




CURRICULUM for Marketing Management (AP)

Dania Academy

Commencement 20.08.2020



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


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Change log:

Version	Dato	Performed by	Description
1	20.08.20	Mette Gebert Sutherland	Alterations of test in 1 st study year. Orientation of changes in the electives programme. A greater variety of electives will be offered.

Subject to any printing errors and changes

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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 Educational Committee for the Marketing Management programme and approved by the Board of Directors (or the Rectors) after consultation with Business Academy Aarhus' educational network and the chairmanship of IT Technology external examiners.

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

The institutional part is form by the education 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 rules of the program, it is the rules of the program that apply.

Placement of the education elements

Placing	National elements	Institutional elemets	ECTS	Intern/ Extern	Exams
1. semester	Theme 1: Business understanding and product		10	Intern 1. internal exam	
	Theme 2: Market understanding		10		
	Theme 3: Market analysis		10		
2. semester	Theme 4: Marketing plan – strategy and tactics		20	External	1.external exam
	Theme 5: Marketing plan and implementation		10		
3. semester	Theme 6: Internationalisation		10	Internal	2. internal exam
	Electives	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 ETCS			120		

Figure 1: Placement of the education elements

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

Part 1 – The national part

1. 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

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

2. The programme includes 6 national subject elements

2.1. 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 organisational and company form which the company can choose.

Learning objectives for business understanding

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

ECTS weight

The subject element business understanding is weighted 10 ECTS credits.

2.2. Market understanding

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.

2.3. Market analysis

Content

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

Learning Objectives for market analysis

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

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

2.4. The marketing plan – strategy and tactics

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.

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

Competencies

The student will learn to:

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

ECTS weight

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

2.6. Internationalisation

Content

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

Learning objectives for internationalisation

Knowledge

The student will gain knowledge about:

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

Skills

The student will 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.

2.7. 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.

3. 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.

4. 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.

5. 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

6. The programme includes local course elements and electives

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 appendix to this curriculum. (Appendix B describes electives for Campus Randers and appendix C describes electives for Campus Viborg). 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.

6.1. Electives

Course elements offered in Randers	ECTS
Advertising and online promotion	15
Agency	
Media production	
Business Management	15
Operating economy	
Statistics	
Specialisation electives	
Sustainability Marketing	5
Summer School	5

Course elements offered in Viborg	ECTS
Executive (Specialisation):	
Operating economy	7.5
Statistics	7.5
Management	5
Promotion (Specialisation):	20
Development (Specialisation)	20

Figure 2: Course elements/electives

6.2. Examinations

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. It is not possible to withdraw from the 4 part assessments on 1st and 2nd semester.

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**.

6.2.1. Examinations 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	- Business understanding - Market understanding - Market analysis Consists of 3 parts: 2 part assessments A+B, and 1 written group project with an individual oral exam. The grades from all 3 parts will appear on the diploma.	30	Internal	7-point grading scale	1
	1st external exam	Marketing plan – strategy and tactics Marketing plan - implementation Consists of 3 parts: 2 part assessments C+D, and 1 written group project with an individual oral exam. The grades from all 3 parts will appear on the diploma.	30	External	7-point grading scale	1
3rd semester	2nd internal exam	– Internationalisation Written group project and oral individual examination of the 3rd semester theme 6.	10	internal	7-point grading scale	1
	Elective exams	Please refer to the electives catalogue – appendix B for Randers and appendix C for Viborg	20	Internal	7-point grading scale	1
4th semester	Internship exam	Internship exam Written project based on the student's internship with an oral exam.	15	Internal	7-point grading scale	1
	Final exam project	Written project with oral exam.	15	External	7-point grading scale	1

Figure 3: Exams listed on the diploma

6.2.2. Description of the examinations

1st Internal test (exam)

Compulsory requirements	<p>Prerequisites for taking the exam – active attendance and submission requirements In order for the student to take the oral exam the contents of the written report must be credible.</p> <p>The assignment must meet the formal requirements and be timely and properly submitted. It is a prerequisite for taking the oral exam that students confirm their responsibility for the preparation of the project with their signature, this is done when the project is uploaded in WISE-flow.</p> <p>Furthermore, the student must have been studying actively, including by attending lectures and completing the compulsory semester courses.</p>
Form	The 1st internal exam consists of 3 exams: 2 part assessments and a written group project with an oral individual test of the learning objectives for the semester.
Time	1st semester.
ECTS points	30 ECTS
Contents	1st internal exam tests the learning objectives for the 3 compulsory programme elements: Business understanding (theme 1), Market understanding (theme 2), and Market analysis (theme 3). The learning objectives are found in the national part of the curriculum.
Description of the exams	<p>Part Assessments: In the end of the first two programme elements there is a part assessment (A) and again in the end of the third programme element, there is a part assessment (B) in the 1st Semester.</p> <p>Part Assessment A: Part assessment A consists of a written assignment, prepared by 3-5 students with min. characters of 9.500 and max. of 12.000 characters (including spaces, footnotes, figures and tables, but excluding front page, executive summary, table of contents, references and enclosures).</p> <p>Part Assessment B: Part assessment B consists of a written assignment, prepared by 3-5 students with min. characters of 9.500 and max. of 12.000 characters (including spaces, footnotes, figures and tables, but excluding front page, executive summary, table of contents, references and enclosures) and an additional group exam. The group examination has a duration of 25 minutes. All group members must be active during the presentation.</p> <p>The grade from each of the two part assessments A+B will be given, and each assessment is weighted 15% of the grade (total of 30%), while the grade for 1. Internal exam is weighted 70% of the grade. The grades are individually noted and weighted on the diploma.</p> <p>Exam project – written and oral The written project is a group-based cross-disciplinary assignment which must be based on a company's particular situation. The preparation of the project must be based on the case description/project guide which details</p>

