.
Aids	No restriction on the use of aids.
Registration for exams	When starting a semester, you will automatically be registered for the tests and exams scheduled for that semester – including the related make-up exams/re-exams.

	It is not possible to withdraw from an exam, except in exceptional circumstances. See Dania Academy's examination rules.
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## 2<sup>nd</sup> internal exam

Placement	3 <sup>rd</sup> semester
Learning objectives being tested and the related subject elements	The learning objectives for the national subject elements "Internationalisation" are being tested. The learning objectives appear from the national part of the curriculum.
ECTS credits in total	10 ECTS
Prerequisites	<p>All exams in the 1st year of study must have been passed. The student must also have been taken active part in their studies, see chapter 7.8 and 7.9.</p> <p>In order to take the oral part of the exam project, the content of the written assignment must meet formal requirements and be submitted correctly and on time. To take the oral exam, the student must confirm paper submission by way of signature. This is done practically speaking by uploading the assignment in WISEflow.</p> <p>If the prerequisite is not met, the student / students cannot participate in the exam and will have used one exam attempt. This applies to the ordinary exams as well as re-exams.</p>
Deadline for when prerequisites must have been met	No later than 7 days before the oral exam
Form	Oral, individual exam based on a written group project.
Contents related extent (formalities)	<p>2nd internal exam tests the learning objectives for the subject element, Internationalisation (NSE6).</p> <p><b>Individual oral exam</b></p> <p>At the individual oral exam, the students will be tested on the basis of the submitted group project and broadly in the learning objectives for the semester. In addition, the students draw a theoretical question within the learning objectives of the semester at the oral exam. The student must then explain and argue for the theoretical question.</p> <p><b>The written group project</b></p> <p>The written project is an interdisciplinary project based on a practical problem in a company with a focus on international market screening, which must include a detailed macroeconomic analysis for the possible country(ies) that the company wants to enter combined with a cultural analysis and an assessment of the most appropriate entry mode and preparation of a marketing plan for entering the selected market(s) incl. budget and investment, and a financing strategy for a relevant potential investments for the company.</p> <p>The written group project must have a scope of 31,200-36,000 keystrokes (including spaces, footnotes, figures and tables, but excluding front page, executive summary table of contents, source list and appendices).</p> <p><u>Oral individual exam for the group project</u></p>

	<p>20 minutes are set aside for each student.</p> <ul style="list-style-type: none"> <li>• The examination is based on the submitted project and more broadly on the learning objectives for the semester (max. 10-12 min.)</li> <li>• The student draws a theoretical question which related broadly to the learning objectives of the semester. The student must then explain and argue for the theoretical question (approx. 5 min)</li> <li>• Deliberation and grading (approx. 3-5 minutes.)</li> </ul>
Evaluation	<p>Internal evaluation according to the 7-grade scale.</p> <p>The student has three attempts to pass the exam. The student receives one aggregate grade for the written and the oral part of the project. The written part of the exam is assessed for the group as a whole. A differentiated, independent grade for the written part of the semester project requires that the individual student's contribution appears expressly from the paper. The oral part is evaluated on the basis of the individual performance at the exam.</p> <p>If the exam is not passed, one exam attempt will have been used. Students must continue working with the existing project in order to improve the product. In the event of "fail", the student / students will be advised on what to improve in a new assignment and a new oral examination.</p>
Evaluation criteria	<p><b>Group project with individual exam</b></p> <p>In addition to the learning objectives in the curriculum, emphasis will be placed on the following in the evaluation of the written product:</p> <ul style="list-style-type: none"> <li>• Has the problem statement been accounted for?</li> <li>• Relevant choices, application and combination of knowledge and methods from the semester's subject areas</li> <li>• The academic insight and immersion in the semester's subject areas</li> <li>• The ability to familiarize oneself with relevant new professional topics</li> <li>• Use of relevant sources</li> <li>• Academic content and presentation</li> <li>• Formal requirements, including assigned referencing</li> </ul> <p>At the oral exam emphasis is on:</p> <ul style="list-style-type: none"> <li>• The ability to present in a structured and professional manner</li> <li>• The ability to abstract from the specific situation in the solution proposals</li> <li>• The ability to answer the question drawn at the exam</li> </ul> <p>The students receive one grade based on an overall assessment of the written assignment and the oral presentation.</p>
Writing and spelling skills	Included in the overall assessment
Language	English, see also Academy Dania's examination regulations for exemption options.
Aids	All aids are allowed, except when answering the theoretical question drawn at the exam.
Registration for exams	When starting a semester, you will automatically be registered for the tests and exams scheduled for that semester - including the associated sick exams / re-exams. It is not possible to cancel an exam unless special circumstances apply. See Dania Academy's Exam Regulations.



