



DANIA ACADEMY

CURRICULUM for Marketing Management (AP)

**Dania Academy
University of Applied Science
- Hybrid Degrees -**

Commencement 25.08.2020



Curriculum for Academy Profession Degree Programme in Marketing Management at Dania Academy University of Applied Science



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Change log:

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2020	30.04.2020	Claus Grand Bang	Adjusted for Hybrid Degrees
2020	14.08.2020	Claus Grand Bang	Exams, structure for 1.+2. Semester, elective structure
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Subject to any printing errors and changes

Table of content

Introduction.....	1
Placement of the education elements.....	1
Part 1 – The national part.....	2
1. Commencement and transitional schemes	2
2. The programme's goals for learning outcomes.....	2
3. The programme includes 6 national subject elements	3
3.1. Business understanding and products	3
3.2. Market understanding	4
3.3. Market analysis.....	5
3.4. The marketing plan – strategy and tactics	6
3.5. The marketing plan – implementation	7
3.6. Internationalisation	8
3.7. The number of exams in the national subject elements.....	9
4. Internship	9
5. Requirements for the final exam project.	10
6. Rules on credit	10
PART 2 – The Institutional part	11
7. The programme includes local course elements	11
7.1. Exams	11
7.2. Exams listed on the diploma	12
7.2.1 Description of the exams	13
7.2.2 Sick exams, dispensations, cheating, complaints, and special exam conditions.....	19
8. Attendance	20
8.1. Criteria's to ensure study activity	20
8.2. Study start test	20
9. Study activity model	21
9.1. Teaching and work methods	22
9.2. Programme courses which may be taken abroad	22
9.3. Rules on credit transfers – institutional part	23
9.4. Credit transfers between programmes of higher education.....	23
9.5. Leave	23
9.5. Dispensations	24
9.6. Language.....	24
9.7 Governing Law	24
10. Effective date and transitional scheme.....	24
11. APPENDIX 1:.....	25
11.1. Learning objectives for the first semester.....	25
11.2. Topics covered in first semester	26
Core subjects.....	26
Supporting topics	27
11.3. Learning objectives for the second semester.....	28

Introduction

The curriculum for Academy Profession Degree Programme in Marketing Management consist of two parts:

Part 1 – The national part

Part 2 – The institutional part

This national part of the curriculum for the Marketing Management programme has been released in accordance with §18, section 1 in the Ministerial Order for technical and commercial Academy Profession Programmes and Professional Bachelor Programmes. This curriculum is supplemented with an institutional part of the curriculum, which is provided by the individual institution that offers the programme.

It has been prepared by the Management for the Marketing Management program and approved by the Rectors after consultation with educational network.

The national part ensures the professional content is identical on all institutions which provide the program.

The institutional part is made by the education management at Dania Academy and adjusted according to local and regional needs.

The institutional part of the curriculum is approved by Dania Academy in accordance with the legislations for the program including the act on technical and commercial Academy Profession Programmes and Professional Bachelor Programmes.

If there is any discrepancy between this curriculum and the legislation of the program, it is the legislation of the program that apply.

Placement of the education elements

Placing	National elements	Institutional elements	ECTS	Intern/ Extern	Exams
1. semester	Business understanding and product	Modules are restructures ac. appendix 1	10	Intern	1. internal exam
	Market understanding		10		
	Market analysis		10		
2. semester	Marketing plan – strategy and tactics	Modules are restructures ac. appendix 1	20	External	1.external exam
	Marketing plan – implementation		10		
3. semester	Internationalisation	Electives	10	Internal	2. internal exam
	Electives		20	Internal	3. internal exam
4. semester	Internship		15	Internal	4. internal exam
	Final exam project		15	External	2.external exam
Total no. of ECTS			120		

Figure 1: Placement of the education elements

Part 1 – The national part

1. Commencement and transitional schemes

Commencement

This part of the national curriculum is valid from 01.08.2020 and is valid for students who are enrolled after 01.08.2020

Transitional scheme

Transition into the program is not possible due to the special nature of the Hybrid Degree program.

2. The programme's goals for learning outcomes

Knowledge

The graduate has knowledge about:

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

Skills

The graduate will have the skills to:

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

Competencies

The graduate will be able to:

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

3. The programme includes 6 national subject elements¹

THE CONTENT STRUCTURE DESCRIBED HERE IS ADAPTED AS DESCRIBED IN APPENDIX 1. IT HAS NO EFFECT ON SEMESTER PROGRESSION AND THEREFORE TRANSFERABILITY.

3.1. Business understanding and products

Content

The subject element is concerned with methods of analysing the company's internal conditions, including the annual accounts and accounting analyses. Similarly, the subject element is concerned with identifying the company's development potential, as well as the organisational² and company form which the company can choose.

Learning objectives for the business understanding theme:

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

ECTS weight

The subject element business understanding is weighted 10 ECTS credit

¹ Be aware that within the Dania Academy Hybrid Degree program the subject elements are structured differently. Themes 1, 2, and 3 are taught in 6 learning themes. Themes 4 and 5 are in 3 learning themes. Descriptions are expanded in the local section.

² Common organizational structure types as well as emerging

3.2. Market understanding³

Content

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

Learning Objectives for market understanding

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

ECTS weight

The subject element market understanding is weighted 10 ECTS credits.