	<p>the formal requirements. The project is prepared in groups of 3-5 students. At the individual oral exam, the student briefly presents chosen 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. At the oral exam, the student also picks a random theoretical question broadly covering the learning objectives of the semester. The student must then elaborate on this theoretical question.</p>
Duration	<p>An introduction to the exam project will be given halfway through the 1st semester, and the project must be submitted in the last part of the semester.</p> <p>The individual exam includes a 30-minute individual oral exam (this includes the time for assessment)</p> <p>Part assessment – please see description above.</p>
Formal content requirements	<p><i>The written part:</i></p> <p>Minimum 40,000 and maximum 50,000 characters including spaces, footnotes, figures and tables, but excluding front page, executive summary table of contents, references and enclosures.</p> <p><i>The oral part:</i></p> <p>Individual test – 30 minutes per student:</p> <ol style="list-style-type: none"> 1) The student presents chosen 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.) 3) The student picks a random theoretical question broadly covering the learning objectives of the semester. The student must then elaborate on this theoretical question. (approx. 5 min.) <p>Assessment and grading (approx. 5 min.)</p> <p>Part assessment A+B – please see description above.</p>
Assessment	<p>The part assessments A+B will be assessed individually.</p> <p>The student has one attempt to complete the assessment. Be aware that part assessments are not exams and therefore not subjects to the 3-attempt rule. In case of undocumented absence from the oral part, or if a student does not hand in their assignment or written report, or an assignment handed in with no real or solid content, the grade -03 will be given. If the student has documented absence due to illness, maternity/paternity or other leave, a new attempt will be given.</p> <p>The assessment criteria for the 1st internal exam are identical to the learning objectives for the compulsory programme elements mentioned above. The learning objectives are specified in the national curriculum.</p> <p>The exam has an internal co-examiner.</p> <p>One grade is given for a collective assessment of the project and the oral exam, including the student's elaboration on the random theoretical question.</p> <p>The exam project (written and oral) and the part assessments A+B are assessed according to the 7-point grading scale. An overall grade will be given where each part assessment is weighted 15% of the grade, while the oral exam is weighted 70% of the grade. The exam project (written and oral) must be passed. The grades are individually noted and weighted on the diploma.</p>

Assessment criteria	The exam performance is assessed on the basis of the learning objectives of the course elements: Business understanding (theme 1), Market understanding (theme 2), and Market analysis (theme 3).
Language	English
Aids	All aids are available
Prerequisites for taking the exam	See the compulsory requirements
Deadline for withdrawal	It is not possible to deregister the part assessments A+B 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 1 st 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 3-5 students. The 1st external exam consists 2 part assessments and a combination of a written and oral group exam based on a concrete company (case).
Time	2nd semester.
ECTS points	30 ECTS
Content	The 1st external exam are identically with the learning objectives of the following course elements: Marketing plan strategy and tactics (theme4) and Marketing plan - implementation (theme 5) The learning objectives are found in the national part of the curriculum.
Description of the exam	<p>Part assessments: In the end of the course elements on 2nd semester there will be two part assessments, C and D.</p> <p>Part assessment C: Part assessment C consists of a written assignment, and incorporates parts of the programme elements: Marketing plan – strategy and tactics, prepared by 3-5 students with a volume of min. 9.500 and max. 12.000 characters. (including spaces, footnotes, figures and tables, but excluding front page, executive summary, table of contents, references and enclosures).</p> <p>Part assessment D Part assessment D will be prepared by groups of 2-4 students and consists of an oral output (for example a video presentation) with at duration of 10-15 minutes and a written report with a volume of min. 6000 and max. 7.200 characters. (including spaces, footnotes, figures and tables, but excluding front page, executive summary, table of contents, references and enclosures).</p>

	<p>The result of the two part assessments are weighted 15% (total 30%) of the grade. 1st external exam is weighted 70% of the grade. The grades are individually noted and weighted on the diploma.</p> <p>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 project is prepared in groups of 3-5 students.</p> <p>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.</p>
Duration	<p>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.</p> <p>A total of 15 minutes per student – however, no less than 45 and no more than 75 minutes per group – is allotted to the examination, including assessment and grading.</p> <p>Parts assessments – please see description above.</p>
Formal content requirements	<p>Exam project</p> <p><i>The written part:</i></p> <ul style="list-style-type: none"> • The volume of the strategic and tactical part of the marketing plan must be minimum 40,000 and maximum 48,000 characters (including spaces, footnotes, figures and tables, but excluding front page, executive summary, table of contents, references and enclosures). • The implementation part of the marketing plan must have a volume of minimum 20,000 and maximum 24,000 characters (including spaces, footnotes, figures and tables, but excluding front page, executive summary, table of contents, references and enclosures). <p>The marketing plan elements may be rejected if they do not meet the formal</p>

	<p>requirements. In case of a rejection, no assessment will be given, and the student will have used one examination attempt.</p> <p><i>The oral part:</i></p> <p>A total of 15 minutes per student – however, no less than 45 and no more than 75 minutes per group – is allotted to the examination, including assessment and grading. The presentation has a maximum duration of 20 minutes and must be based on the written part. It is the group's responsibility to ensure that all group members participate actively throughout the examination.</p> <p>Part assessment – please see description above.</p>
Assessment	<p>The two parts assessments C+D will be assessed individually.</p> <p>The student has one attempt to complete the assessment. Be aware that part assessments are not exams and therefore not subjects to the 3-attempt rule. In case of undocumented absence from the oral part, or if a student does not hand in their assignment or written report, or an assignment handed in with no real or solid content, the grade -03 will be given. If the student has documented absence due to illness, maternity/paternity or other leave, a new attempt will be given.</p> <p>The assessment criteria for the 1st external exam are identical to the learning objectives for the compulsory programme elements mentioned above. The learning objectives are specified in the national curriculum.</p> <p>A collective assessment is given of the written part and the oral performance. The written part of the exam is assessed for the group as a whole, while the oral part is assessed individually, based on the exam performance.</p> <p>One grade is given for a collective assessment of the project and the oral exam, including the student's elaboration on the random theoretical question.</p> <p>The exam project (written and oral) and the part assessments C+D are assessed according to the 7-point grading scale. An overall grade will be given where each part assessment is weighted 15% of the grade, while the oral exam is weighted 70% of the grade.</p> <p>The exam project (written and oral) must be passed. The grades are individually noted and weighted on the diploma.</p>
Assessment criteria	<p>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 and tactics (theme 4) and Marketing plan - implementation (theme 5)</p>
Language	English
Aids	All aids are available
Prerequisites for taking the exam	See the compulsory requirements
Deadline for withdrawal	<p>It is not possible to deregister the part assessments C+D</p> <p>See Dania Academy's exam regulations.</p>

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 group project as well as an individual 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 (Theme 6). 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. At the oral exam, the student also picks a random theoretical question covering the learning objectives of the semester. The student must then elaborate on this theoretical question.
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. The oral individual exam has a duration of 20 minutes incl. assessment and grading.
Formal content requirements	<i>Written part:</i> The written group project must have a volume of minimum 31.200 and maximum 36.000 characters (including spaces, footnotes, figures and tables, but excluding front page, executive summary table of contents, references and enclosures). <i>The oral part:</i> Individual test – 20 minutes per student: 1) 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 - 12 min.) 2) The student picks a random theoretical question broadly covering the learning objectives of the semester. The student must then elaborate on this theoretical question. (approx. 5 min.) Assessment and grading (approx. 3-5 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.