### 3<sup>rd</sup> internal exam

Placement	End of 3 <sup>rd</sup> semester
Learning objectives being tested and the related subject elements	<p>The local learning objectives from electives, the main programme as well as selected additional subjects are being tested:</p> <ul style="list-style-type: none"> <li>• Promotion, 10 ECTS (main programme)</li> <li>• Business Lab, ECTS (main programme)</li> <li>• Online Marketing, 5 ECTS (additional subject)</li> <li>• Online Marketing, 5 ECTS (additional subject)</li> <li>• Data analysis, 5 ECTS (additional subject)</li> </ul>
ECTS credits in total	<p>This exam depends on the choice of local subject element:</p> <p>A. "Promotion" or "Business Lab" combined with two additional electives of 5 ECTS (Online Marketing, Data Analysis or Sustainability Marketing, respectively) consists of one exam with a total of <b>20</b> ECTS.</p> <p>B. "Promotion" or "Business Lab" combined with one additional elective of 5 ECTS (Online Marketing, Data Analysis or Sustainability Marketing, respectively) <b>AND</b> Business Administration consists of two exams of <b>15</b> ECTS and <b>5</b> ECTS, respectively. Both grades will appear from the diploma.</p>
Prerequisites	<p>The 1<sup>st</sup> and 2<sup>nd</sup> semester as well as 2<sup>nd</sup> internal exam in 3<sup>rd</sup> semester must have been passed. In addition, submission of all scheduled portfolio assignments is assumed.</p> <p>In order to take the oral part of the exam project, the content of the written assignment must meet formal requirements and be submitted correctly and on time. To take the oral exam, the student must confirm paper submission by way of signature. This is done practically speaking by uploading the assignment in WISEflow.</p> <p>If the prerequisite is not met, the student / students cannot participate in the exam and will have used one exam attempt. This applies to the ordinary exams as well as re-exams.</p>
Deadline for when prerequisites must have been met	No later than 7 days before the oral exam
Form	Oral, group exam based on a portfolio. The portfolio contains product types that document that the student has achieved the competence goal, including work with and reflection on selected and essential knowledge and skills goals. The portfolio contains reflections on the student's own learning and development in achieving the competence goal. The oral part of the exam takes place at a specified time at a specified physical address and under supervision.
Contents related extent (formalities)	<p><b>1<sup>st</sup> portfolio assignment: "Promotion"</b></p> <p>A revised/optimized brand identity and logo must be prepared for a collaborating company designated by the academy.</p> <p>The portfolio assignment consists of two elements:</p> <ul style="list-style-type: none"> <li>• A complete file with at least 5 graphic drafts of the logo concluding with the logo chosen by the students.</li> <li>• A film uploaded in Panopto with a minimum duration of 5 minutes and a maximum of 10 minutes, in which the students argue for the process of revising the logo and the graphic techniques and tools used, as well as how the revised brand identity is expressed in the revised logo.</li> </ul> <p>An overall group grade and a brief feedback is given on impressions of visual expression, the procedure and consistency between visual expression and brand identity.</p>

## **2<sup>nd</sup> portfolio assignment: "Promotion"**

A campaign must be prepared for the company. The task consists partly of preparing proposals for the individual elements in the campaign, which overall means that the collaborative company achieves the goal set by the students. It can be a campaign that increases a certain customer group's knowledge of the company or a campaign that improves a certain customer group's image perception of the company. In part, the assignment consists of a written part that argues for the choices the students make to achieve the set goal, including the financial consequences the campaign will have for the company.

There are no specific requirements for how many elements the campaign must contain, but emphasis is placed on the students being able to show that they have a realistic relationship with what elements are required to be able to achieve their goals, and that they can show a breadth of the professional tools they can use.

The assignment is prepared as a continuation of the collaboration with the company from the 1st portfolio assignment, where they apply brand identity and logo broadly to various elements.

The portfolio task consists of two elements:

- One file with design and text for all the proposed media
- One file in the form of a written assignment that presents all arguments for visual style and message. This file must not be more than 10 pages, ie. maximum 24,000 characters (including spaces, footnotes, figures and images, but excluding front page, table of contents, Bibliography and appendices)

An overall group grade is given and a brief feedback on the overall impression of the campaign as well as an assessment of the procedure.

## **1<sup>st</sup> portfolio assignment: "Business Lab"**

The assignment is divided into two elements. An individual submission based on a reflection form (60% weighting) and a group submission (40%), which consists of a "SCRUM" dashboard and a written description of competencies and resources at the case company.

Feedback is given at the following week's workshops.

## **2<sup>nd</sup> portfolio assignment: "Business Lab"**

Strategic scenarios must be prepared for the case company, so that it has some benchmarks for entering an uncertain future. The framework for the assignment must be De Ruijter's Scenario-Based Strategy model. The format is a written submission with 5 sections, cf. the above model (mission, trends, scenarios, options and vision, plus introduction and conclusion).

One file is submitted in WISEflow in the form of a written assignment that presents all arguments including sources and references. This file must not make up more than 10 standard pages, i.e. a maximum of 24,000 keystrokes (including spaces, footnotes, figures and images, but excluding front page, table of contents, Bibliography and appendices).

Feedback is given at the following week's workshops.

**Portfolio assignment: "Data analysis"**

The assignment in "Data Analysis" is an individual video presentation (10 minutes length). In the video, the student must explain the following based on a company case defined by the student or the lecturer:

- Where and how do I retrieve data?
- What have I done with the data?
- What are key takeaways?

The answer is evaluated in relation to

- The complexity of data and data collection,
- The "news value" / "company value" of the insights gained
- The relevance of the selected visualisation methods

The students are given one overall grade as well as short feedback.

**Portfolio assignment: "Sustainability Marketing"**

The assignment in "Sustainability Marketing" consists of a written group project, as well as an individual multiple-choice test.

**Written project 50%:**

The assignment is prepared in groups. The written project must have a scope of 10,000-12,000 keystrokes (including spaces, footnotes, figures and tables, but excluding front page, table of contents, Bibliography and appendices).

**Multiple choice 50%:**

The questions are answered individually immediately after submission of the assignment in Wiseflow.

The students are given one overall grade as well as short feedback on the written project.