³ A stakeholder perspective is used here, which includes various external partners both directly and indirectly

3.3. Market analysis

Content

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

Learning Objectives for market analysis

Knowledge

The student will gain knowledge about:

- methods of collection data, using data and evaluating these
- and an understanding of the practice, centrally applied theory and methodology in relation to different market analysis methods.

Skills

The student will get the skills to:

- use the subject's key methods and tools in relation to evaluating the validity and the reliability of the market analysis,
- assess the practice-orientated problems as well as outline and choose solutions based on the gathered primary and secondary data,
- disseminate practice-orientated issues and possible solutions within the field of market analysis to partners and users.

Competencies

The student will learn to:

- manage development-orientated situations by using relevant market analyses,
- participate in academic and interdisciplinary collaboration with a professional approach in connection with the preparation and presentation of recommendations based on a market analysis,
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing analysis

ECTS weight

The subject element marketing analysis is weighted 10 ECTS credits.

3.4. The marketing plan – strategy and tactics⁴

Content

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

Learning objectives for the marketing plan – strategy and tactics

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

ECTS weight

The subject element marketing plan – strategy and tactics is weighted 20 ECTS credits.

⁴ The focus is on scenarios as the structuring element of the marketing planning. These are longer term (strategic) and short term (tactical)

3.5. The marketing plan – implementation

Content

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

Objectives for the marketing plan - implementation

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

- use key methodologies and tools⁵ to develop a practice-orientated and detailed operational marketing plan,
- evaluate the practice-orientated issues as well as outline and choose solutions in relation to the operational marketing plan.
- communicate practice-orientated issues and possible solutions to business partners and users in relation to the operational marketing plan.

Competencies

The student will learn to:

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

ECTS weight

The subject element marketing plan – strategy and tactics is weighted 10 ECTS credits.

⁵ The focus is understanding common marketing tools, primarily digital

3.6. Internationalisation

Content

This subject element includes the company's internationalisation and internationalisation strategies, including market selection, establishment types as well as the adaptation of the marketing mix. The subject element also includes national/sub culture and the significance of this for the marketing mix effort. The subject element also includes trade policy and macroeconomic factors that affect the company's internationalisation. In addition, the subject element includes financing and investment theory⁶.

Learning objectives for internationalisation

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

ECTS weight

The subject element internationalisation is weighted 10 ECTS credits.

⁶ Financial and investment strategy is linked to scenarios previously introduced

3.7. The number of exams in the national subject elements

There are 3 exams in the national subject elements, which in total represent 70 ECTS. Of this, 60 ECTS are part of the exam/s which make up the first-year exam.

There is one additional exam which is the final exam project. For the number of exams in the internship, please refer to section 3.

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

4. Internship

Learning objectives for programme's internship

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

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

- use key theories and concepts linked to employment in the internship's profession,
- evaluate the practice-orientated issues related to the company and outline solution options in relation to the function of the internship,
- communicate the practice-orientated issues and give reasons for possible solutions to customers, business partners and users in relation to the internship function.

Competencies

The student will learn to:

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

ECTS weight

The internship is worth 15 ECTS credits.

Number of exams

The internship is completed with 1 exam.

5. Requirements for the final exam project.

The learning objectives for the final exam project are identical to the programme's learning objectives listed above under point 1.

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

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

For specific form requirements for the final exam project please refer to the institutional part of the curriculum.

Exams for the final exam project

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

ECTS weight

The final exam project is weighted 15 ECTS credits.

Examination form

The exam is an oral exam based on the final exam project with an external co-examiner, a combined mark is given based on the 7-point scale for the written project and the oral presentation.

6. Rules on credit

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

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

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

The decision is taken according to an academic assessment.

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

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

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

PART 2 – The Institutional part

7. The programme includes local course elements

In addition to the national course elements, the programme also includes local course elements, weighing a total of 20 ECTS. The local course elements offer the students an opportunity to qualify their academic and professional competencies through elective elements, specialisation and from the perspective of topics broadly related to the area of the programme.

Each year, a number of local course elements are offered in the programme, partly in the form of electives, as described in the enclosure to this curriculum. The institution is not required to provide teaching in all electives offered, but teaching will be provided for an appropriate number of electives, subject to a qualified assessment of both academic merits and any capacity constraints.

The students are required to choose either the Analytics or the Business Development Project and 3 topics. All four elements (20 ECTS) will be assessed separately in a combined exam.

Detailed descriptions (learning goals) of the elective course elements can be found in the LMS (Moodle).

Elective Course elements offered	ECTS
Choose either:	
- Analytics project	5 ECTS
- Business development project	5 ECTS
Plus 3 of the below topic	
- Advanced supply chain management	5 ECTS
- Forecasting	5 ECTS
- Marketing analytics	5 ECTS
- Investment (options theory)	5 ECTS
- International trade law	5 ECTS
- Statistics	5 ECTS
- Intrapreneurship	5 ECTS

Figure 2: Course elements/electives

7.1. Exams

When a student enrolls for a course element, semester, etc., the student is also automatically signed up for the ordinary exam. For each exam, the educational institution sets a deadline for withdrawing from the exam. In the curriculum, the educational institution may specify that the prerequisite for taking an exam is compliance with all requirements on attendance and submission of assignments and projects, etc. Similarly, for entire programmes or parts of programmes included in the curriculum, the institution may decide that it will not be possible to withdraw from an exam.

The purpose of the exams in the programme is to assess the extent to which the student meets the academic objectives set for the programme and its individual course elements.

