



CURRICULUM

AP DEGREE PROGRAMME IN MARKETING MANAGEMENT



**The Danish Academy of Business & Technology
2012 - 2014**

Curriculum
AP Degree Programme in Marketing Management

The Danish Academy of Business & Technology, Dania
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A. The Common Part

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

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

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

1. The Programme

1.1. Objective

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

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

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

1.2. Extent

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

1.3. Objective of the Learning Outcome

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

Knowledge

The graduate will have knowledge of

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

Skills

The graduate will be able to

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

Competencies

The graduate will be able to:

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

1.4. Title

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

2. Programme Content and Structure

The programme consists of 4 semesters which together provide the AP Graduate in Marketing Management with the competency profile mentioned in section 1. At the same time, each semester constitutes an overall learning process. It is thus possible for the student to replace a semester by documenting learning from another Danish or foreign institution.

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

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

Programme structure appears from below model

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

3. Learning Objectives of the Core Areas

3.1. International Marketing and Sales (30 ECTS)

Content

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

Learning objectives:

The student shall have knowledge of

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

The student shall have skills in

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

The student shall acquire competencies to

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

3.2. Economics (20 ECTS)

Content

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

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

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

The student shall have skills in

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

The student shall acquire competencies in

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

3.3. Communication, Organisation and Management (20 ECTS)

Content

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

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

- Concepts, theories and practical problems within communication/culture, organisation, management and logistics
- Methods and theories within sales management
- Elements and strategic opportunities in the supply chain and logistic efficiency

- Theories and methods for implementing innovative development projects, including concepts and methods for project management
- Theories and methods for implementing organisational development; communication theories and problems; presentation theories and strategies; verbal as well as non-verbal means, and cultural diversity
- Different types of written business communication

The student shall have skills in

- Analyse the structure, processes, culture, and management of an organisation on the basis of relevant theoretical and practical organisational principles
- Analyse strengths, weaknesses and consequences of the organisation and management of the sale
- Analyse the company's supply chain as well as identify key strengths and weaknesses on the basis of the essential theoretical and practical concepts within SCM
- Assess, suggest and communicate proposals for strategies, projects and contribution in organisation, management and logistics
- Apply relevant IT tools for project management
- Analyse innovation types and models in practice
- Use English in writing but primarily orally, consider different cultural and commercial contexts as well as develop messages directed at the target group, and work creatively with personal communication

The student shall acquire competencies to

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

3.4. Business Law (10 ECTS credit points)

Content

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

Learning objectives:

The student shall have knowledge of

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

The student shall have skills in

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

The student shall acquire competencies in

- Handling development-oriented situations within the legal aspects of
- Marketing management
- Danish and international sales, including the use of INCOTERMS 2000

4. The Programme's Compulsory Educational Elements

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

<u>1st semester</u>	<u>2nd semester</u>
The company's Strategic Situation	Strategy Preparation
<i>Compulsory educational elements</i>	<i>Compulsory educational elements</i>
International Marketing and Sales (10 ECTS)	International Marketing and Sales (10 ECTS)
Economics (5 ECTS)	Economics (5 ECTS)
Communication, Organisation and Management (10 ECTS)	Communication, Organisation and Management (5 ECTS)

Business Law (5 ECTS)	Business Law (5 ECTS) <i>Optional educational element</i> (5 ECTS)
<u>3rd semester</u> Strategy Implementation <i>Compulsory educational elements</i> International Marketing and Sales (10 ECTS) Economics (10 ECTS) Communication, Organisation and Management (5 ECTS) <i>Optional educational element</i> (5 ECTS)	<u>4th semester</u> Compulsory internship (15 ECTS) Final examination project (15 ECTS)

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

Theme: the Company's Strategic Situation

5.1 International Marketing and Sales (10 ECTS)

Content

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

Learning objectives:

The student shall have knowledge of

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

The student shall have skills in

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

The student shall acquire competencies to

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

5.2 Economics (5 ECTS)

Content

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

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

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

The student shall have skills in

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

The student shall acquire competencies to

- Be able to assess the factors influencing the company's costs and profit

- Be able to point out where there may be a basis for cost reduction in the value chain
- Analyse the economic development of a company in a structured manner with a view to finding scopes for action
- Place any line of business in a market structure as well as being able to assess the consequences
- Include price and income elasticity in the economic analysis