**Portfolio assignment: "Online Marketing"**

The portfolio assignment consists of two elements. Partly one landing page, which could be considered as a future addition to the partner company's existing website. The page is set up with various features in the selected Wordpress CMS-system, which supports the goal of the landing page. The content must be designed by the students and must be SEO-optimized on the page. Partly a written assignment with explanation of intention with the page, keyword selection, keyword analysis and arguments for selected plugins for the page.

The written project is handed in as a file consisting the link to the landing page, created by the students. The written project may not exceed 12.000 characters (including spaces, footnotes, figures and images, but excluding front page, table of contents, Bibliography and appendices).

An overall group grade is given and a brief feedback on the overall impression of the website as well as an assessment of the procedure.

**Compiled submission: "Promotion"**

Based on the student(s)' choice of subjects, an overall recommendation is prepared for the company in the form of specific physical and / or digital products as well as improvement proposals for previously submitted portfolio assignments, incl. reflection on corrections.

There are no specific design requirements for the physical or digital products. For each portfolio assignment, written reflection must be prepared with arguments for changes to the original portfolio submission. This reflection may not exceed 2,400 keystrokes per portfolio assignment. The entire product must be submitted as one file including front page, table of contents, Bibliography and any appendices.

45 minutes are set aside for the oral exam, regardless of group size.

- The oral part of the exam begins with a presentation of the product prepared by the group as well as a presentation based on the modified portfolio assignments (max. 10-15 minutes)
- After the presentation, the examiners ask in-depth questions about the presentation and the modifications, as well as the underlying reflections (15-20 min.)
- It is the responsibility of the group to ensure that all group members participate actively in the entire exam.
- Deliberation and grading (5-10 min.)

**Compiled submission: "Business Lab"**

Based on the student(s)' choice of subjects, an overall recommendation is prepared for the company in the form of specific strategic scenario plans combining these. Based on theses, a written submission is prepared that covers roadmap, actions and monitoring. It is ok to update scenarios, but this must be described in an attached appendix. Also to be appended are any improvement proposals for previously submitted portfolio assignments incl. reflection on corrections.

The written submission must include *"roadmap", "actions" and "monitoring" sections to complete De Ruijter's Scenario-Based Strategy model.*

*Formal requirements for the written submission*

- Maximum 12,000 keystrokes
- Must include an introduction, "roadmap", "actions", "monitoring" and conclusion
- A complete Bibliography and references

In addition, "activity completion" in Moodle and group Mural will serve as documentation of completed activities. Both elements are a prerequisite for assessment of the written assignment.

45 minutes are set aside for the oral exam, regardless of group size.

- The oral part of the exam begins with a presentation of the portfolio elements and recommendations (10-15 min.)
- After the presentation, the examiners ask in-depth questions about the presentation, the written assignment, as well as the underlying reflections (15-20 min.)
- It is the responsibility of the group to ensure that all group members participate actively in the entire exam.
- Deliberation and grading (5-10 min.)

Evaluation	<p>Internal evaluation according to the 7-grade scale.</p> <p>The result from the ongoing portfolio assignments is included as an ongoing assessment. The result from the ongoing portfolio assignments will appear from the diploma.</p> <p>The student has one attempt to complete portfolio assignments. In the event of undocumented absence from the oral part, non-submission of assignments or submission without actual content, the student is awarded the assessment 'not submitted'.</p> <p>The student has three exam attempts, and the entire portfolio project must be passed. A collective assessment is given of the written part and the oral performance. The written part of the exam is assessed for the group as a whole. A differentiated, independent grade for the written part of the semester project requires that the individual student's contribution appears expressly from the paper. The oral part is evaluated on the basis of the individual performance at the exam.</p> <p>If the exam is not passed, one exam attempt will have been used. Students must continue working with the existing project in order to improve the product. In the event of "fail", the student / students will be advised on what to improve in a new assignment and a new oral examination.</p>
Evaluation criteria	<p>In addition to the learning objectives in the curriculum, emphasis will be placed on the following in the evaluation of the written product:</p> <ul style="list-style-type: none"> <li>• The connection between the task set and the final solution</li> <li>• Relevant selection, application and combination of interdisciplinary knowledge and methods from selected subjects</li> <li>• The student's ability to use the academic concepts as well as tools to prepare solution proposals</li> <li>• The student's ability to familiarise themselves with relevant new academic areas</li> <li>• The student's ability to express themselves professionally using relevant technical terms</li> <li>• The student's ability to reflect on the improvement of previously submitted products</li> </ul> <p>At the oral exam emphasis is on:</p> <ul style="list-style-type: none"> <li>• The oral presentation of the project and its main conclusions, academic insight and immersion in the academic dialogue and combination of knowledge from relevant subject elements</li> <li>• The examinee's ability to make interdisciplinary considerations in connection with the Part assessments, including argumentation for improvements</li> <li>• Reflection on the quality of the work completed</li> </ul> <p>The students receive one grade based on an overall assessment of the written assignment and the oral presentation.</p>
Writing and spelling skills	Included in the overall assessment
Language	English, see also Academy Dania's examination regulations for exemption options.
Aids	No restriction on the use of aids.
Registration for exams	When starting a semester, you will automatically be registered for the tests and exams scheduled for that semester - including the associated sick exams / re-exams. It is not

	possible to cancel an exam unless special circumstances apply. See Dania Academy's Exam Regulations.
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### Business economics