Here, reference is made also to *the Executive order on exams in vocational higher education* (the Exam Executive Order), *Executive Order on grading scales and other assessment within the remit of the Ministry of Education and Research* (the Grading Scale Executive Order), and **Dania Academy's Exam regulations**.

7.2. Exams listed on the diploma

The exams below, taken in the course of the programme, will be listed on the diploma.

Time	Exam name	Course elements	ECTS	Assessment	Grade	Grade weight
1st semester	1st internal exam	<i>Business and market analysis</i> Written project and individual oral presentation of the project	30	Internal	7-point grading scale	1
2nd semester	1st external exam	<i>Marketing plan</i> - strategy and tactics - implementation Written project and oral group presentation	30	External	7-point grading scale	1
3rd semester	2nd internal exam	<i>Internationalisation</i> Written project and oral group presentation	10	Internal	7-point grading scale	1
	Elective exams	Please refer to the electives catalogue in the LMS	20	Internal	7-point grading scale	1
4th semester	Internship exam	<i>Internship exam</i> Written report based on the student's internship	15	Internal	7-point grading scale	1
	Final exam project	Written project with oral presentation	15	External	7-point grading scale	1

Figure 3: Exams listed on the diploma

7.2.1 Description of the exams

1. Internal test (exam)

Compulsory requirements	<p>Prerequisite for taking the exam:</p> <ul style="list-style-type: none"> The groups must have submitted and obtained approval of two separate assignments related to the project. These are two compulsory assignments (milestones). Additional details are given in the project guide. Furthermore, the student must demonstrate that they have been studying actively by attending lectures and completing the compulsory semester activities.
Form	The 1st internal exam consists of a written group project and an oral individual test of the learning objectives for the semester.
Time	<p>The project will stretch over the last 2 months of the semester. 1 week for intensive case work in a workshop format in a synchronous format will lead up to the handin.</p> <p>The learning objectives are found in the national part of the curriculum.</p>
ECTS points	30 ECTS
Contents	<p>1st internal exam tests the learning objectives of the course elements:</p> <ul style="list-style-type: none"> First Semester core and supporting topics.
Description of the exam	<p>The written project is a group-based cross-disciplinary assignment which must be based on a company's situation (internal and external).</p> <p>The preparation of the project must be based on the case description/project guide which details the formal requirements. The project guide will be presented along with the project start up.</p> <p>The project is prepared in groups of 2-4 students. At the individual oral exam, the student briefly presents the main elements of the project, after which the examiners test the student's proficiency based on the submitted project as well as more broadly in relation to the learning objectives of the semester.</p>
Duration	<p>An introduction to the exam project will be given around 2 months before the end of the 1st semester, and the first part of the project must be submitted just before the workshop at the end of the semester.</p> <p>The individual exam includes a 25-minute individual oral exam (this includes the time for assessment) where approximately half of the time is provided for presentation of the workshop work and the rest for questions regarding the project and broadly in the curriculum.</p>
Formal content requirements	<p><i>The written part:</i></p> <p>Minimum 40,000 and maximum 60,000 characters including spaces, footnotes, figures and tables, but excluding front page, table of contents, references and enclosures.</p> <p><i>The oral part:</i></p> <p>Individual test – 25 minutes per student:</p> <ol style="list-style-type: none"> 1) The student presents results from the workshop case work (approx. 10 min.) 2) The examiners test the student's proficiency based on the submitted project as well as more broadly in relation to the learning objectives of the semester (approx. 10 min.) <p>Assessment and grading (approx. 5 min.)</p>
Assessment	<p>One grade is given for a collective assessment of the project and the oral exam, including the student's elaboration on theoretical questions.</p> <p>The exam performance is assessed according to the 7-point grading scale.</p>

Assessment criteria	The exam performance is assessed on the basis of the learning objectives of the course elements: Core topic and supporting topics
Language	<i>English</i>
Aids	All aids are available
Prerequisites for taking the exam	See the compulsory requirements
Deadline for withdrawal	See Dania Academy's exam regulations.

1st external test (exam)

Compulsory requirements	In order to qualify for the exam, the student must have passed all 1st-semester exams. In addition, the student must have attended lectures and completed the compulsory courses during the 2nd semester.
Form	The 1st external exam is a cross-disciplinary case-based exam in the form of a written and oral group exam based on the circumstances of a specific company. The groups consist of 2-4 students.
Time	2nd semester. The learning objectives are found in the national part of the curriculum.
ECTS points	30 ECTS
Content	The 1st external exam tests the learning objectives of the following course elements: Marketing plan – strategy, tactic and implementation
Description of the exam	The written part of the exam consists of preparation of a marketing plan for a company, including selection of the target audience. The preparation of the marketing plan must be based on the case description/project guide which details the formal requirements. The oral part of the exam starts with a presentation of the group's prepared communication product. After the presentation, the examiners ask for clarification of various aspects of the presentation and the written report as well as more general aspects relating to the learning objectives of the course elements in question.
Duration	An introduction will be given to the exam project halfway through the 2nd semester, at the latest, and the project must be submitted in the last part of the semester. A total of 15 minutes per student – however, no less than 45 and no more than 60 minutes per group – is allotted to the examination, including assessment and grading.
Formal content requirements	<i>The written part:</i> <ul style="list-style-type: none"> The volume of the the marketing plan must be minimum 60,000 and maximum 72,000 characters (including spaces, footnotes, figures and tables, but excluding front page, table of contents, references and enclosures). The marketing plan elements may be rejected if they do not meet the formal requirements. In case of a rejection, no assessment will be given, and the student will have used one examination attempt. <i>The oral part:</i> A total of 15 minutes per student – however, no less than 45 and no more than 60 minutes per group – is allotted to the examination, including assessment and grading. The presentation has a maximum duration of 15 minutes and must be based on the written part and the communication product. It is the group's responsibility to ensure that all group members participate actively throughout the examination.
Assessment	A collective assessment is given of the written part and the oral performance. The written part of the exam is assessed for the group, while the oral part is assessed individually, based on the exam performance. The exam performance is assessed according to the 7-point grading scale.
Assessment criteria	The assessment criteria are identical to the learning objectives of the compulsory course elements being tested in the exam. The learning objectives are found in