5.3 Communication, Organization, Management (10 ECTS)

Content

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

Learning objectives:

The student shall have knowledge of

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

The students shall have skills in

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

The student shall acquire competencies to

- Develop relevant options for action and solutions for a new organisational structure, and for motivation and management styles in the company

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

5.4 Business Law (5 ECTS)

Content

- Sources of law and the judicial system
- Contract law, including
 - Formation of contracts in general and formation of insurance contracts
 - Power of attorney
 - Invalidity
 - Consumer contracts
- The company's legal aspects, including
 - Types of business organisation
 - Employment law, including holidays
 - Insolvency law, including business collapse
- Credit insurance, including
 - Guarantee
 - Retention of property/ title
 - Charge of movable property, claims and real property

Learning objectives:

The student shall have knowledge of

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

The student shall have skills in

Assessing business legal problems in relations to

- Contract law, including
 - Formation of contract, including international purchase contracts
 - Agency

- Liability rules in various types of business organisation
- Employment law, including the rules of the Danish Salaried Employees Act on notices of termination, expulsion and compensation
- Individual and universal prosecution, including
 - The minimum amount exempt from execution
 - Suspension of payments
 - Bankruptcy, including in particular the insolvency claim, avoidance and order of priority
- The Danish Credit Agreements Act on retention of title/property
- Financing the purchase/mortgage of real property, including the rules of the Danish Registration of Property Act on
 - Order of priority
 - Acts of perfection
 - Validity
 - Property constituents and charge of fixtures

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

Theme: Formulating a Strategy

6.1 International Marketing and Sales (10 ECTS)

Content

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

Learning objectives:

The student shall have knowledge

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

The student shall have skills in

- Applying different market analysis methods with a view to collecting and processing information
- Applying statistical skills in assessing the validity and reliability of the market analysis
- Making tests for goodness of fit

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

The student shall acquire competencies to

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

6.2 Economics (5 ETCS)

Content

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

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

- Methods preparing capital requirements and payment flows as basis for making investment calculations
- Methods for assessing differences in investment proposals and return by using net present value, annuity method and payback period, and internal rate of return
- Sources for providing debt and equity
- Criteria for choosing funding concept
- Classical and more recent trade theories
- The development of the international trade and knowledge of the most important international organisations

The student shall have skills in

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

The student shall acquire competencies to

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

6.3 Communication, Organization and Management (5 ECTS)

Content

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

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

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

The student shall have skills in

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

The student shall acquire competencies to

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

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

6.4 Business Law (5 ECTS)

Content

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

Learning objectives:

The student shall have knowledge of

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

The student shall have skills in

- Assessing business related legal problems in relation to
- Compensation, including
 - Conditions for compensation
 - Vicarious liability
 - Product liability as provided in the product liability act
- E-commerce

The student shall acquire competencies to

- Handle development-oriented situations nationally and internationally within the legal aspects of
- Marketing Law
- Danish and international sales, including
 - Transfer of risk
 - Delivery
 - Breach of contract
 - Breach of contract in Danish consumer transaction
 - Inco terms 2000

7. Learning Objectives of the Compulsory Educational Elements of the 3rd Sem.

Theme: Strategy implementation

7.1. International marketing and sales (10 ECTS)

Contents

- Strategic Marketing
- Sales and Negotiation Technique

Learning objectives:

The student shall have knowledge of

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

The student shall have skills in

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

The student shall acquire competencies to

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

7.2. Economics (10 ECTS)

Contents

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

Learning objectives:

The student shall have knowledge of

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

The student shall have skills in

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

The student shall acquire competencies to

- Make budgets as part of the company's financial management as well as be able to conduct budget control
- Include the economic conditions in relation to market analysis and assessment
- Use the economic analyses and prognoses professionally
- Assess economic contexts and include relevant solutions

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

Contents

- Project Management
- Sales Organisation and Management
- Organisational Development

Learning objectives:

The student shall have knowledge of

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

The student shall have skills in being able to

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

The student shall acquire competencies to be able to

- Plan, manage and participate in/complete various types of projects, such as practical events and development-oriented projects
- Assess the development process and direction of the organisation as well as the significance of organisational development
- Analyse and assess the consequences of different activities and changes of the organisation and management of sale
- Establish, participate in and develop professional and social networks
- Acquire and apply skills and new knowledge as regards the professional field