Placement	End of 3 <sup>rd</sup> semester
Learning objectives being tested and the related subject elements	The learning objectives for the local subject element "Business economics". Learning objectives are stated in the local part of the curriculum.
ECTS credits in total	5 ECTS
Prerequisites	The 1 <sup>st</sup> and 2 <sup>nd</sup> semester as well as 2 <sup>nd</sup> internal exam in 3 <sup>rd</sup> semester must have been passed. The student must also have been taken active part in their studies, see chapter 7.8 and 7.9.
Deadline for when prerequisites must have been met	No later than 7 days before the oral exam
Form	Individual written national exam. The exam documents that the student has achieved the competence goal as well as significant knowledge and skills goals. The exam takes place at a specified time at a specified physical address and under supervision.
Contents related extent (formalities)	The exam has a duration of 4 hours without preparation.
Evaluation	Internal evaluation according to the 7-grade scale.  The student has three attempts at the exam.  In the event of "fail", the student may seek guidance in relation to their own preparation for a new written examination.
Evaluation criteria	The submitted assignment will be assessed on the basis of the national grading instructions.
Writing and spelling skills	Included in the overall assessment
Language	English, see also Academy Dania's examination regulations for exemption options.
Aids	No restriction on the use of aids.
Registration for exams	When starting a semester, you will automatically be registered for the tests and exams scheduled for that semester - including the associated sick exams / re-exams. It is not possible to cancel an exam unless special circumstances apply. See Dania Academy's Exam Regulations.

### Internship exam

Placement	End of 4 <sup>th</sup> semester
Learning objectives included in the exam	The learning objectives for the internship will be tested. They can be found in the national part of the curriculum.
ECTS credits in total	15 ECTS corresponding to the scope of the learning objectives being tested at the exam

Prerequisites	<p>All exams in the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> semesters must have been passed. In addition, the student must have completed the compulsory elements:</p> <ul style="list-style-type: none"> <li>• Participation in mid-term evaluation</li> <li>• Filling in the final evaluation</li> </ul> <p>In addition, it is a prerequisite that the student has completed 2/3 of the internship period as a minimum in order to sit the oral exam.</p> <p>In order to take the oral part of the exam project, the content of the written assignment must meet formal requirements and be submitted correctly and on time. To take the oral exam, the student must confirm paper submission by way of signature. This is done practically speaking by uploading the assignment in WISEflow.</p> <p>If the prerequisite is not met, the student / students cannot participate in the exam and will have used one exam attempt. This applies to the ordinary exams as well as re-exams.</p>
Deadline for when prerequisites must have been met	No later than 7 days before the oral exam
Form	Oral, individual exam based on the internship report. The report documents that the student has achieved the competence goal, including work with and reflection on selected and essential knowledge and skills goals as well as their own learning and development in achieving the competence goal. The oral part of the exam takes place at a specified time at a specified physical address and under supervision.
Contents related extent (formalities)	<p>The purpose of the exam is to test the student's ability to reflect on and document that they have achieved the learning goals set for the internship, where different tasks, activities and experience come into play with a focus on an improvement proposal that creates value in the company within an academic area in which the student has been involved throughout their internship. The improvement proposal must be action-orientated (implementable), and own experience must be included. Relevant theories and models must be used.</p> <p>The written project must have a scope of 9,500-12,000 keystrokes (including spaces, footnotes, figures and tables, but excluding front page, table of contents, Bibliography and appendices).</p> <p><u>Oral individual exam for the internship report</u>  The oral exam has a duration of 25 minutes:</p> <ul style="list-style-type: none"> <li>• Own reflections on the fulfilment of learning objectives for the internship (5 minutes)</li> <li>• An account of personal development during the internship (5 minutes)</li> <li>• Discussion of the internship report (10 minutes)</li> <li>• Deliberation and grading (5 min.)</li> </ul>
Evaluation	<p>Internal evaluation according to the 7-grade scale.</p> <p>The student has three attempts at the exam.</p> <p>If the exam is not passed, one exam attempt will have been used. Students must continue working with the existing project in order to improve the product. In the event of</p>

	“fail”, the student / students will be advised on what to improve in a new assignment and a new oral examination.
Evaluation criteria	<p>In addition to the learning objectives in the curriculum, emphasis will be placed on the following in the evaluation of the written product:</p> <ul style="list-style-type: none"> <li>• Relevant selection, application and combination of interdisciplinary knowledge and methods from relevant subjects in connection with the action-orientated improvement proposal</li> <li>• Academic insight and immersion - mastery of relevant academic goals in the relevant subjects and familiarisation with relevant new academic areas</li> <li>• Relevant theories and models must be used.</li> <li>• The student's ability to express themselves professionally using relevant technical terms</li> <li>• Formal requirements, including citation</li> </ul> <p>At the oral exam emphasis is on:</p> <ul style="list-style-type: none"> <li>• The oral presentation of the project and its main conclusions Academic insight and immersion in the academic dialogue and combination of knowledge from the relevant subject elements</li> <li>• Reflection on the quality of the recommended improvement as well as their own experience</li> </ul> <p>The students receive one grade based on an overall assessment of the written assignment and the oral presentation.</p>
Writing and spelling skills	Included in the overall assessment
Language	English, see also Academy Dania's examination regulations for exemption options.
Aids	No restriction on the use of aids.
Registration for exams	When starting a semester, you will automatically be registered for the tests and exams scheduled for that semester - including the associated sick exams / re-exams. It is not possible to cancel an exam unless special circumstances apply. See Dania Academy's Exam Regulations.