	the national part of the curriculum. The following course elements are tested: Marketing plan – strategy, tactics and implementation
Language	<i>English</i>
Aids	All aids are available
Prerequisites for taking the exam	See the compulsory requirements
Deadline for withdrawal	See Dania Academy's exam regulations.

2nd Internal test (exam)

Compulsory requirements	All exams in the 1st year of study must have been passed. Furthermore, the student must have been studying actively, including by attending lectures and completing the compulsory courses of the semester.
Form	The 2nd internal exam consists of a written individual project as well as an online oral test of the theme's learning objectives.
Time	3rd semester The learning objectives are found in the national part of the curriculum.
ECTS points	10 ECTS
Content	The 2nd internal exam tests the learning objectives of the course element, "Internationalisation". At the individual oral exam, the student briefly presents the main elements of the project, after which the examiners test the student's proficiency based on the submitted project as well as more broadly in relation to the learning objectives of the semester.
Description of the exam	The written project is a cross-disciplinary project which must be based on a practical issue experienced by a company. The preparation of the project must be based on the case description/project guide which details the formal requirements.
Duration	An introduction will be given to the exam project around halfway through the course, and the project must be submitted at the end of the course. A total of 25 minutes is allotted to the individual oral exam, including assessment and grading.
Formal content requirements	<i>Written part:</i> The written project must have a volume of minimum 20,000 and maximum 24,000 characters (including spaces, footnotes, figures and tables, but excluding front page, table of contents, references and enclosures). <i>The oral part:</i> Individual test – 25 minutes per student: 1) The student presents the main project elements (approx. 5 min.) 2) The examiners test the student's proficiency based on the submitted project as well as more broadly in relation to the learning objectives of the semester (approx. 15 min.) Assessment and grading (approx. 5 min.)
Assessment	The exam performance is assessed according to the 7-point grading scale.
Assessment criteria	The exam performance is assessed based on the learning objectives of the course element, Internationalisation (Theme 6).
Language	English
Aids	All aids are available
Deadline for withdrawal	See Dania Academy's exam regulations.

Electives exam	
Compulsory requirements	All exams in the 1st, and 2nd semester must have been passed. In addition, the student must have completed the compulsory course elements. Furthermore, the student must have completed at least two thirds of the internship period.
Form	The elective internal exam consists of an oral exam based on a written project managed by either the either the “analytics project” or “business development project” electives. Both the written project and the oral exam are considered in the assessment, which is an internal assessment. The project must include substantial elements from each elective to assess the students’ competence in each individually.
Time	Second half of the 3rd semester. The learning objectives are found in the Dania LMD
ECTS points	5+5+5+5 ECTS
Content	The internal exam tests the learning objectives of the 4 chosen electives.
Description of the exam	The purpose of the exam is to test whether the student is able to apply the theories and methodologies presented during lectures to a practical problem experienced by the case company. The preparation of the project must be based on the project description/project guide which details the formal requirements.
Duration	The oral exam has a duration of 30 minutes including time for assessment and grading.
Formal content requirements	The written project must have a volume of minimum 48,000 and maximum 96,000 characters (including spaces, footnotes, figures and tables, but excluding front page, table of contents, references and enclosures).
Assessment	The exam performance is assessed according to the 7-point grading scale. A grade is given for each element
Assessment criteria	The exam performance is assessed on the basis of the learning objectives.
Language	English
Aids	All aids are available
Deadline for withdrawal	See Dania Academy's exam regulations.

5th internal test (exam) - Internship exam

The table below is based on the formal local guidelines for the organisation of the internship under the course offering.

Compulsory requirements	All exams in the 1st, 2nd, and 3rd semester must have been passed. In addition, the student must have completed the compulsory course elements. Furthermore, the student must have completed at least two thirds of the internship period.
Form	The 5th internal exam consists of an oral exam based on a written project. Both the written project and the oral exam are considered in the assessment, which is an internal assessment. The internship must be passed before the student qualifies for examination of the final exam project.