8. Learning Objectives and Content of the Optional Educational Elements

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

8.1 Statistics – second semester (5 ECTS)

Content

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

Learning objectives:

The student shall have knowledge of

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

The student shall have skills in

- Calculating and interpreting different measurements of central tendency and variation
- Making probability calculations for stochastic variables/probability distributions
- Listing, conducting and analysing a regression model with one or more explanatory variables, including a dummy variable

The student will acquire competencies to

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

8.2 Business economics – third semester (5 ECTS)

Contents:

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

Learning objectives:

The student shall have knowledge of

- Relationship between the sourcing and production factors and production of goods and services

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

The student shall have skills in

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

The student will acquire competencies to

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

9. Internship and Final Examination Project

9.1. Internship (15 ECTS)

The internship is placed in the 4. Semester of the programme and combines the contents of the lectures etc. with the independent final examination project.

The practical part of the programme shall create coherence between theories and practice to supports the student in applying knowledge and skills in connection with solving concrete tasks. The internship shall support the development of professional and personal competencies towards independent performance.

Learning objectives:

The student shall have knowledge of

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

The student shall have skills in

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

The student will acquire competencies to

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

9.2. Final Examination Project (15 ECTS)

The purpose of the final examination project is that the student completes an independent, interdisciplinary and practice-based assignment that demonstrates the knowledge, skills and competencies that originate from the overall learning objectives of the programme, as mentioned on page 5. As a main rule, the project takes its starting point in concrete problems in a company.

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

Knowledge

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

Skills

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

Competencies

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

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

10. Tests

The learning outcome of the programme is documented in each semester through tests, varying from oral or written examinations, assessment of assignments and projects, participation in seminars, exercises, etc.

The tests are either external or internal. At the external tests, an external examiner appointed by the Danish Ministry of Education will be present. At the internal tests, the assessment is carried out by one or more lecturers appointed by the educational institution. In the examination guidelines it is specified whether each test is internal or external and who will take part in the assessment.

All tests must be passed.

10.1. Outline of Tests and Examinations

The programme comprises the following tests by semesters.

Examination tests	1. semester	2. semester	3. semester	4. semester
Annual test consisting of Tests in all subjects Case-based written examination (1. external examination)		May/ June Written		
Test in optional subject (1. internal examination)		May/June Written or oral		
Test in compulsory subject (2. internal examination)			Dec/Jan Written or oral	
Test in optional subject (3. internal examination)			Dec/Jan Written or oral	
Test in internship (4. internal examination)				Spring Written/oral
Test based on final examination project (2. external examination)				June Written and oral

10.2. Compulsory Tests and Examinations

Annual Test (1. external examination)

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

- a digital test in all subjects

- an interdisciplinary case-based examination taking its starting point in a specific company

The learning objectives of knowledge and skills are widely tested in

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

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

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

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

On the day of the examination the student will be asked one or more questions that must be answered methodologically taking its starting point in the information gathered and possibly additional information handed out on the day itself.

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

3. semester test (2. internal examination)

The second internal examination is an interdisciplinary examination in the entire curriculum of the 3. semester. The test consists of a written and an oral part and is held at the end of the 3. semester.

The written part is a 48 hours' *bring home* assignment based on a case brief in English. During the 48 hours the student must complete the assignment individually. The solution must contain both a problem statement, a section on methodology and must not exceed 10 standard pages (see the institution's guidelines for the definition of a standard page).

The assignment must be handed in individually.

Based on the written part the student must prepare an oral defence of the solution handed in. A total grade will be awarded and transferred to the degree certificate. The weight of the written and oral part is 50/50. The Danish 7-point grading system is used.

Test in internship (4. internal examination)

The internship is tested in writing or orally. The test is assessed pass/no pass. The guidelines concerning the examination can be found the Institution's section.

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

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

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

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

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

10.3 Tests in Optional Elements

Test in the optional subject (1. internal examination) STATISTICS

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

Statistics: a 3-hour written test.

Test in the optional subject (3. internal examination) BUSINESS ECONOMICS

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

Business Economics: a 3-hour written test

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

10.4 Register for the Tests and Examinations

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

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

B. The Institution's Part

The Course Description for the Marketing Management Programme contains educational elements as well as descriptions of local frameworks for internship, testing, class attendance etc. Certain elements may be produced in corporation with other institutions.