### Exams for the final exam project

Placement	End of 4 <sup>th</sup> semester
ECTS credits in total	The final exam project is worth 15 ECTS credits.
Learning objectives included in the exam	The final exam project, together with the internship exam and the other exams on the programme, must document that the learning objectives for the programme have been achieved. The learning objectives can be found in the national part of the curriculum.
Prerequisites	The exam project completes the programme, which is why all previous exams must have been passed.
Deadline for when prerequisites must have been met	No later than 7 days before the oral exam
Form	Oral, individual exam based on a project. The project documents that the student has achieved the competence goal, including work with and reflection on selected and essential knowledge and skills goals as well as their own learning and development in achieving the competence goal. The oral part of the exam takes place at a specified time at a specified physical address and under supervision.



	<p>The project can be prepared individually or in groups of 2-3 students.</p>
Contents re- lated extent (formalities)	<p>The written project is an interdisciplinary project and must be based on a problem in a self-chosen company. The problem statement must be based on a specific task within the programme's area. The problem, which must be central to the programme and the profession, is formulated by the student, possibly in collaboration with a private or public company. The institution must approve the problem statement.</p> <p>The exam project must have a scope of:  for 1 student: Between 70,000 and 100,000 keystrokes  for 2 students: Between 105,000 and 150,000 keystrokes  for 3 students: Between 140,000 and 200,000 keystrokes</p> <p>Keystrokes include spaces, footnotes, figures and tables, but excluding front page, executive summary, table of contents, Bibliography and appendices.</p> <p><u>Oral individual exam for the final project</u>  Based on the written project, the student is examined at an individual oral examination of 45 minutes' duration, incl. grading.</p> <ul style="list-style-type: none"> <li>• The oral part of the exam begins with a short presentation of the central aspects and main conclusions of the project. Followed by reflections, perspective or an elaboration of the subject (max. 12 min.)</li> <li>• After the presentation, the examiners ask more detailed questions about the presentation and the written report, as well as general questions in relation to the learning objectives for the relevant subject elements (approx. 25 min.)</li> <li>• Deliberation and grading: approx. 5-7 min.</li> </ul>
Evaluation	<p>External evaluation according to the 7-grade scale.</p> <p>The student has three attempts at the final exam project. The student receives one aggregate grade for the written and the oral part of the final project. If the final project is prepared in groups, then the written part of the final project will be assessed as a whole for the whole group. A differentiated, independent grade for the written part of the final project requires that individual student's contribution appears expressly from the paper. The oral part is evaluated on the basis of the individual performance at the exam.</p> <p>If the student has not passed the exam, one exam attempt will have been used. The student cannot continue working with the existing project, and a new project must be prepared with a new problem formulation.</p>
Evaluation criteria	<p>In addition to the learning objectives in the curriculum, emphasis will be placed on the following in the evaluation of the written product:</p> <ul style="list-style-type: none"> <li>• Has the problem statement been accounted for?</li> <li>• Relevant selection, application and combination of knowledge and methods from relevant subject elements</li> <li>• The extent to which the collected primary and secondary data sources have been used in the analysis/analyses as well as the ability to assess the relevance of the collected information</li> <li>• Academic insight and immersion - mastery of relevant academic goals in the relevant subjects and familiarisation with relevant new academic areas</li> <li>• Use of relevant material</li> </ul>

	<ul style="list-style-type: none"> <li>• Academic content and presentation</li> <li>• Formal requirements, including citation</li> </ul> <p>At the oral exam emphasis is on:</p> <ul style="list-style-type: none"> <li>• The oral presentation of the project and its main conclusions Academic insight and immersion in the academic dialogue and combination of knowledge from the relevant subject elements</li> <li>• The examinee's ability to make methodological, interdisciplinary considerations in connection with projects and choice of relevant subjects, including argumentation for the choice of one subject</li> <li>• Reflection on the quality of the recommended improvement</li> </ul> <p>The students receive one grade based on an overall assessment of the written assignment and the oral presentation. The written part of the main project is weighted 2/3 of the grade and the oral defence, 1/3. No partial grades are given.</p>
Writing and spelling skills	Included in the overall assessment
Language	English, see also Academy Dania's examination regulations for exemption options.
Aids	No restriction on the use of aids.
Registration for exams	When starting a semester, you will automatically be registered for the tests and exams scheduled for that semester - including the associated sick exams / re-exams. It is not possible to cancel an exam unless special circumstances apply. See Dania Academy's Exam Regulations.

### 7.8.3 Make-up examination, exemption, cheating, complaints and special examination conditions

Dania Academy has established rules and procedures regarding special conditions when conducting examinations. The rules and procedures will appear from **Dania's examination regulations, which the student is expected to have read at the beginning of the 1st semester.**

**The examination regulations include, among other things, rules and procedures in the following areas:**

- When a student may attend a make-up examination
- When the student must pass the exam
- How the student should relate to physical or psychological disability
- Examinations taken abroad
- Complaints
- Cheating, plagiarism and disruptive behaviour during examinations, etc.

## 7.9. Study activity criteria

At Dania Academy, we regularly monitor our students' study activity. Study activity is a prerequisite for being eligible for SU and continuing to be enrolled in the program.

Enrolment in the programme is terminated for students who:

- Has not passed any tests for a continuous period of at least 1 year
- Has not passed any study start test within 3 months after study start
- Has not passed tests of a scope of 45 ECTS points per. academic year

The institution may dispense with the requirement of 45 ECTS points per year of study if the student is an elite athlete or it is due to illness, maternity or unusual circumstances, including disability.

### 7.9.1 Commencement of studies exam

1<sup>st</sup> semester students must attend and pass a commencement of studies exam in order to continue their studies. The purpose of this exam is to establish that the student has in fact started on the programme.

The commencement of studies exam is held no later than two months after commencement of study, and the result will be communicated to the student as passed/not passed within two weeks of holding the exam.