Time	Second half of the 4th semester. The learning objectives are found in the national part of the curriculum.
ECTS points	15 ECTS
Content	The 5th internal exam tests the learning objectives of the internship.
Description of the exam	<p>The purpose of the exam is to test whether the student is able to apply the theories and methodologies presented during lectures to a practical problem experienced by the internship company. It furthermore serves to document the student's ability to reflect on the learnings from the internship period.</p> <p>The preparation of the project must be based on the internship description/project guide which details the formal requirements.</p>
Duration	The oral exam has a duration of 25 minutes including time for assessment and grading.
Formal content requirements	The written project must have a volume of minimum 9,500 and maximum 12,000 characters (including spaces, footnotes, figures and tables, but excluding front page, table of contents, references and enclosures).
Assessment	The exam performance is assessed according to the 7-point grading scale.
Assessment criteria	The exam performance is assessed on the basis of the learning objectives of the internship.
Language	English
Aids	All aids are available
Deadline for withdrawal	See Dania Academy's exam regulations.

Final exam project - 2nd external test (exam)

Compulsory requirements	Prerequisites for taking the exam: <ul style="list-style-type: none"> All the tests and exams of the programme, including the internship, must have been passed.
Form	Oral exam based on a written project.
Time	4th semester The learning objectives are found in the national part of the curriculum.
ECTS points	15 ECTS
Content	The 2nd external exam tests the learning objectives of the final project.
Description of the exam	The final exam project can be undertaken either individually or in groups of 2-3 students.
Duration	An introduction to the exam project will be given around halfway through the 1st semester, and the project must be submitted in the last part of the semester. The individual exam includes a 30-minute individual oral exam (this includes the time for assessment)
Formal content requirements	<p><i>The written part:</i> The volume of the exam project must be as follows: For 1 student: Minimum 70,000 and maximum 100,000 characters. For 2 students: Minimum 105,000 and maximum 150,000 characters. For 3 students: Minimum 140,000 and maximum 200,000 characters.</p> <p>This includes spaces, footnotes, figures and tables, but excludes front page, table of contents, references and enclosures.</p> <p><i>The oral part:</i> Based on the written report, the student is examined in an individual oral exam with a duration of 45 minutes, including assessment.</p>
Assessment	One overall grade according to the 7-point grading scale is given, based on a collective assessment of the student's written report and oral exam performance. In determining the grade, the written part of the main project has a weight of 2/3, and the oral defence performance 1/3. No grades will be given for the individual parts.
Assessment criteria	The assessment criteria are identical to the learning objectives of the compulsory course element being tested in the exam. The learning objectives are found in the national part of the curriculum.
Spelling and writing skills	Spelling and writing skills are considered in the overall assessment of the project.
Language	English
Aids	All aids are available
Deadline for withdrawal	See Dania Academy's exam regulations.

7.2.2 Sick exams, dispensations, cheating, complaints, and special exam conditions

Dania Academy has laid down a number of rules and procedures regarding special circumstances in connection with exams. These rules and procedures are described in **Dania Academy's exam regulations which the student is expected to have read at the start of the programme.**

The regulation includes rules and procedures concerning the following areas:

- When a student can take a sick exam
- When the student is required to pass the exam
- The steps to be taken by the student in case of physical or mental disabilities.
- Exams taken abroad/online.
- Complaints
- Cheating, plagiarism and disruptive behaviour during exams, etc.

8. Attendance

At Dania Academy we regularly monitor our students' study activity and compliance with the compulsory exam requirements.

8.1. Criteria's to ensure study activity

It is a precondition for being considered an active student that the student attends all synchronous teaching activities, participates in all compulsory projects and exams, and submits the assignments, projects, etc., relating to the programme. With the requirement on study activity we wish to contribute towards establishing a developing and rewarding learning environment for each student.

Being an active student is, in itself, a compulsory assignment which is subject to the same requirements as other compulsory assignments – meaning that a prerequisite for qualifying for an exam is that the student has demonstrated a satisfactory level of study activity.

In practice this means that it is mandatory to attend all teaching and teaching-related activities.

In case of absence, the student must give notice thereof as soon as possible – with a brief explanation of the reason for the absence. In case of illness enduring more than a week, the student, subject to specific agreement with the Academy, must provide documentation for the illness or submit a solemn declaration to the programme secretary.

A student who is repeatedly registered as absent will be called in for an interview with the absence registration officer or the programme officer, during which the student's level of study activity will be evaluated. If the level of study activity is not subsequently improved, the student will be asked to submit a replacement assignment to provide assurance that the student's level of proficiency is satisfactory.

8.2. Study start test

Students in the 1st semester must attend and pass a study start test in order to continue their studies. The purpose of the study start test is to establish whether the student has in fact started on the programme. The study start test will be held no later than two months after the study start, and the result of the test will be communicated to the student in the form of a pass/fail or "approved"/"rejected" assessment within two weeks after the test.

In case of a failed test, the student may opt for a re-test which is held no later than 3 months after the study start. The student has two attempts at passing the study start test. This test is not covered by the rules of the Exam Executive Order regarding examination complaints.

After failing to pass the study start test, the student will be removed from the programme.

Compulsory requirements	Enrolled in the programme
Form	The student's study activity will be tested in written or oral tests.
Time	No later than 2 months after the start of studies
Content	The test may consist of a test of knowledge within the area of the subjects presented since the start of the studies and/or an assessment of the study activity, including attendance and submission of the assignments given.
Duration and formal content requirements	Will be specified in the test notice
Assessment	Internal assessment - pass/fail
Assessment criteria	An overall assessment of the student's study activity
Spelling and writing skills	Will be specified in the test notice
Language	English
Aids	Will be specified in the test notice
Prerequisites for taking the test	Enrolled in the programme with access to Moodlerooms
Deadline for withdrawal	See Dania Academy's exam regulations.