3rd Internal test (elective)

Please refer to the electives catalogue – appendix B for Randers and appendix C for Viborg

4th 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	The purpose of the exam serves to test the students ability to reflect on and apply the knowledge of the learning objectives from the internship where the student has worked with different practical tasks, activities and obtained experiences. The preparation of the project must be based on the internship description/project guide which details the formal requirements.
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, executive summary, 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. Students with a different mother tongue than Danish may apply for an exemption from the requirement that spelling and writing skills are considered in the assessment. This application must be submitted to the programme office four weeks before the exam is held.
Language	English
Aids	All aids are available
Deadline for withdrawal	See Dania Academy's exam regulations.

6.2.3. Make-up, dispensations, cheating, complaints, and special examination conditions

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

The exam regulations include, among other things, rules and procedures concerning the following areas:

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

6.3. Compulsory attendance

At Dania Academy we regularly follow up on the study activity of our students and the fulfilment of the prerequisite requirements of the examinations.

6.4. Criteria to ensure study activity

Study activity is prerequisite for being entitled to the State Educational Grant and Loan Scheme (SU).

It is a precondition for being considered an active student that the student attends all teaching activities, participates in all compulsory projects and exams, and submits the assignments, projects, etc., affiliated with 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. In extraordinary circumstances, the Academy will recommend a suspension of the payment of study grants, as being an active student is a prerequisite for the entitlement to receive study grants.

6.4.1. 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 clarify whether the student has in fact started on the programme. The study start test must be held no later than two months after the beginning of the semester, and the result of the test will be communicated to the student in the form of a pass/not passed respectively "approved"/"not approved" assessment two weeks after the examination.

Has the examination not been passed, the student has the opportunity to participate in a re-examination which will be held no later than 3 months after the beginning of the semester. The student will be given two attempts to pass the study start examination. This examination is not subject to the rules in the Executive Order on examination regulations regarding examination complaints.

Should the student fail to pass the study start test the student will be expelled 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, unless otherwise specified in the test notice
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.

6.5. Study activity model

When a student starts at Dania Academy, he or she will be introduced to activities and a study programme, which may differ from what he or she has previously been introduced to elsewhere. It is expected that the effort contributed by the student is consistent with that of a fulltime occupation. The education is practice-based, which means that besides the internship course there will continuously be held meetings with the business/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 designed by the education. Some of these the students perform themselves, either alone or in a group of fellow students, others the students will perform together with the education's teaching staff, and others again will be performed together with the companies, either during the internship, or in connection with the company visits, project etc.

The programme on Dania Academy is organized based on the following model for study activity, where the activities are divided into 4 categories:

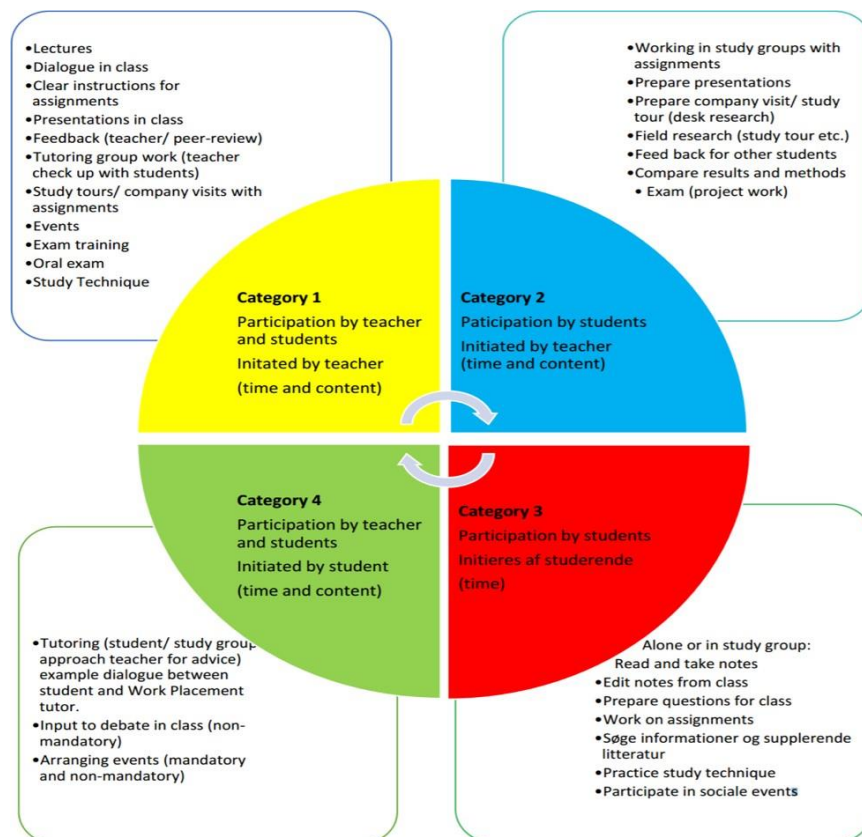


Figure 3: the study activity model

6.5.1. Teaching and working

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

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

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.

6.6. Parts of the education that can be completed abroad

The programme is so designed as to allow the student to complete parts of the programme abroad within the prescribed period of study.

The programme structuring makes it possible for a student to study abroad for 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.

6.7. Rules on credit – the institutional part

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

Credit 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.

6.8. Credit between programmes of higher education

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

For further reading, see: <https://www.ug.dk/uddannelser/artikleromuddannelser/merit/merit-mellem-de-videregaende-uddannelser>

– or contact the educational guidance counsellor for further relevant information.

6.9. Leave of absence

A student may take a leave of absence from the programme for personal reasons. Further information on leave of absence and the regulations on the student taking a leave of absence are to be found in the *executive order on admission to Academy Profession programmes and professional bachelor educations*.

6.10. Dispensations

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

6.11. Foreign languages

The main parts of the programme's teaching material are in English.

No further requirements on foreign language proficiency other than as specified in the executive order in admission.

6.12. Current legislation

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

7. Commencement and transitional schemes

Commencement

This part of the national curriculum is valid from 20.08.2020 and is valid for students who are enrolled after 20.08.2019

The most recent version of the curriculum is available from www.eadania.dk under the name of the programme.

Transitional scheme

Students who have been admitted before 20.08.2019 must follow the curriculum from June 2017, after which they must follow this curriculum from 31.01.2021. However, exams which have been started before 31.01.2021, must be completed according to the curriculum that they started with.