11. Optional Educational Elements

The Marketing Management Programme offers at all educational institutions the optional elements, which are described in section 8. In addition, The Danish Academy of Business and Technology, Dania, offers a number of optional courses, which are specific to each individual educational education. These courses or elements should be seen as a specialization and further elaboration of the core elements of the programme.

Normally, the optional elements are chosen at the commencement of the study. The students, however, are offered guidance and the possibility to change their decision. Please refer to each individual institution's material on the specialization courses.

All students must follow optional courses corresponding to 10 ECTS points.

At The Danish Business Academy, Dania, the academies in Viborg and Randers offer the following optional courses respectively:

The Danish Business Academy, Dania, RANDERS:

Specialisation in Advertising:

- 5 ECTS: Media Production (2. semester)
- 5 ECTS: Market Communication (3. semester)

The student can choose between Specializations in Advertising or in Economics, which is the common reference for the optional educational modules in section 8 - Statistics and Business Economics.

The Danish Business Academy, Dania, VIBORG:

Specialisation in Communication:

- 5 ECTS: Corporate Communication (2. semester)
- 5 ECTS: Market Communication (3. semester)

Specialisation in Entrepreneurship:

- 5 ECTS: Entrepreneurship I (2. semester)

- 5 ECTS: Entrepreneurship II (3. semester)

11.1 Media Production

The course corresponds to 5 ECTS points.

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

Contents:

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

Learning objectives:

The student shall have knowledge of:

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

The student shall have skills in:

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

The student shall acquire competencies to:

- Independently solving smaller layout and design task with the use of professional tools and computer software
- Making a graphic identity with a design manual for a company
- Participating in planning, coordinating and making of a company's media production

- Functioning as a liaison in relation to stakeholders in the media business
- Communicating in a qualified way with business partners about typographical and graphic issues
- Being able to assess and decide on the design of communicative means

11.2 Market Communication

The course corresponds to 5 ECTS points.

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

Contents:

- Planning and making a company's market communication
- Choice of communication strategy, media and message layout
- Idea creation and concept visualisation
- Analysis and effect measuring

Learning objectives:

The student shall have knowledge of:

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

The student shall have skills in:

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

The student shall acquire competencies to:

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

11.3 Corporate Communication

The course corresponds to 5 ECTS points

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

Contents:

- Media characteristics
- Communication channels to be applied within the area of corporate communication
- Challenges to the corporate communication
- The design of communication plans aimed at a company's the corporate communication
- The link between corporate communication and the company's vision, mission and values
- Communication at both strategic and practical level
- The utilisation of classical and modern communication channels and an assessment of their applicability
- Information on the journalistic way of writing
- The design of press releases

Learning objectives:

The student shall have knowledge of:

- The difference between corporate communication and market communication
- Corporate branding and corporate identity
- Plans and strategies for communicating
- The relationship between sender and receiver in relation to the internal communication
- Communication models and theories as well as a basic knowledge on communication paradigms
- Journalistic writing
- Rhetorical tools and strategies
- Storytelling
- Change communication

The student shall have the skills to:

- Produce written material, e.g. articles, newsletters, internal investigations, annual accounts and e-mails
- Produce communication plans
- Analyse companies and utilise this information to produce materials for internal communication
- Analyse and assess the communicative characteristic for written media and their application in relation to internal communication

The student shall acquire competencies to:

- Producing communication plans based on the vision, mission and values of a particular company
- Producing written materials adjusted to a given genre and media
- Participating in the production of a company's internal communication

11.4 Market Communication

The course corresponds to 5 ECTS points

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

Contents:

- Understanding of how to work with market-oriented communication
- Understanding of the connection between philosophy of a company/organisation, the design of a message and the target group
- The communication process at strategic, tactical and operational level
- A practical approach to communication planning
- Basic skills in how to use professional graphic programs used for the layout of printed or digital communication
- The employment of social media for market communication
- The selection of media

Learning objectives:

The student shall have knowledge of:

- Communication theories as the basis of market communication
- Basic market communicative genres (for example ad, press release, direct mail)
- The communicative characteristics and usability of different media
- Semiotics in general and marketing semiotics in particular

The student shall have the skills to:

- Analyse and assess the communicative characteristics and usability of different media
- Plan market communication
- Design material to be used for market communication

The student shall acquire competencies to:

- Planning a communication strategy which is adjusted to the philosophy of the company, the message and the target group

11.5 Entrepreneurship I

The course corresponds to 5 ECTS points

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

Contents:

- The characteristics of entrepreneurship and successful entrepreneurs
- The mindset of entrepreneurship
- Experience with tools relating to entrepreneurship and idea development in both existing and new companies, for example within the areas of innovation and launching of new concepts and products
- Sources for new ideas/possibilities
- The entrepreneurial environment in existing organisations

Learning objectives:

The student shall have knowledge of:

- The conditions which encourage entrepreneurship as well as what determines success or failure when starting up new businesses /launching new concepts
- How different companies have developed a more entrepreneurial environment in their existing organisations
- Which tools, methods and processes to use in order to encourage an innovative environment
- Which conditions in the surroundings may be conducive for new initiatives including the creation of new possibilities, enabling the company to make a strategic window

The student shall have the skills to:

- Assess which methods are possible to employ for idea development
- Analyse and try out the durability of an idea
- Analyse and assess the necessary skills and tools for implementing an idea

The student shall acquire competencies to:

- Carrying out the preliminary activities and assessments when launching a new concept, project, product or line of business

11.6 Entrepreneurship II

The course corresponds to 5 ECTS points

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

Contents:

- The role, conditions and personal characteristics of the entrepreneur
- The Danish culture relating to entrepreneurship and independence
- From idea to business plan
- Communication and negotiation relating to the business plan

Learning objectives:

The student shall have knowledge of:

- Necessary skills in the areas of marketing, budgeting, organisation etc. for setting up a business
- The suitable tools for raising capital and developing the idea further
- How an entrepreneur can make use of external sparring partners in the local community

- How to develop a usable business plan
- How to present an idea for potential stakeholders

The student shall have the skills to:

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

The student shall acquire competencies to:

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

12. Tests in Optional Educational Elements

The grades given will appear on the final exam papers. The grading system will be the 7-point grading system.

12.1 Internal examinations – 2. semester

Examinations will take place in the following elective modules at the end of 2. semester. The elective modules are specific to the individual institution.

Media Production (Randers):

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

Description will be handed out by lecturer.

Corporate Communication (Viborg):

Assignment with communication plan forming the basis of the subsequent oral exam. The exam lasts 20 minutes.

Description:

A written assignment is made which must include a communication plan for the internal communication in a company chosen by the student. The students are encouraged to keep updated on current issues in the media, which could impact a company and its stakeholders from an internal perspective, and where the need for internal communication is evident.

On the basis of the compiled communication plan the student is to devise a written example of a part of the solution to the company's problem, for instance a newsletter or an article for an employee magazine. The written assignment makes forms the basis of the examination.

The oral examination: The written assignment forms the starting point for the oral examination. Here the methodical considerations for the communication plan and the written material are to be elaborated and discussed.

The written assignment may be produced individually or by two students working in pair. The oral examination is individual. The grade is awarded for the individual oral performance. The examination lasts 20 minutes.

The student is evaluated according to the following criteria:

- The written assignment: Organisation and contents. The coherence between company, the design of the message and the target group
- The student's ability to apply the theories and models taught during the course
- The methodical considerations, i.e. reflection on what to include and what to leave out in relation to the approach and choice of solutions (particularly during the oral examination)

Entrepreneurship I (Viborg)

Synopsis forming the basis for an individual oral performance consisting of a presentation. The examination lasts 20 minutes.

Description:

The synopsis must include suggestions for one or more innovative initiatives in an existing company. The skills and tools necessary for implementing the initiatives in question must be assessed, just as the activities, which have taken place in order to realise the initiative(s), must be documented. Furthermore, the synopsis must include a well-founded decision on how the company may encourage the innovative environment. Particular focus is put on the student's ability to provide specific suggestions relevant for the company, not merely general possibilities. The synopsis is to be elaborated during the oral presentation.

The synopsis can be made individually or in groups consisting of two students. The oral examination is individual. The grade is awarded for the individual oral presentation.

12.2 Internal examinations – 3. semester

Examinations will take place in the following elective modules at the end of 3. semester. The elective modules are specific to the individual institution.

Market communication (Randers):

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

Description will be handed out by the lecturer.

Market Communication (Viborg):

Synopsis which forms the basis for an individual oral. The examination lasts 20 minutes.