9. Study activity model

New students at Dania Academy will come across activities and study planning which may be different from what they have previously encountered. Students are expected to put in efforts equivalent to a full-time job. The programme is practice-oriented, meaning that in addition to the internship, there will be other meetings with the trade/profession during the programme.

A study programme includes many different kinds of activity. Some of these are initiated by the students themselves, others will be planned for the programme. Some are performed by the student, alone or together with fellow students – others are performed by the student together with the programme instructors – and others still will be performed together with companies as part of the internship, company visits, projects, etc.

The teaching at Dania Academy University of Applied Science is planned on the basis of the following study activity model in which the activities are divided into four categories.

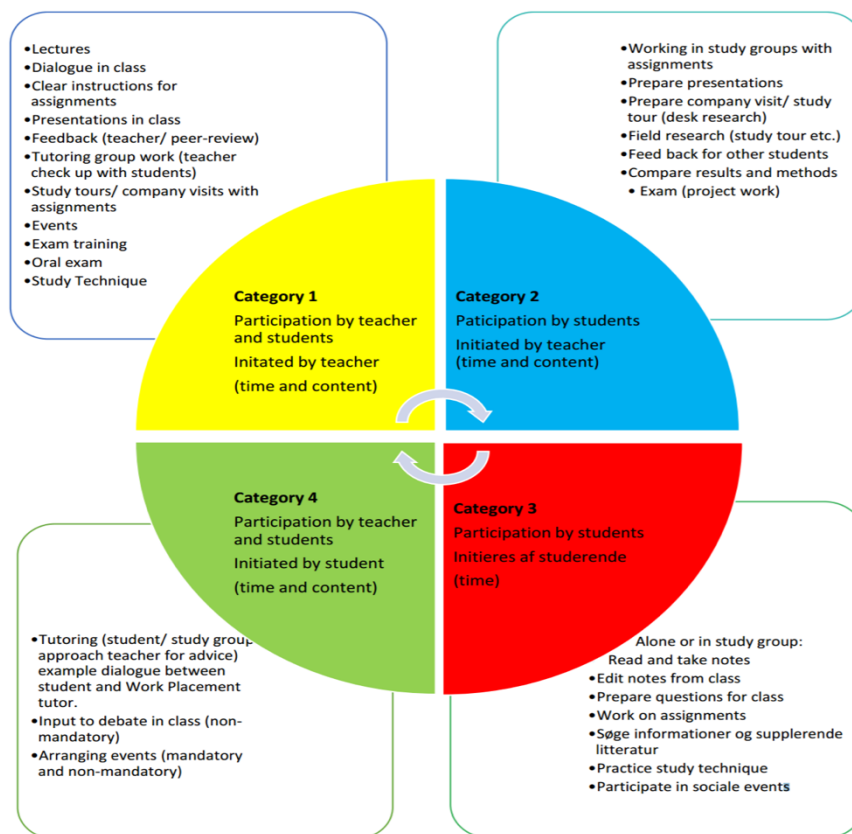


Figure 3: the study activity model

9.1. Teaching and work methods

The knowledge foundation of the study programmes is based on industrial and professional know-how as well as accumulated development experience. The focus on industrial and professional know-how implies that the teaching is founded on the latest knowledge of the major trends within the industry or profession targeted by the programme.

The focus on development experience implies that the teaching is based on the latest insights from experimental and development work relevant to the industry or profession targeted by the programme. Furthermore, the focus on development implies that the teaching is based on the latest knowledge from fields of research relevant to the core areas constituting the programme's purpose and professional aim.

The forms of teaching vary in the course of the programme but may include lectures, classroom teaching, dialogue teaching, exercises, online courses, presentations, cases, seminars, guest lecturers from at home and abroad, projects, and company stays. In addition, the educational form of the teaching is described in the course presentations.

9.2. Programme courses which may be taken abroad

The programme is so designed as to allow the student to complete parts of the programme abroad within the standard programme duration.

The programme structuring makes it possible for a student to study abroad for up to 3 semesters. Dania Academy must approve the foreign educational institution and the academic/professional content of the

course(s) which the student has applied for. After the end of a study stay abroad, the student is required to document the approved study stay's completed programme elements. Also, in connection with the application for prior approval, the student must give permission to the Academy to obtain any required information after the end of the stay abroad.

9.3. Rules on credit transfers – institutional part

The rules of the institutional part regarding credit transfers follow the similar rules of the national part, cf. the above.

Credit transfers for programme elements within this programme:

The Institution approves programme elements within the same programme which have been successfully completed at other institutions. The student must provide information about any programme elements completed at a different Danish or foreign institution of higher education and about any occupation which is presumed to be eligible for awarding credits.

The institution may approve that programme elements completed at a different institution within a different programme are equivalent to corresponding programme elements or parts thereof according to the 7-point grading scale at the institution where the test was taken, and if the elements are equivalent to an entire subject course of the present curriculum, the grade obtained will be transferred. In all other cases, the grade is transferred simply as a "pass" which will not be considered in any grade point average calculations.

The student must submit a written application with all relevant enclosures to the educational institution in order for credit transfers to be allowed. This applies also to students exchanged under the Erasmus programme. The decision will be based on an academic/professional assessment.

9.4. Credit transfers between programmes of higher education

Some Academy programmes allow credit transfers if you enrol into particular programmes of further education. This may apply both to specialised credit-attaining courses and credit transfers from the standard course, allowing you to either join the programme later, for instance during the second year of study, or to skip certain courses as you go through the programme.