Legal basis

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

- Ministerial Order no. 786 from 08/08/2019: Ministerial Order for Academies of Professional Higher Education
- Ministerial Order no. 1343 from 10/12/2019: Ministerial Order for Academy Profession degree programmes and Bachelor degree programmes (LEP law)
- Ministerial Order no. 21 from 09/01/2020: Ministerial Order for technical and commercial business academies and professional bachelor courses
- Ministerial Order no. 18 from 09/01/2020: Ministerial Order for examinations in higher educational

business programmes

- Ministerial Order no. 152 from 26/02/2020: Ministerial Order for admission to business academies and professional bachelor courses
- Ministerial Order no. 114 from 03/02/2015: Ministerial Order for marking scales and other assessment criteria

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

8. Appendix A: Description of content in each subject

8.1. Business understanding

International Marketing (2 ECTS)

- Business models
- Market orientation vs. business orientation
- Business mission and vision
- The company's core competences and value creation
- Product evaluation and development
- Strategy and growth strategies

Economics (3 ECTS)

- Income
- Costs (variable and fixed)
- Annual report (income statement and balance sheet)
- Analysing company accounts
- Profitability analysis
- Cash flow
- Earning capacity analysis
- Capital adjustment analysis
- Solvency and liquidity analysis

Organization and SCM (4 ECTS)

- Business models
- Innovation
- Individuals/personal profiles
- Motivation theory
- Leadership theory
- Organizational structure
- Organizational culture

Business law (1 ECTS)

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

8.2. Market understanding

International Marketing (5 ECTS)

- The marketing environment analysis
- Competitive industry structure
- Company capability profiles
- Benchmark analysis
- Consumer behavior including customer journey
- Consumer trends
- Marketpotential
- Analysis of the company's strengths, weaknesses, possibilities and threats

Economics (2 ECTS)

- National income accounting (value added, total demand and balance of payments)
- Cycle analysis and potential GDP
- Demographics
- Labour market and business structure

Organization and SCM (2 ECTS)

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

Business law (1 ECTS)

- Contract law and consumer contracts

8.3. Market analysis

International Marketing (4 ECTS)

- The marketing research process
- Primary- and secondary data collecting methods and forms of analysis
- Problem definition and design of analysis
- Internal sources and external sources
- Qualitative- and quantitative data collection methods
- Interview methods
- Marketing research validity and reliability
- Creating the research design /questionnaire design
- Data analysis and interpretation
- Presentation of data collected and use of data
- Triangulation method

Statistics (2 ECTS)

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

Economics (1 ECTS)

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

Organization and SCM (2 ECTS)

- Project management
- Project planning
- Project management tools (Risk analysis, Stakeholder analysis etc.)
- Project management in practice
- Groups/Teams/team development

Business Law (1 ECTS)

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

8.4. Marketing plan – strategy and tactics

International Marketing (6 ECTS)

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

Economics (6 ECTS)

- 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)

Organization and SCM (2 ECTS)

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

Sales (1 ects)

- Sales strategy
- Sales planning

Market communication (3 ECTS)

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

Business law (2 ECTS)

- Marketing law – including unsolicited approach to consumers
- Trademark law – including protection
- E-commerce law
- Sale of goods – including reservation of title and securing the purchase sum

8.5. Marketing plan - implementation

International Marketing (2 ECTS)

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

Economics (3 ECTS)

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

Sales (3 ECTS)

- Communications tool (including CRM)
- Personality types
- Sales- and negotiation technique
- Sales psychology
- Social selling

Market communication (2 ECTS)

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

8.6. Internationalization

International Marketing (4 ECTS)

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

Market communication (1 ECTS)

- Cultural understanding
- Cultural analysis and comparison of cultures

Economics (5 ECTS)

- Investment (including critical values and sensitivity analysis)
- Financing (including balance sheet structure, generation of capital and types of loans)
- Macroeconomic targets (in order to make a market assessment)
- Macroeconomic models (goods market, money market, currency market and labour market)
- Economic policies
- Classical trade theories and international trade policy (trade barriers and trade agreements)

8.7. ECTS-distribution

ECTS fordeling til ny studieordning							
	1 sem			2 sem		3. sem	gl.
	Forretningsforståelse	Markedsforståelse	Markedsanalyse	Marketingplanen	Implementering	Int	Total kerneområder
Marketing							
Markedsføring	2	5	4	6	2	4	23
Statistik			2				2
Salg				1	3		4
Markedskommunikation				3	2	1	6
Økonomi							
Global/beskr		2	1				3
Mikro(pris)				4			4
Økonomistyring -- Budget	3			2	3		8
Makro						3	3
Investering/finansiering						2	2
Erhvervsret	1	1	1	2			5
Org/Innovation/projekt	4		2				6
SCM		2		2			4
Total	10	10	10	20	10	10	70
Mål	10	10	10	20	10	10	70

9. Appendix B – Electives for Campus Randers

ELECTIVES Randers

Dania Academy

AP Marketing Management

2020

Change log:

Version	Date	Made by	Description
1	20/08/20	Mette Gebert Sutherland	The electives program current for 2019 is outlined beneath. There will be alterations, including a new and greater variety of electives which will be implemented in the autumn semester 2020, current for the edition.

9.1. Curriculum Framework

This description of elective course elements is valid for students starting their studies as of 1 February 2019 at Dania. A greater variety of electives will be implemented in autumn 2021, effective for students who will be commencing in august 2020. These electives will be presented and implemented in the curriculum for Marketing Management (AP) in April 2021 at the latest. Hereby we will ensure that the students will be better off and be in a stronger position due to the greater selection of electives.

9.2. Electives

The purpose of the electives on the 3rd semester is to give the students the opportunity to build an individual profile via focused, profession-oriented efforts within the focus areas of the education programme. The specialisations are offered in the form of a number of electives which may be organised by different institutions offering this education programme. Students may follow electives offered by other institutions at their own cost.

If less than 12 students sign up for an elective, the elective may be cancelled by the academy.

9.3. How we do it

Dania Academy of Applied science offers a number of specialisations with a varying professional focus. Some electives are offered across programmes to provide the best options for developing cross-disciplinary competencies.

In the Marketing Management Programme, 20 ECTS are attained by completing a number of electives on the 3rd semester. This may be achieved in various ways, but all students must achieve 20 ECTS. How it is done is described under each elective heading.

In the Marketing Management Programme, students must follow the electives which are pre-defined by the academy. Thus, some of the elective choices require the students to follow two or more electives at the same time.