If a student fails the commencement of studies exam, they may participate in a re-examination, which will be held 3 months after the beginning of the 1<sup>st</sup> semester at the latest. The student will be given two attempts to pass the commencement of studies exam. The examination is not subject to the rules in the executive order on examination regulations regarding complaints about examinations.

Should the student fail to pass the 1<sup>st</sup> semester examination the student will be expelled from the programme.

### 7.9.2 Commencement of studies exam

Placement	No later than 2 months after the commencement of studies
Purpose	To document that the student has actually started on the programme.
Prerequisites	Enrolment on the programme and access to Moodle rooms as well as active participation measured by an absence below 10% from study start until the commencement of studies exam.
Deadline for when prerequisites must have been met	When the commencement of studies exam is held
Form	The commencement of studies exam is a written individual test which will take place at a specified time at a specified physical address and under supervision.
Contents related extent (formalities)	<p>The test consists of a 1-hour basic knowledge test within the framework of the subjects taught since the start of the study and an assessment of the study activity, including presence and completion of assignments handed out.</p> <p>If a student fails the study start test in their first attempt, they will be called in for an interview with the institution to assess study motivation prior to the second attempt.</p>
Evaluation	Internal evaluation as approved/not approved.
Evaluation criteria	<p>To pass, the student must get at least 50% correct answer in the basic knowledge test.</p> <p>The student has two attempts at the commencement of studies exam.</p>
Writing and spelling skills	There are no special requirements for the students' writing and spelling.
Language	English, see also Academy Dania's examination regulations for exemption options.
Aids	No restriction on the use of aids.
Deadline for cancellation	Compulsory

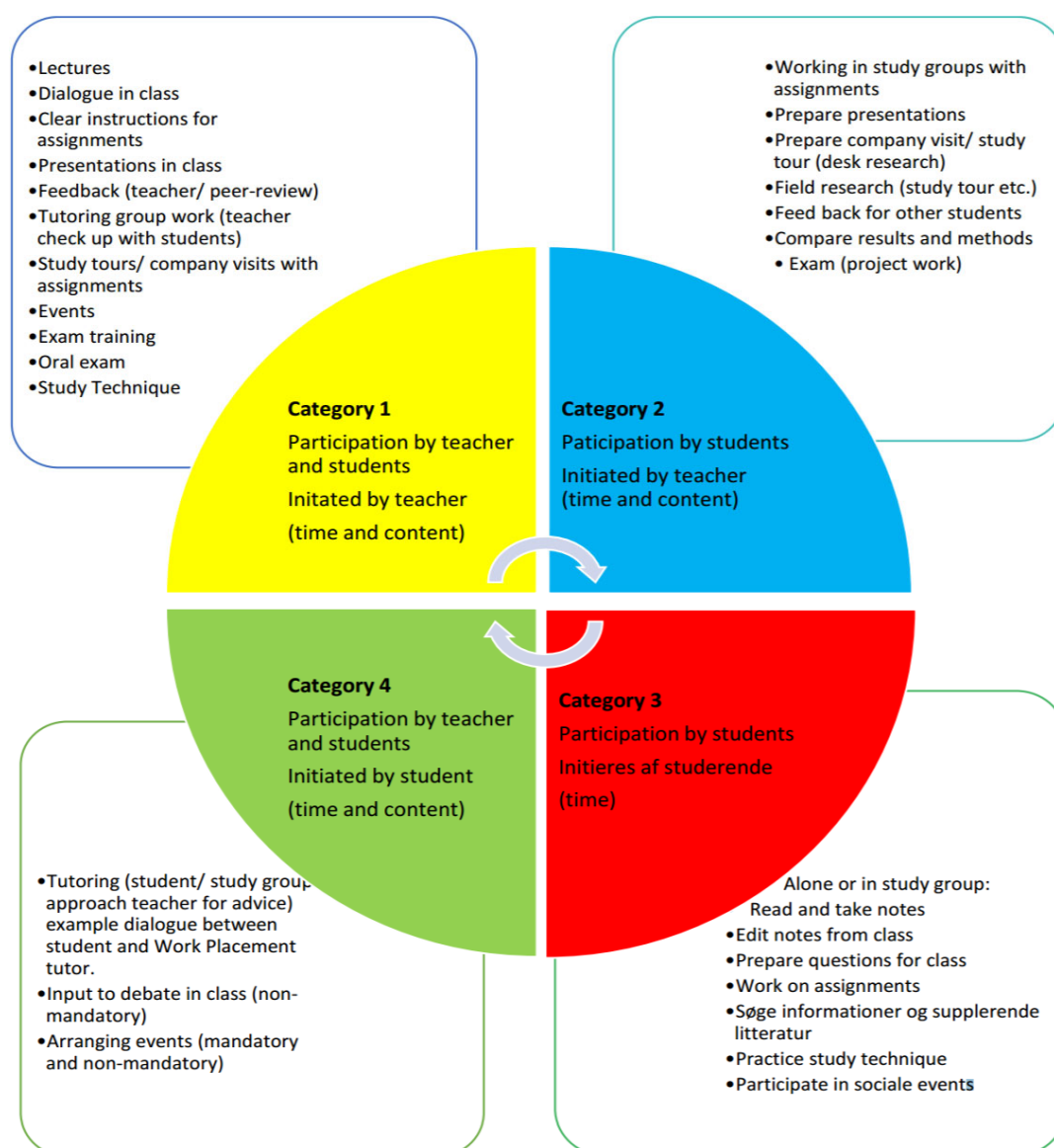
## 7.10. The study activity model

When a student starts at Dania Academy, he or she will be introduced to activities and a study programme, which may differ from what he or she has previously been introduced to elsewhere. It is expected that the effort contributed by the student is consistent with that of a fulltime occupation. The programme is practice-

based, which means that besides the internship course there will continuously be held meetings with the business/profession during the programme.