Read more at:

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

- or contact the student counselling service for further up-to-date information.

9.5. Leave

A student may be granted leave from the programme on the basis of personal circumstances. Further information on leave and the regulations concerning students on leave can be found in the *Executive order on access to vocational education and professional education*

9.5. Dispensations

When warranted by extraordinary circumstances, the Institution may grant dispensations from those provisions of the Curriculum which have been laid down exclusively by the institution(s). The institutions co-operate in order to ensure a harmonised policy of dispensations.

9.6. Language

There are no further requirements on foreign language proficiency other than as specified in the admission regulation.

9.7 Governing Law

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

10. Effective date and transitional scheme

The Curriculum will take effect on August 25 2020 for students enrolled after 20 August 2019.

The most recent version of the curriculum is available from www.eadania.com and in the LMS campus page under the name of the programme.

Transitional scheme

Students enrolled up to and including the 20 August 2019 will follow the curriculum dated June 2017, after which they will be assigned to this curriculum from 31 January 2021. Tests/exams started before the 31 August 2021 must be completed in accordance with the curriculum under which they started.

Legal basis

The programme is subject to the most recent versions of the following acts and regulations:

Executive Order no. 153 of 27-02-2018: *Bekendtgørelse af lov om erhvervsakademier for videregående uddannelser* (Act on academies of professional higher education)

Executive Order no. 986 of 18-08-2017: *Bekendtgørelse af lov om erhvervsakademiuddannelser og professionsbacheloruddannelser (LEP-loven)* (Act on professional academy and bachelor programmes).

Executive Order no. 80 of 28-01-2019: *Bekendtgørelse om adgang til erhvervsakademiuddannelser og professionsbacheloruddannelser* (Executive order on access to vocational education and professional education)

Executive Order no. 1500 of 02-01-2016: *Bekendtgørelse om prøver i erhvervsrettede videregående uddannelser* (Executive order on exams in vocational higher education)

Executive Order no. 211 of 27-02-2019: *Bekendtgørelse om adgang til erhvervsakademiuddannelser og professionsbacheloruddannelser* (Executive order on access to vocational education and professional education)

Executive Order no. 114 of 03-02-2015: *Bekendtgørelse om karakterskala og anden bedømmelse* (Ministerial Order on Grading Scale and other Assessment at University Programmes)

Applicable acts and ministerial orders are published (in Danish) at www.retsinfo.dk

11. APPENDIX 1:

11.1. Learning objectives for the first semester

Knowledge

The student will gain knowledge about:

- different types of analyses to assess the company's internal strategic situation,
- and an understanding of practices and the use of different business models,
- and an understanding of the practice, centrally applied theory and methodology in relation to how a company generates revenue.
- different types of analyses to assess the company's external strategic situation,
- and an understanding of theory, methodology and practice in relation to different types of trend analyses and their relevance to the company.
- methods of collection and using data and managing these
- and an understanding of the practice, centrally applied theory and methodology in relation to different market analysis methods.

Skills

The student will get the skills to:

- use the key methods and tools to identify development potential based on the company's internal conditions,
- evaluate practice-orientated issues and develop and select solutions in relation to the company's business with the aim of creating added value for customers,
- assess and analyse the company's organisation, structure, culture and accounting for the optimisation of its business processes,
- communicate practice-orientated issues and solutions in relation to the internal analysis of the company.
- use the key methods and tools of the subject area in relation to an external analysis of the company's situation,
- evaluate practice-orientated issues as well as develop and select solutions in relation to the preparation of customer analyses and competitor analyses as well as evaluate the company's market potential,
- disseminate practice-orientated issues and possible solutions of the external situation to partners and users.
- use the subject's key methods and tools in relation to evaluating the validity and the reliability of the market analysis,
- assess the practice-orientated problems as well as outline and choose solutions based on the gathered primary and secondary data,
- disseminate practice-orientated issues and possible solutions within the field of market analysis to partners and users.
-

Competencies

The student will learn to:

- manage development-orientated situations related to the development and optimisation of the company's business model,
- participate in academic and interdisciplinary collaboration in relation to the company's internal conditions and business model in a professional way
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's internal conditions. manage development-orientated situations related to the company's external strategic situation
- participate in academic and interdisciplinary collaboration with a professional approach in relation to the analysis of the company's external strategic situation,
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's strategic situation in a given market.
- manage development-orientated situations by using relevant market analyses,
- participate in academic and interdisciplinary collaboration with a professional approach in connection with the preparation and presentation of recommendations based on a market analysis,
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing analysis

11.2. Topics covered in first semester

The topics will be covered in 2 tracks.

Core subjects are taught in 1 flow but multiple continuous learning tracks. These topics are the foundation for understanding the organisation and market from a business foundation perspective.

Supporting topics are linked to core topics weekly to create a complete understanding of business management enabling the students to branch out later in their careers.