These are the electives:

Advertising & Online Marketing (15+5 ECTS)
Business Management (15+5 ECTS)

Electives	ECTS
Advertising & Online Marketing <ul style="list-style-type: none"> - Agency Case 10 ECTS - Media Production 5 ECTS 	15
Business Management <ul style="list-style-type: none"> - Statistics 7.5 ECTS - Business Economics 7.5 ECTS 	15
Open electives <ul style="list-style-type: none"> - Sustainability Marketing - Summer School 	5

9.4. Advertising & Online Marketing (15 ECTS)

Course content

With a specialisation in Advertising and Online Marketing, you will get hard skills within both online and offline advertising tools. You will obtain soft skills in deciding on the relevant marketing efforts, and in planning, implementing and evaluating these. In addition to the Advertising & Online Marketing course, students also need to take an additional 5 ECTS course offered by the academy.

Part 1: Media Production (5 ECTS)

- Graphic design
- Creative ideas
- Visual identity
- Design manual

Part 2: Agency Case (10 ECTS)

- Campaign planning
- Customer Management and Presentation to Customers
- SEO
- Copywriting
- E-mail marketing
- Development of communication solutions
- Media selection
- Implementation and evaluation of communication efforts

Learning objectives of Advertising & Online Marketing:

Knowledge

The student must obtain knowledge about:

- Online and offline media and communication
- Principles of graphic design, typography and usability online and offline
- Targeted marketing and communication

Skills

The student must obtain skills in:

- Prepare and follow up on creative presentation, as well as conduct a presentation for the customer
- Plan, evaluate and execute design concepts, campaigns and promotional material online and offline
- Combine media for synergies in communication efforts

Competencies

The student obtains competencies in:

- Plan, direct and execute realistic online/offline advertising campaigns across media
- Develop and follow design presentations based on briefing, market situation and budget

Advertising & Online Marketing Part 1 – Media Production (3rd internal exam)

Prerequisites	In order to take the exam, it is a requirement that: <ul style="list-style-type: none">• All tests in the 1st and 2nd semester have been passed.• The student has attended lectures and passed any obligatory element throughout the course.
Form	This exam is a written group project subject to internal evaluation.
Time	3 rd Semester
ECTS points	5 ECTS

Content	The 3 rd internal exam tests the learning objectives relevant to Advertising & Online Marketing Part 1 (The learning objectives are described in the section <i>Evaluation criteria</i>).
Description of the examination	<p>The written project is based on a co-operation with a company or an organisation, where groups of 4 students develop a design manual based on the company's characteristics or an organisation's specific demands or wishes regarding its identity.</p> <p>The written project is done in groups and evaluated internally at the institution. The students are required to demonstrate how they transform the customer brief on the target group and desired company identity, combined with their competencies of analysing the company situation, into a relevant suggestion of a visual identity for the company.</p>
Duration	The exam project will be introduced 3-4 weeks before the deadline for its submission.
Content related extent (formal requirements)	<p>The report content consists of two elements:</p> <ul style="list-style-type: none"> • One file with the design for all suggested media, including logo • One file as a written assignment presenting all the arguments for the selected visual identity. This file cannot exceed 10 pages, i.e. maximum 24,000 characters (including spaces, footnotes, figures, and tables but excluding front page, table of contents, references and enclosures).
Evaluation	<p>The evaluation criteria are identical to the learning objectives of this elective element.</p> <p>The project is assessed according to the 7-point grading scale.</p>
Evaluation criteria	<p>The evaluation criteria are identical to the learning objectives described below:</p> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> • Branding/corporate branding (image advertising/product advertising) • Essential principles of graphic design, typography and usability • Basic principles of design for online and offline purposes <p><i>Skills:</i></p> <ul style="list-style-type: none"> • Developing basic graphic design outputs using professional tools and techniques, including Desktop publishing (InDesign), photo editing (Photoshop), vector design (Illustrator) and presentation (in XD) • Using different tools for creative thinking, idea generation and idea development • Handling the basics of product branding <p><i>Competencies:</i></p> <ul style="list-style-type: none"> • Creating a design brief and responding to it and presenting the promotional solution to the customer
Language	Danish
Aids	All aids are available.
Deadline for withdrawal	See Dania Academy's exam regulations.

Advertising & Online Marketing Part 2 – Agency Case (4th internal exam)

Prerequisites	<p>In order to take the exam, it is a requirement that:</p> <ul style="list-style-type: none"> • All tests in the 1st and 2nd semester have been passed. • The student has attended lectures and passed any obligatory element throughout the course. • In addition, the student must have submitted the project that constitutes the third internal exam.
Form	<p>The exam consists of a written group project and an oral group exam.</p> <p>The examination is internal.</p>
Time	3 rd Semester
ECTS points	10 ECTS
Content	<p>The 4th internal exam tests the learning objectives relevant to Advertising & Online Marketing Part 2 (The learning objectives are described in the section <i>Evaluation criteria</i>).</p>
Description of the examination	<p>The written project is based on a continuation of the co-operation with a company or an organisation from part 1, where groups of 4 students develop a promotional campaign based on the company's wishes for either a campaign with the aim of selling a product or a campaign with the aim of increasing the awareness of the company or brand.</p> <p>The written project is made by a group of students and evaluated internally by the institution. The students are required to demonstrate how they transform the customer brief on target groups and company goals, combined with their competencies of analysing the company's situation, into a relevant and well-founded suggestion for a promotional campaign.</p> <p>At the oral group examination, the students act as the employees of the communications agency which the group has developed and established, and are expected to present the communication campaign as a sales pitch for the exam.</p> <p>After the presentation, the examiners ask detailed questions related to the presentation and general questions in relation to the learning objectives relevant for this exam.</p>
Duration	<p>15 minutes are allocated for the examination of each student in the group, and this time includes assessment and grading. However, the total time allocated for each group is minimum 30 minutes and maximum 60 minutes. The presentation has a duration of minimum 10 minutes and maximum 20 minutes, depending on the group size.</p>
Content related extent (formal requirements)	<p>The content of the written project consists of two elements:</p> <ul style="list-style-type: none"> • One file with the design for all suggested media, including logo • One file as a written assignment presenting all the arguments for the selected visual identity. This file cannot exceed 10 pages, i.e. maximum 24,000 characters (including spaces, footnotes, figures and tables but excluding front page,

	<p>table of contents, references and enclosures).</p> <p>At the oral exam, the students are required to present their suggestions, including at least 3-4 specific communication outputs (print, web page, social media, television, radio, video, etc.)</p>
Evaluation	The assessment is based on this oral group exam, and the exam performance is assessed according to the 7-point grading scale.
Evaluation criteria	<p>The evaluation criteria are identical to the learning aims described below:</p> <p><i>Knowledge:</i></p> <ul style="list-style-type: none"> • Communication theories, -form and style as well as media strategy • Push and pull communication strategies • Principles of social media marketing • Campaign strategy and plan <p><i>Skills:</i></p> <ul style="list-style-type: none"> • Planning and executing campaign strategies online/offline and across media • Assessing and evaluating communication efforts • Using online analytics tools (for example Google Analytics) for monitoring and adjusting communication efforts • Developing basic graphic design outputs <p><i>Competencies:</i></p> <ul style="list-style-type: none"> • Planning, conducting and executing communication campaigns across media platforms • Developing strategic content - message, graphics, text etc.
Language	Danish
Aids	All aids are available.
Deadline for withdrawal	See Dania Academy's exam regulations.