Description:

The starting point for the oral examination is the completion of a written synopsis in which the methodical considerations regarding communication strategy and website or visual material are elaborated and discussed.

The synopsis consists of a communication strategy made for a particular company, product and market and will typically include most or all of the points listed below:

- * A brief characteristic of case/company, product and market
- * A list of central problem issues: communication tasks
- * The chosen problem(s) issue(s)
- * An account of objectives and target groups
- * A description of possible solutions: ways of communication, messages, choice of media
- * Reasons for the chosen solutions, i.e. methodical reflection

The synopsis can be made individually or in groups of two students. The oral examination is individual. The grade is awarded for the individual oral presentation.

The student is evaluated based on the following criteria:

- Synopsis: Organisation and contents. Coherence between company, design and message and target group
- The student's ability to apply theories and models taught during the course
- The methodical considerations, i.e. reflections on what to include and what to leave out in relation to the approach and choice of solutions (particularly during the oral examination)

Entrepreneurship II (Viborg):

Oral examination, which uses the student's business plan as point of departure. The written part of the business plan forms the basis of the oral examination. The individual oral examination forms the basis for evaluation. The examination lasts 20 minutes.

Description will be handed out by the lecturer.

13. Requirements for Written Assignments and Projects

13.1 Compulsory projects and assignments

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

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

13.1.1 Projects during the three first semesters

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

Project A is a group project based on a process with the purpose of training methodology in the making of written projects. The project focuses on the semester's overall theme, which is the company's strategic situation, primarily incorporating the subjects Communication, Organisation and Management, and Economics. Each

institution decides the number of days without lessons, which the students will be given to work on the project, cf. local guidance for projects.

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

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

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

Project SPSS including methodology (only in Randers)

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

Project B – Project focusing on market analysis

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

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

Project 2 is a Compulsory Test/compulsory assignment, and passing it is a prerequisite for trying the exam at the end of 2. semester.

Project C – Project focusing on planning, implementation and implementing strategies (Randers)

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

The project is presented as a group based oral presentation. During the presentation the student must document independence, cooperation skills, and innovation. The presentation is followed by an individual presentation based on the project and must include elements from the semester's curriculum in International Marketing and Sales as well as from the specialisation subject.

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

Project 3 is a compulsory test, and passing it is a prerequisite for taking the subsequent exams.

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

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

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

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

Project C is a compulsory test, and passing it is a prerequisite for taking the subsequent exams.

13.1.2 Compulsory Tests (CT)

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

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

CT workload:

The extent of the assignment is workload of four to six hours. The lecturers in the individual subjects may divide the CT into smaller part or present it as a group project and thus expand the extent of the CT.

Handing in – regulations:

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

All CTs and assignments must be handed in via Fronter as well as via the Urkund e-mail address of the lecturer in question. Additionally, the lecturer may decide for the students to hand in a paper version of the assignment as well.

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

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

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

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

Assessment:

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

Other special activities:

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

13.2 Final Examination Project (15 ECTS)

The purpose of the final examination project is for the student to document the ability of being able to process a complex and practice-based problem on a methodical basis as regards a specific assignment within the administrative sphere. The final project finalises the education at the end of 4th semester. The exam contains both a written and an oral part.

Prerequisites

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

Contents

The project shall be based on the core problems in the programme. The problem for the project is elaborated by the student and as far as possible in cooperation with a company. The problem statement/research question of the project must be approved by the department.

Requirements

Each educational institution will prepare a project description stating form requirements, time schedule as well as examination. The final examination project can be made individually or by two, max three persons together.

Assessment

- See the assessment rules under in section 10.

Criteria for assessment

The criteria below are applied in order for tutor and examiner to award the student a suitable grade for the performance.

- The structure of the project (research question/problem statement – common thread – balance between different parts of project)
- The student's ability to include and apply relevant theories
- Appearance (misspellings, formulating capacity, etc.)
- Employment of statistical data, literature, etc.)
- Ability to argue and evaluate – common sense
- The practical value of the project – how can it be applied
- The conclusions of the project – how do we move on from here?

Registering/withdrawal from exam

All students are automatically registered for exams as long as above-mentioned conditions are met. If the student is unable to participate in the final examination project, the institution must know it at least one month prior to the first exam date written in the Activity Plan. Otherwise the student has missed one try to pass the exam. Only exemption to this is documented illness.