Many different types of activities are included in a study. Some of these will be on the student's own initiative, others will be designed by the programme. Some of these the students perform themselves, either alone or in a group of fellow students, others the students will perform together with the programme's teaching staff, and others again will be performed together with companies, either during the internship, or in connection with company visits, projects etc.

Teaching at Dania Academy is organised based on the following model for study activity, where the activities are divided into 4 categories:



### 7.10.1 Compulsory attendance

At Business Academy Dania we follow our students' participation in the programme activities. We see our students as individual students with individual learning patterns and prerequisites as a basis for an overall assessment of participation.

The programme in Marketing Management is a focussed 2-year programme, and the students are expected to take active part. The student themselves are responsible for setting up a framework for their own learning process which ensures that they make the most of their educational programme.

The good student will therefore:

- Attend all teaching activities
- Be prepared for each lesson / project work
- Take active part in each lesson / project work

Some programme elements, such as projects, specialisation days, study trips, specialisation weeks and other activities, must be completed / approved in order to be sit for the test / exam. This applies to the projects mentioned below and other activities.

A student who is repeatedly absent will be called in for an interview to assess their study activity. Unless their study activity is improved, the student will be asked to do a replacement essay in order to assess that the academic level is satisfactory. Excessive absence and non-fulfilment of the replacement essay may lead to the student in question not being registered for the examination.

#### **7.10.2 Teaching and working methods**

The programme's knowledge base rests on:

- New knowledge about central trends in industries relevant to this programme
- New knowledge obtained through R&D relating to industries relevant to this programme
- New knowledge from research fields relevant to key elements in the programme's purpose and professional aim

The programme's knowledge base is business and profession based as well as development based. It being business and profession based involves that the programme is based on new knowledge of central trends within the business or profession the programme is aimed towards.

It being development based involves the programme being based on new knowledge from experimental and developmental work that is relevant to the business or the profession, the programme is aimed towards. The focus on the continuous development furthermore involves that the programme is based on new knowledge from research units, relevant to the core areas that are fundamental for the purpose and business aim of the programme.

The forms of teaching vary and may include lectures, classroom teaching, dialogue teaching, series of exercises, online / hybrid courses, presentations, cases, seminars, guest lecturers from home and abroad, projects and company stays. The pedagogical form of teaching appears from the individual courses.

### **7.11. Parts of the programme that can be completed abroad**

The programme has been organised so that certain elements can be completed abroad within the nominal length of study.

The programme will allow the student to take the 3rd semester abroad. Dania Academy must approve the foreign educational institution and the academic content of the study/studies in question. Upon completing their studies abroad, students must document the programme elements completed with the foreign educational institutions. In connection with the preliminary approval, the student must also give the institution permission to obtain the necessary information after completion.

## 7.12. Rules on credit - the institutional part

The Rules for credit in the institutional part follow the rules on credit in the national part, see above.

### Credit transfer of programme elements in this programme

The institution approves programme elements passed in the same study programme at other institutions. The students are obliged to inform the Academy of any completed programme elements from another Danish or foreign higher education programme or any jobs likely to qualify for credit transfer. The Academy may approve that programme elements passed at another institution are equivalent to corresponding programme elements or parts thereof in this curriculum. In all other cases, the assessment will be transferred as “passed” and will not form part of the calculation of the student’s average grade. Credit transfer requires that the student submits a written application with the relevant annexes to the educational institution. This also applies to Erasmus students. The decision is based on an academic assessment.

## 7.13. Credit between the higher education institutions

Some Academy Profession programmes offer the possibility for credit transfer, if you apply for certain undergraduate programmes. It may be both special credit courses, or credit during the ordinary courses, meaning you may start the courses later, for instance the 2<sup>nd</sup> year of study, or that you may skip some of the subjects during the programme.

Read more at:

<https://www.ug.dk/uddannelser/artikleromuddannelser/merit/merit-mellem-de-videregaaende-uddannelser>

or contact the educational guidance counsellor for further relevant information.

## 7.14. Leave of absence

A student may take leave of absence from the programme for personal reasons. Further information on leave of absence, and the rules and regulations that apply can be found in *the Ministerial order on admission to academy profession degree programmes and professional bachelor educations*.

## 7.15. Exemptions

The institution may, when it deems it justified because of unusual conditions, choose to grant an exemption from the regulations in the curriculum that are laid down by the institution or the institutions alone. The institutions cooperate on a uniform exemption practice.

## 7.16. Foreign languages

The majority of the programme's teaching material is in English, and parts of the programme may be taught in English.

No further knowledge of foreign languages is required, other than what is described in the Ministerial order on admission and enrolment.

## 7.17. Current legislation

<https://ufm.dk/lovstof/gældende-love-og-regler/uddannelser/erhvervsakademiuddannelser>

## **8. Commencement and transitional schemes**

This curriculum is valid from August 30, 2021.

This curriculum applies to all students who are enrolled on the programme from the date of commencement.