9.5. Business Management (15 ECTS)

Course Content

With an elective in Business Management, you will obtain a good understanding of business statistics and business economics to strengthen the quality of your marketing decisions. For example, you will learn how advertising affects the projected sales, and how the production should be adapted to this.

If students wish to enrol at a university to pursue BA studies, they must contact the desired university themselves, as admission requirements may vary. To meet the requirements from Aarhus University, we offer the electives Statistics, weighing 7.5 ECTS, and Business Economics, weighing 7.5 ECTS. This is a fixed package. In addition to the Business Management (part 1 and part 2) course, students also need to take an additional 5 ECTS course offered by the academy.

Part 1: Statistics (7.5 ECTS)

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

Part 2: Business Economics (7.5 ECTS)

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

Part 1 - Learning Objectives for Statistics (7.5 ECTS)

Knowledge

The student must obtain knowledge about:

- Descriptive statistics and probability theory
- Regression analysis
- Variance analysis

Skills

The student must obtain skills in:

- Calculating and analysing various measures of central tendency and variation
- Making probability calculations for stochastic variables/probability distributions
- Making, implementing and analysing a regression model with one or more explanatory variables, including dummy variables.

Competencies

The student must obtain competencies in:

- Independently being able to interpret a regression model with one or more explanatory variables for a specific market and sales situation.
- Being able to assess specific probability calculations relating to market and sales situations
- Being able to assess descriptive statistics in market and sales situations.

Business Management part 1 - Statistics (3rd internal exam)

Prerequisites	In order to take the exam it is a requirement that: <ul style="list-style-type: none"> • All tests in the 1st and 2nd semester have been passed. • The student has attended lectures and passed any obligatory element throughout the course.
Form	The exam is a written individual assessment subject to internal evaluation.
Time	3 rd Semester
ECTS points	7.5 ECTS
Content	The 3 rd internal exam tests the learning objectives relevant to Business Management Part 1 (The learning objectives are described in the section <i>Evaluation criteria</i>).
Description of the examination	A national written individual assessment. An exam case is available on the day of the exam. The exam date is specified in the activity plan. Students must be present at the rooms provided by Dania during the exam.
Duration	4 hours to answer the exam case
Evaluation criteria	The evaluation criteria are identical to the learning objectives of this elective element. A grade is given according to the 7-point grading scale.
Language	English (Exam cases are provided in Danish for Danish students)
Aids	All written materials are allowed at the exam
Deadline for withdrawal	See Dania Academy's exam regulations.

Part 2 - Learning Objectives of Business Management (7.5 ECTS)

Knowledge and understanding

The student must obtain knowledge about:

- Calculations of cost and profitability based on knowledge of cost distributions systems.
- Understanding of the theory, method and practise in relation the optimisation of different production factors, types of investment - and financing and the impact on the company's decision making.

Skills

The student must obtain skills in:

- Various economic analyses in relation to decision making and to optimize the use of different production factors.
- Making investment calculations for both fixed and current assets before and after taxes
- Present and communicate arguments for the choice of financing of equity and foreign capital in relation to investments in fixed and short term assets.

Competencies

The student obtains competencies in:

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

Business Management part 2 – Business Economics (4th internal exam)

Prerequisites	In order to take the exam it is a requirement that: <ul style="list-style-type: none"> • All tests in the 1st and 2nd semester have been passed. • The student has attended lectures and passed any obligatory element throughout the course.
Form	The exam is a written individual assessment subject to internal evaluation.
Time	3 rd Semester
ECTS points	7.5 ECTS
Content	The 4 th internal exam tests the learning objectives relevant to Business Management Part 2 (The learning objectives are described in the section <i>Evaluation criteria</i>).
Description of the examination	A national written individual assessment. An exam case is available on the day of the exam. The exam date is specified in the activity plan. Students must be present at the rooms provided by Dania during the exam.
Duration	4 hours to answer the exam case
Evaluation criteria	The evaluation criteria are identical to the learning objectives of this elective element. A grade is given according to the 7-point grading scale.
Language	English (Exam cases are provided in Danish for Danish students)
Aids	All written materials are allowed at the exam
Deadline for withdrawal	See Dania Academy's exam regulations.

9.6. Open electives

To obtain the full 20 ECTS of the specialisation, completion of one of the open electives is required. You can choose between:

Sustainability Marketing (5 ECTS), or
International Summer School (5 ECTS)

9.6.1 Sustainability Marketing (5 ECTS)

Course Content

The focus of the course is to give an understanding of why and how companies can work towards a more sustainable business understanding. Furthermore, the course is centered around business-driven social responsibility and giving the student the knowledge and tools to take CSR / Sustainability from talk to action.

Learning objectives of Sustainability Marketing

The student must obtain knowledge about:

- CSR and sustainability and the related economic theories
- How the elements of CSR / sustainability can provide value in a company, both in relation to busi-

ness development, as a strategy, and in the branding process.

- Sustainability as the driving force of innovation and as a way of understanding the new market conditions for both society and market.
- How Sustainability Marketing can be used as a business model

Skills

The student must obtain skills in:

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

Competencies

The student obtains competencies in:

- Assessing a company's ability to use Sustainability Marketing as a competitive parameter
- Participating in innovative development of new concepts related to the company's sustainable profile

Sustainability Marketing (5th internal exam)

Prerequisites	In order to take the exam it is a requirement that: <ul style="list-style-type: none"> • All tests in the 1st and 2nd semester have been passed. • The student has attended lectures and passed any obligatory element throughout the course.
Form	The exam is a written group project and an oral group exam subject to internal evaluation.
Time	3 rd Semester
ECTS points	5 ECTS
Content	The 5 th internal exam tests the learning objectives relevant to Sustainability Marketing (The learning objectives are described in the section <i>Evaluation criteria</i>).
Description of the examination and Content	The exam consists of a practical written project which the project group must present and defend.

related extent (formal requirements)	<p>The written project is a group-based interdisciplinary project and must be based on a challenge experienced by a selected company or identified by the group. The project is made in groups of 2-5 students. At the oral exam, the most important elements of the project are presented, after which the examiners will examine on the basis of the submitted project and broadly in the learning objectives of the subject.</p> <p>It is the group's responsibility to make suggestions for improving the way in which the individual company can develop its profile / products / strategy in a more sustainable direction.</p> <p>The written project must have a volume of minimum 24,000 characters (about 10 pages) and maximum 48,000 characters - corresponding to approx. 20 pages, including spaces, footnotes, figures and tables - but excluding front page, table of contents, references and enclosures.</p>
Duration	<p>The exam project will be introduced at the beginning of the course and the deadline for submission is at the end of the course.</p> <p>The time allocated for the group presentation is 15 minutes, 10 minutes to answer questions, and 5 minutes for the assessment.</p>
Evaluation criteria	The evaluation criteria are identical to the learning objectives of this elective element. A grade is given according to the 7-point grading scale.
Language	Danish and/or English
Aids	All aids are available.
Deadline for signing up	See Dania Academy's exam regulations.