14. Rules for the Completion of the Internship

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

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

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

During the internship, the student has a tutor from the academy. Together, the student and the tutor decide targets for the learning during the stay. These targets or objectives guide the planning of the work made in the internship company. The tutor, the student and a representative from the internship company may meet occasionally during the internship period. For students following the programme in Viborg, an internship up-start meeting is planned.

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

Work hours and pay

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

The student and the company decide upon the work hours together. The internship is to be regarded as fulltime employment. The company is not required to support the student financially as the student will receive State educational grant during the internship.

Internship contract

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

Confidentiality

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

Evaluation

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

Internship manual

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

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

Division of responsibilities

The student is to:

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

The Internship Tutor is to:

- Approve the contract (or the programme manager by appointed)
- Approve action plan and work tasks
- Clarify matters of dispute
- Follow up on internship and deadlines

The Final Examination Project Tutor is to:

- Take on the role of the Internship Tutor (e.g. the same tutor for both projects)
- Be assigned and available from the onset of the internship

The company is to:

- Enter into an agreement with the student and sign the contract

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

14.1 Internship test – 4. internal examination

Overall requirements are that the students should be tested in writing and/or orally. The test is registered as passed/not passed on the degree certificate. The local testing at the different departments of the Danish Business Academy Dania is described below.

The internship is a compulsory part of the programme and must be passed before the student can be allowed to participate in the Final Examination Project.

The Danish Academy of Business and Technology, Dania, RANDERS

The students produce a report, which forms the basis for an oral examination

- Length of the report is 10 pages including conclusion as well as two pages of reflection
- Oral examination lasts 20 minutes including lecturer and examiner agreeing on a grading and informing the student of the grade given
- The written report weighs 50 percent, the oral examination 50 percent of the final grade. The student, however, will only be informed of the final grade
- An instructive grade is given

The purpose of the test is to ascertain the student's ability to apply theories and methods from the teaching on a practical issue in the internship company. The report has as its purpose to document the student's ability to reflect on the educational output of the internship experience.

If the test is assessed as not passed, an improved version must be compiled by the student.

The Danish Academy of Business and Technology, Dania, VIBORG

The testing will take place through a written report, which forms the basis for an oral examination of the student's internship experience. The oral presentation lasts 15 minutes.

The report must focus on practice and include a detailed description of the topic(s) and issue(s), which the student has dealt with during the internship as well as an account of how the student worked practically with these during the internship. In addition, the report must include a letter of thanks for the company as well as evaluation forms from both the student and the company. The report is assessed as passed/not passed.

Criteria for assessment:

- Participation in the internship
- Reflection in relation to the learning objectives

If the report is assessed as not passed, the tutor will provide guidance as to the areas of the report, which must be improved. If the student has failed due to a lack of reflection in relation to learning objectives and personal goals, the student is given one week to improve the report after which it must be re-submitted. The student has two resubmission attempts.

If the student has failed due to lack of participation in the internship, a new internship must be arranged.

15. Additional information about tests

The student is responsible for acquiring information about and complying with the individual institution's set of regulations relating to tests and examinations.

15.1 Number of attempts

The student may try for each test three times in case the test is failed. The educational institution may allow for further tests in the case of extraordinary circumstances. Missing aptitude is not considered an extraordinary circumstance.

The student must have passed all first year programme tests mentioned in the Course Curriculum within the student's second year of studies after the commencement of study. If the student fails to do so, he or she cannot continue to follow the programme.

15.2 Deadline for withdrawal

Missing participation in a test corresponds to an attempt at passing the test. The student can withdraw from the test without wasting an attempt. This should be done no later than four (4) weeks prior to the day of examination. This can also be done in case of documented illness.

A re-try will be placed within the same period of examination or in immediate continuation of this. Next possibility for taking the test will be the next ordinary test/examination for the following class.

15.3 Use of aids during tests

Unless otherwise is stated in the guidance for the specific test, all aids are allowed during written tests/examinations at the academy. Internet access is not allowed unless this is explicitly stated in the test instructions. If the student brings a cell phone to the test, the phone will be stored for the duration of the test.

15.4 Use of own work and the works of others

If a student during a written test/examination manages to obtain wrongful assistance, provide wrongful assistance to a fellow student or employ wrongful material will be dismissed from the test.