## **Appendix A: Description of the content of the core area under subject elements, as well as ECTS distribution**

### **Business Understanding (NS1)**

#### **Marketing (2 ECTS)**

- Business models
- Market orientation vs. product orientation
- Company mission and vision
- The company's core competencies and value creation
- Product evaluation and development

#### **Economics (3 ECTS)**

- Income
- Costs (variable and fixed)
- Annual report (Income Statement and Balance Sheet)
- Analysing company accounts
- Profitability analysis
- Cash flow
- Earning capacity analysis
- Capital adjustment analysis
- Solvency and liquidity analysis

#### **Organisation (4 ECTS)**

- Business models
- Innovation
- Individuals / personal profiles
- Groups / Teams / team development
- Motivation theories
- Leadership theories
- Organisational structure
- Organisational culture

#### **Business Law (1 ECTS)**

- Legal method and sources of law – including the EU system and its legal power – and the courts and the basic principles of procedural law
- Company types and the influence this has on liability

### **Market understanding (NS2)**

#### **Marketing (5 ECTS)**

- SWOT analysis
- Industry-specific analysis
- Competitor analysis
- Benchmark analysis
- Customer behaviour, including customer journey
- Consumer trends
- Market potential



- Analysis of the company's strengths, weaknesses, possibilities and threats

#### **Economics (2 ECTS)**

- National income accounting (value added, supply balance and balance of payments)
- Business cycle analysis and sensitivity
- Demographics
- Labour market and business structure

#### **SCM (2 ECTS)**

- Supply chain structure
- Supply chain optimisation (value creation, logistic efficiency / strategy / coordination)
- Tools for optimising value creation in SCM
- Managing the flow of goods (planning principles, inventory management, distribution etc.)
- Relationship, cooperation, selecting supply chain partners

#### **Business Law (1 ECTS)**

- Contract law and consumer contracts

### **Market analysis (NS3)**

#### **Marketing (4 ECTS)**

- The market research process
- Primary- and secondary data collecting methods and forms of analysis
- Problem definition and design of analysis
- Internal sources (e.g. Google Analytics) and external sources (e.g. databases)
- Quantitative and qualitative data collection methods
- Interview methods
- Reliability and validity
- Creating the research design /questionnaire design
- Data analysis
- Presentation of data collected and use of data
- Triangulation method

#### **Statistics (2 ECTS)**

- Descriptive statistics
- Goodness of Fit
- Test for dependency (Contingency tables)
- Confidence intervals

#### **Economics (1 ECTS)**

- Macroeconomic targets (no macroeconomic models – placed at 3. semester)
- Macroeconomic reports (secondary sources and databases)
- Generally, it will be obvious, that students search in secondary sources and databases

#### **Organisation (2 ECTS)**

- Project management
- Project planning
- Project management tools (Risk analysis, Stakeholder analysis etc.)
- Project management in practice

**Business Law (1 ECTS)**

- Tort law – including employers' liability and product liability
- Personal data protection law

**The Marketing Plan - strategy and tactics (NS4)****Marketing (6 ECTS)**

- Contents and structure in the marketing plan
- Company objectives
- Segmentation (b2b and b2c)
- Target marketing
- Positioning
- Branding
- Product vs. Service
- Price strategies
- Distribution strategies
- The effective marketing mix

**Economics (6 ECTS)**

- Supply and demand
- Market forms
- The consumer (incl. consumer surplus)
- Producer (incl. producer surplus)
- Elasticities
- The company's costs
- Government intervention (maximum pricing, minimum pricing and tax per unit)
- Price formation methods (practically, theoretical and mathematical)
- Budgeting (income statement- and market costs budget)

**SCM (2 ECTS)**

- Channel design and optimization (tasks, value creation, structure)
- Concept management
- Retail trade optimisation (Concepts, tasks, value creation)
- Offline, online, omnichannel

**Sales (1 ECTS)**

- Sales strategy
- Sales planning

**Marketing Communication (3 ECTS)**

- Communication strategies
- Media habits and touchpoints of the target group
- Communication objectives
- Message
- Media landscape
- Media planning

**Business Law (2 ECTS)**

- Marketing law – including unsolicited approach to consumers

- Trademark law – including protection
- E-Commerce Law
- Sale of goods – including reservation of title and securing the purchase sum

## **The Marketing plan - implementation (NS5)**

### **Marketing (2 ECTS)**

- Implementation of the marketing plan
- Briefing of internal and external stakeholders and suppliers
- Evaluation and performance review
- Tools for implementing the company's digital marketing

### **Economics (3 ECTS)**

- Budgeting (liquidity budget and balance sheet budget)
- Budget control

### **Sales (3 ECTS)**

- Communications tools (including CRM)
- Personality types
- Sales and negotiation techniques
- Sales psychology
- Social selling

### **Marketing Communication (2 ECTS)**

- Developing (minimum) one concrete communication element and/or product
- Communication budget (budget and prices of media/clicks etc.)
- Measuring effects of communication efforts (including reaching communication objectives within the budget)

## **Internationalisation (NS6)**

### **International Marketing (4 ECTS)**

- Internationalization and export motives
- Market screening and market selection
- Entry modes incl. Foreign Direct Investment
- Forms of establishment
- Identification of international partners
- International marketing strategy
- Standardisation or adaptation of the international marketing-mix

### **Marketing Communication (1 ECTS)**

- Cultural understanding
- Cultural analyses and comparison of cultures

### **Economics (5 ECTS)**

- Investment (including critical value and sensitivity analyses)
- Financing (including balance sheet structure, generation of capital and types of loans)
- Macroeconomic targets (in order to make a market assessment)
- Macroeconomic models (goods market, money market, currency market and labour market)

- Economic policies
- Classical trade theories and international trade policy (trade barriers and trade agreements)