9.6.2 Summer School (5 ECTS)

At Dania Academy we offer our students international opportunities and possibilities for studying abroad. More information will be provided by the International Department.

10. Appendix C: Electives for Campus Viborg

ELECTIVES

Dania Academy
University of Applied Science

AP Marketing Management

2020

Change log:

Version	Date	Made by	Description
1	20/08/20	MAAR/MESU	The electives program current for 2019 is outlined beneath. There will be alterations, including a new and greater variety of electives which will be implemented in the autumn semester 2020, current for the edition.

10.1. Curriculum Framework

This description of elective course elements is valid for students starting their studies as of 20 August 2019 at Dania. A greater variety of electives will be implemented in autumn 2021, effective for students who will be commencing in august 2020. These electives will be presented and implemented in the curriculum for Marketing Management (AP) in April 2021 at the latest. Hereby we will ensure that the students will be better off and be in a stronger position due to the greater selection of electives.

10.2 Electives

The purpose of the electives on the 3rd semester is to give the students the opportunity to build an individual profile via focused, profession-oriented efforts within the focus areas of the education programme. The specialisations are offered in the form of a number of electives which may be organised by different institutions offering this education programme. Students may follow electives offered by other institutions at their own cost.

If less than 12 students sign up for an elective, the elective may be cancelled by the academy.

10.3 Promotion (20 ECTS)

Course content:

- External business communication
- Campaign planning
- Graphic design
- Customer Management and Presentation to Customers
- SEO
- Copywriting – plus text genres in general
- E-mail marketing
- Development of communication solutions
- Media selection
- Implementation and evaluation of communication efforts

Learning objectives:

The student acquires knowledge about:

- Business Communication including fundamental communication models
- Traditional and digital medias – including search engine optimization
- Campaign planning
- Graphic design and journalistic text production

The student acquires skills in:

- Professional client contact – including acquire an understanding for the client and the communication challenge at hand
- Using digital and traditional media for marketing purposes
- Develop basic graphic design outputs including text
- Identify target group and list communication goals in relation to the given communication challenge

The student acquires competencies to:

- Develop campaign strategy – message, graphic, text etc.
- Develop a media plan including frequency and media choices

- Present the solution to the client including strategy, communication outputs and budget
- Independently acquire new knowledge about the field in question

Promotion – Part 1 (3rd internal exam)

Prerequisite requirements	<ul style="list-style-type: none"> • To take the exam it is a requirement that all tests from the 1st and 2nd semester are passed. • The student must have participated in lectures and have passed any obligatory element throughout the course.
Form	This is a written group exam.
Placement	3rd semester
ECTS points in total	10 ECTS
Contents	This exam is part of the promotion elective.
Description of the examination	The project is based on a collaboration with a company or organization, where the students in groups of 2-4 people describe a campaign focusing on specific communication goals, based on relevant analyzes and subsequent processes.

	<p>In this written exam, students must demonstrate their analytical skills in connection with a marketing effort.</p> <p>The written assignment is submitted as a group project. The assignment can be prepared individually in special cases.</p>
Duration	The exam project is initially introduced in the course and handed in at the end of the course.
Contents related extent (formalia)	8 pages = maximum 19.200 characters (characters include; spacing, foot notes, figures, and tables but not including front page, list of contents, list of sources and enclosures).
Evaluation	The assessment of the project uses the 7-grade scale.
Evaluation criteria	<p>The assessment criteria are identical with the learning objectives for this elective element.</p> <p>Learning objectives:</p> <p>The student acquires knowledge about:</p> <ul style="list-style-type: none"> • Business Communication including fundamental communication models • Campaign planning <p>The student acquires skills in:</p> <ul style="list-style-type: none"> • Professional client contact – including acquire an understanding for the client and the communication challenge at hand • Identify target group and list communication goals in relation to the given communication challenge <p>The student acquires competencies to:</p> <ul style="list-style-type: none"> • Develop campaign strategy – message, graphic, text etc. • Independently acquire new knowledge about the field in question
Language	The test is in English.
Aids	All aids are available.
Precondition for participation in the examination	See Dania's Exam Rules

Promotion – Part 2 (4th internal exam)

Prerequisite requirements	<ul style="list-style-type: none"> • To take this exam all tests and exams from the 1st and 2nd semester must be passed. • The student must have participated in lectures and have passed any obligatory element throughout the course. • Other than this, it is a requirement that the project (3rd internal exam) has been handed in according to the deadline.
Form	This exam is an oral group exam.
Placement	3 rd semester
ECTS points in total	10 ECTS
Contents	This exam is part of the promotion elective.
Description of the examination	<p>It is an oral group exam (the group consists of 2-4 students). The assignment can be prepared individually in special cases.</p> <p>The students must act as employees of the communication agency decided by the group and established in the group, and must present the communication campaign as a sales speech for the exam.</p>

	After the presentation, the examiners ask in-depth questions for the presentation as well as general questions in relation to the learning objectives of the relevant subject.
Duration	<p>The group exam: 15 minutes per student – minimum 30 minutes and maximum 60 minutes – includes student presentation of 20 minutes.</p> <p>Individual exam: 30 minutes – includes student presentation of 10 minutes.</p>
Contents related extent (formalia)	<p>Students are required to present their proposals, including at least 2-3 specific communication outputs (print, website, social media, TV, radio, film, etc.)</p> <p>Before the exam, students must submit an agenda for the meeting, the exam (which will be conducted as a sales speech situation). One agenda is sent to the examiner and one agenda is sent to the company / organization for which the students have proposed communication.</p> <p>At the oral exam, students must show their creative and sales-oriented skills in connection with a marketing effort.</p>
Evaluation	<p>The grade of the project is given using the 7-grade scale.</p> <p>If the student do not pass the exam, a re-exam will take place.</p>
Evaluation criteria	<p>The assessment criteria are identical with the learning objectives for this elective element.</p> <p>Learning objectives:</p> <p>The student acquires knowledge about:</p> <ul style="list-style-type: none"> • Traditional and digital medias – including search engine optimization • Graphic design and journalistic text production <p>The student acquires skills in:</p> <ul style="list-style-type: none"> • Using digital and traditional media for marketing purposes • Develop basic graphic design outputs including text <p>The student acquires competencies to:</p> <ul style="list-style-type: none"> • Develop a media plan including frequency and media choices • Present the solution to the client including strategy, communication outputs and budget <p>The grade of the project is given using the 7-grade scale.</p>
Language	The test is in English.
Aids	All aids are available.
Precondition for participation in the examination	See Dania's Exam Rules