When submitting written papers, assignments or reports in relation to a test/examination, the student is to testify by his or her (possibly digital) signature that the paper/assignment/report has been made without wrongful aids. The Danish Academy of Business and Technology, Dania, controls for plagiarism and the student must expect that most written assignments will be digitally controlled for plagiarism.

Significant circumstances when compiling assignments and projects:

- The work of a student must not be assessed more than once. Consequently, a student is not allowed to use his or her own work for subsequent assignments at the academy
- The work of others must not form part of the actual paper/assignment
- Quotations must be clearly marked and must only consist of a few lines with an exact source reference
- When using figures, illustrations, tables, charts and similar material, the exact source reference must always be stated
- A student's own work from a previous paper/assignment along with the work of others may be enclosed as appendixes

15.5 Cheat and disrupting behaviour during examination

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

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

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

15.6 Complaints

Complaints about decisions in relation to this course curriculum must be handed to the institution. The deadline for handing in complaints is two weeks after the decision has been made by the institution to the student in question.

The complaint is presented to the lecturer and examiner who devise a statement on the basis of the academic enquiries in the complaint. After this, the student has the option of writing a response to the statement after which the academy will compile a response, which may result in one of the following:

- An offer of a new assessment (re-assessment), yet not for oral tests
- An offer of a new test (re-test)
- The academy decides against the complaint

It should be noted that the grade given in a re-assessment/re-test may be both higher and lower than the grade originally given.

If the complaint concerns legal issues, the decisions made by the institution may be brought before the Danish Agency for Higher Education and Educational Support. The deadline is two weeks after the institution's decision has reported to the student. The complaint must be addressed to the Danish Agency for Higher Education and Educational Support, but is handed to the academy. The academy has one week to issue a statement which the complainant has one work week to comment on. The academy then forwards the complaint, the academy's statement and the complainant's comments to the Danish Agency for Higher Education and Educational Support.

For further information on complaints, deadlines, etc., please visit www.kvu-censor.dk (the website of the Danish secretariat for examiners).

15.7 Tests and examinations on special terms

The Danish Academy of Business and Technology, Dania, offers students with physical or psychological disabilities, students with corresponding difficulties or students with Danish as a foreign language to take the tests/examinations on special terms when the institution considers it necessary for these students to be on equal terms with other students taking the test. It is a prerequisite that the academic level of the test is not changed.

The Danish Academy of Business and Technology recommends that students at the commencement of study contact the institution's administration in order to discuss the possibilities.

15.8 Tests during stays abroad

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

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

16. Applied Teaching and Study Methods

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

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

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

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

The lecturer has the following roles focused on the teaching:

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

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

The good student will thus:

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

16.1 Guidelines for Differentiated Instruction

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

16.2 Rules on the Students' Obligation to Participate in Lectures

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

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

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

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

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

Study activity is a requirement for receiving State educational grant.

16.3 Requirements for Reading Texts in a Foreign Language

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

17. Internationalisation

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

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

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

18. Rules on Transfer of Credit

The institution can approve that educational elements or parts hereof passed at another institution are equivalent to educational elements or parts hereof in this curriculum. If the element in question has been assessed according to the 7-point grading scale at the institution where the examination took place, and it equals an entire subject in this curriculum, the grade will be transferred. In all other cases, the assessment will be transferred as "passed" and will not be included in the calculation of the grade average.

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

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

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

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

19. Leave of absence

A student may be granted leave of absence based on personal grounds. About the rules of Leave of absence and the rules guiding this we refer to the guidelines of the institution and the Ministerial Order No. 106 of 9 February 2009 on access, admission and leave of absence.

20. Provisions for an Effective Date

The curriculum will come into force and be effective to students commencing the study programme per 1 September 2012.

21. References to Current Legislation

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

- Executive Order number 636 of 29 June 2009 on business academy programmes and professional bachelor programmes
- Executive Order number 689 of 3 July 3 2009 on business academy courses in International trade and marketing (AP Degree in Marketing Management)
- Executive Order number 214 of 21 February 2012 on admission to business academy programmes and professional bachelor programmes
- Executive Order number 714 of 27 June 2012 on tests and examinations in higher vocational programmes

- Executive Order number 262 of 20 March 2007 on grading scales and other assessments
- Executive Order number 1146 of 1 October 2010 quality assurance in higher vocational programmes.

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