Core subjects

- Individuals/personal profiles
- Innovation + Presentation of results
- Interview methods
- Presentation of data collected and use of data
- Business mission and vision
- Business models
- Market orientation vs. business orientation
- Strategy and growth strategies
- The company's core competences and value creation
- Demographics
- Labour market and business structure
- Competitive industry structure
- Consumer behaviour including customer journey
- Consumer trends
- Managing the flow of goods (planning principles, inventory management, distribution etc.)
- Relationship, cooperation, selecting supply chain partners
- Supply chain optimization (value creation, logistic efficiency/strategy/coordination)
- Data analysis and interpretation
- Presentation of data collected and use of data
- Problem definition and design of analysis
- Product evaluation and development
- Leadership theory
- Market potential

- Motivation theory
- Organizational culture
- Organizational structure
- Tools for optimizing value creation in SCM
- Company capability profiles
- Creating the research design /questionnaire design
- Internal sources and external sources
- Marketing research validity and reliability
- Primary- and secondary data collecting methods and forms of analysis
- Supply chain structure
- The marketing environment analysis
- The marketing research process
- Triangulation method

Supporting topics

- Innovation + presentation tools
- Groups/Teams/team development
- Analysing company accounts
- Annual report (income statement and balance sheet)
- Costs (variable and fixed)
- Income
- Company types and the influence this has on liability
- Contract law and consumer contracts
- Cycle analysis and potential GDP
- Legal method and sources of law – including the EU system and its legal power – and the courts and the basic principles of procedural law
- Macroeconomic reports (secondary sources and databases)
- Macroeconomic targets (no macroeconomic models – placed at 3. semester)
- National income accounting (value added, total demand and balance of payments)
- Personal data protection law, Tort law – including employers' liability and product liability
- Benchmark analysis
- Confidence intervals
- Descriptive statistics
- Goodness of Fit
- Test for dependency (Contingency tables)
- Capital adjustment analysis
- Cash flow
- Earning capacity analysis
- Profitability analysis
- Solvency and liquidity analysis
- Analysis of the company's strengths, weaknesses, possibilities and threats
- Generally, it will be obvious, that students search in secondary sources and databases
- Project management
- Project management in practice
- Project management tools (Risk analysis, Stakeholder analysis etc.)
- Project planning
- Qualitative- and quantitative data collection methods

11.3. Learning objectives for the second semester

Knowledge

The student will gain knowledge about:

- the marketing plan's structure including relevant marketing strategies and the tactical structure of the marketing plan
- and can understand the practical and centrally applied theory and method, and can also understand the marketing plan's content and structure.
- the follow-up and evaluation of the marketing plan, including the practical application of the marketing mix,
- and understand the practice, centrally applied theory and methodology in relation to the preparation of the actual marketing material and related budgets.

Skills

The student will get the skills to:

- apply the profession's key methods and tools and be able to apply the skills related to outlining a marketing plan and evaluating this,
- assess the practice-orientated issues as well as outline and choose strategic and tactical solutions for the marketing plan,
- communicate practice-orientated issues and possible solutions to business partners and users in relation to a specific marketing plan.
- use key methodologies and tools⁷ to develop a practice-orientated and detailed operational marketing plan,
- evaluate the practice-orientated issues as well as outline and choose solutions in relation to the operational marketing plan.
- communicate practice-orientated issues and possible solutions to business partners and users in relation to the operational marketing plan.

Competencies

The student will learn to:

- manage development-orientated situations related to marketing planning for companies operating in B2B and B2C markets,
- participate in academic and interdisciplinary collaboration with a professional approach in relation to the marketing plan,
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing planning on a strategic and tactical level.
- undertake development-orientated situations related to the implementation of the operational marketing plan,
- participate in academic and interdisciplinary cooperation with a professional approach in relation to the company's work with internal and external partners in the preparation of an operational marketing plan,

⁷ The focus is understanding common marketing tools, primarily digital

- in a structured context, acquire new knowledge, skills and competencies in relation to ensuring the fulfilment of the company's operational marketing plan

11.4. Topics covered in the second semester

The topics of the second semester will be covered in an integrated process where cases taught will be central point of references and linked across classical class divisions.

- Analyze the impact and influence which the macro environment has on an organization and its business strategies
- Contents and structure in the marketing plan
- Company objectives
- Segmentation (b2b and b2c)
- Target marketing
- Positioning
- Branding
- Product vs. Service
- Price strategies
- Distribution strategies
- Marketing-mix
- Supply and demand
- Market forms
- The consumer (incl. consumer surplus)
- The producer (incl. producer surplus)
- Elasticities
- The company's costs
- Government intervention (maximum pricing, minimum pricing and tax per unit)
- Price formation methods (practically, theoretical and mathematical)
- Budgeting (income statement- and market costs budget)
- Channel design and optimization (tasks, value creation, structure)
- Concept management
- Retail trade optimization (Concepts, tasks, value creation)
- Offline, online, omnichannel
- Sales strategy
- Sales planning
- Communication strategies
- Media habits and touchpoints of the target group
- Communication objectives
- Message
- Media landscape
- Media planning
- Marketing law – including unsolicited approach to consumers
- Trademark law – including protection
- E-commerce law
- Sale of goods – including reservation of title and securing the purchase sum
- Implementation of the marketing plan
- Briefing of internal and external stakeholders and suppliers
- Evaluation and performance review
- Tools for implementing the company's digital marketing

- Budgeting (liquidity budget and balance sheet budget)
- Budget control
- Communications tool (including CRM)
- Personality types
- Sales- and negotiation technique
- Sales psychology
- Social selling
- Developing (minimum) one concrete communication element and/or product
- Communication budget (budget and prices of media/clicks etc.)
- Measuring effects of communication efforts (including reaching communication objectives within the budget)