10.2. Development (20 ECTS)

Content:

- Business developing on emerging markets, and mature markets in Europe.
- Focus on fundraising/financing, internationalization, culture, business development, and growth.
- During the course the student will develop an entrepreneurial mindset useful in both new business ventures and taking existing business to the next level.
- The student will develop insights into own strengths and weakness, and work structured with those, and develop on collaboration skills.
- During the semester a study trip to and research on a key market is an integrated element.

Learning objectives:

The student shall have knowledge of

- Sources of funding and support for entrepreneurs, international expansion, NGO's
- Various methods of business plan developments
- International Trade Law (intellectual property, insurance, incoterms and CISG)
- International auditing and compliance and contracts (vendor, supplier, exchange rates etc.)
- Models for managing R&D activities
- Real options theory
- Industry and business culture, national and international cultural values and differences

The student shall have skills in:

- ROI calculation for actual investments, evaluating current credits and capital controls
- Conducting a structured analysis the companies processes and work flow including international cultural competencies
- Drafting partnership programs (distributions & suppliers)
- Crafting a business plan for a specific business venture and choosing relevant Key Performance Indicators (KPI)
- Evaluating international contracts
- Choosing relevant idea generation methods
- Cross cultural management and assessing cultural differences, nationally and internationally, and opportunities and limitations of culture in international cooperation

The student shall acquire competencies to:

- Identify opportunities and risks for the company's business development
- Practical project management skills
- Establish professional relationship with potential international partners of a company
- Use English in a business context
- Use primary research as a tool for creating business recommendations
- Reflect on one's own personal development

Development – Part 1 (3. internal exam)

Prerequisite requirements	<ul style="list-style-type: none"> • To take the exam it is a requirement that all tests from the 1st and 2nd semester are passed. • The student must have participated in lectures and have passed any obligatory element throughout the course.
Form	This is a written exam.

Placement	3rd semester.
ECTS points in total	10 ECTS
Contents	This exam is part of the development elective.
Description of the examination	The test consists of a written project report, made in groups of 3-5 students in cooperation with a company or organisation. The students are to develop on a business development strategy and plan for the company/organization they are cooperating with, and this is presented in the project report. The development strategy and plan focus on a specific market and goal, which is defined in cooperation with the company/ organisation.
Duration	The exam project is initially introduced in the course and handed in at the end of the course.
Contents related extent (formalia)	No limitations
Evaluation	<p>The assessment criteria are identical with the learning objectives for this elective element.</p> <p>The grade of the project is given using the 7-grade scale.</p>
Evaluation criteria	<p><u>Learning objectives:</u></p> <p>The student shall have knowledge of</p> <ul style="list-style-type: none"> • Sources of funding and support for entrepreneurs, international expansion, NGO's • Various methods of business plan developments • International Trade Law (intellectual property, insurance, incoterms and CISG) • International auditing and compliance and contracts (vendor, supplier, exchange rates etc.) • Real options theory <p>The student shall have skills in:</p> <ul style="list-style-type: none"> • ROI calculation for actual investments, evaluating current credits and capital controls • Conducting a structured analysis the companies processes and work flow including international cultural competencies • Drafting partnership programs (distributions & suppliers) • Crafting a business plan for a specific business venture and choosing relevant Key Performance Indicators (KPI) • Evaluating international contracts <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> • Identify opportunities and risks for the company's business development • Practical project management skills • Establish professional relationship with potential international partners of a company
Language	The test is in English.

Aids	All aids are available.
Precondition for participation in the examination	See Dania's Exam Rules

Development – Part 1 (4. internal exam)

Prerequisite requirements	<ul style="list-style-type: none"> To take this exam all tests and exams from the 1st and 2nd semester must be passed. The student must have participated in lectures and have passed any obligatory element throughout the course. Other than this, it is a requirement that the project (3rd internal exam) has been handed in according to the deadline.
Form	<p>The group exam will have a written and an oral part.</p> <p>Groups will consist of 3-5 students.</p>
Placement	3rd semester
ECTS points in total	10 ECTS
Contents	This exam is part of the development elective.
Description of the examination	<p>The test consists of 3 parts:</p> <ol style="list-style-type: none"> 1) An individual logbook, which includes reflections on specific reflection questions asked during lectures. The student share the logbook digitally with the examiner eg. by using software like OneNote. 2) A group-based logbook, which includes a) the group's notes shared with the examiner through eg. OneNote, plus b) an updated project plan for the project work by using software like eg. ProjectLibre. 3) This is an oral group exam based on the written project report made for the 3rd internal exam and is prepared in cooperation with a company or organization. The students must present the business development strategy and plan as a sales pitch for the exam, and one out of three stakeholders is present at this exam.
Duration	The group exam: 45 minutes overall. The students' presentation: 20 minutes.
Contents related extent (formalia)	<ol style="list-style-type: none"> 1) Individual logbook: Notes from minimum 2-3 days per week. Minimum 750 characters per day (characters include; spacing, foot notes, figures, and tables but not including front page, list of contents, list of sources and enclosures). 2) There are no limitations on the group-based logbook or the digital project plan (eg. ProjectLibre)
Evaluation	The grade of the project is given using the 7-grade scale.
Evaluation criteria	<p><u>Learning objectives:</u></p> <p>The student shall have knowledge of</p> <ul style="list-style-type: none"> Models for managing R&D activities Industry and business culture, national and international cultural values and differences

	<p>The student shall have skills in:</p> <ul style="list-style-type: none"> • Choosing relevant idea generation methods • Cross cultural management and assessing cultural differences, nationally and internationally, and opportunities and limitations of culture in international cooperation <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> • Use English in a business context • Use primary research as a tool for creating business recommendations • Reflect on one's own personal development
Language	The test is in English.
Aids	All aids are available.
Precondition for participation in the examination	See Dania's Exam Rules