



# AP Programme in Marketing Management

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Information for Incoming Erasmus Students  
2021-2022



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## About the Academy

Dania Academy is a modern higher education centre, with international campuses in the cities of Randers and Viborg.

Dania was established on 1 January 2009 and has a long-standing tradition for developing and offering higher education, English-taught programs in the area:

- International Marketing
- Tourism and Hotel Management
- International Hospitality Management
- IT Technology
- Automotive Technology

### Excellent facilities

Dania's Randers and Viborg Campuses are located in new and modern buildings. The Campuses offer excellent study facilities to its students, including the latest IT equipment and 24-hour access to the IT centre.



## The Cities Randers and Viborg



Randers has some 65,000 inhabitants, making Randers the seventh-largest city in Denmark.

The city of Randers is big enough to have all the facilities an international student could want, but small enough to have retained its friendly atmosphere and is cheaper to live in than other major Danish cities.

Randers is well situated in terms of access to the rest of Denmark, just 35 kilometres from Denmark's second-largest city Aarhus and about 4 hours by train from Copenhagen, Denmark's capital. The Airport is only 50 km away.

The city of Viborg has 45,000 inhabitants and the whole municipality has 100,000. In medieval times Viborg was the capital of Jutland and the roman cathedral and the high court for West Denmark are reminiscences of the former clerical and juridical power of the town. Viborg also has a well preserved town centre where you will find many traces of the medieval town.

In Viborg exchange students will be at a very modern and internationally oriented campus which Dania shares with a large university college.



## Conditions for Erasmus students

- Erasmus exchange students must attend all subjects of any given semester enrolled into. This is due to our multidisciplinary and group-work oriented approach to teaching. All absence from classes is registered (this is also the case for our full-time students). You cannot put together a study program consisting of modules from different semesters or programs.
- All exams, tests and projects of the semester(s) enrolled into **must** be taken. Exams at the end of the 2<sup>nd</sup> semester may also cover 1<sup>st</sup>-semester content.

## Teaching methods

Dania uses a multi-disciplinary approach to teaching. The classes are a combination of discussion and group-work. Our lectures will not repeat what is written in books, but rather use textbook theories on case examples. This practical approach is also used while writing projects where the focus will be on how theories in fact are used in real life. Therefore, we are working closely with actual companies with solving concrete problems. This practical approach creates more value and hand-on experience for students.

It can take time to get used to our teaching methods. This, and the fact that most Erasmus students are not used to being taught in English, mean that most students that are in their 2<sup>nd</sup> or 3<sup>rd</sup> year at their home institution will still get ample challenges in our 1<sup>st</sup> or 2<sup>nd</sup> semester classes.

## Important dates

Semester dates and holidays: see [Fact Sheet](#)

## Programme overview:

Please note that the programme is organized in themes and that the individual subjects are incorporated in each theme. In the following, you will find descriptions of the themes and brief descriptions of the subjects belonging to each theme.

<b>Compulsory programme components and ECTS</b>						
<b>Core areas (Subjects)</b>	<b>1<sup>st</sup> semester Themes</b>			<b>2<sup>nd</sup> semester Themes</b>		<b>3<sup>rd</sup> semester Themes</b>
	Theme 1: Understand- ing of business	Theme 2: Market Under- standing	Theme 3: Market Analysis	Theme 4: The Market- ing Plan – Strategy and Tactics	Theme 5: The Market- ing Plan - Implementa- tion	Theme 6: Internationalisa- tion
Int. Marketing	2	5	4	6	2	4
Statistics			2			
Economics	3 (Budgetting)	2 (Global)	1 (Global)	2 (Budgetting) 4 (Micro/price)	3 (Budgetting)	5
Marketing Communication				3	2	1
Sales				1	3	Specialization 20
Business Law	1	1	1	2		
Organisa- tion/innova- tion/project	4		2			
Supply Chain Management		2		2		
<b>ECTS total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>10</b>	<b>30</b>

## Subject to minor changes

# 1<sup>st</sup> semester themes and subjects

## Theme 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.

## Theme 1 – subject descriptions

### 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

## **Theme 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.

## **Theme 2 – subject descriptions**

### **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

## **Theme 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

## **Theme 3 – subject descriptions**

### **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

## **2<sup>nd</sup> semester themes and subjects**

### **Theme 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.

## **Theme 4: subject descriptions**

### **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)

### **Sales (1 ECTS)**

- Sales strategy
- Sales planning

### **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 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

## **Theme 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.

## **Theme 5: subject descriptions**

### **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)

## **3<sup>rd</sup> semester themes and subjects**

### **Theme 6: Internationalization**

**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.

## Theme 6: subject descriptions

### 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)

## 3<sup>rd</sup> semester specializations and electives (subject to changes)

<b>Randers Campus (choose one specialization and one elective only)</b>	
Advertising & Online Marketing (15) + 1 elective (5)	20 ECTS
<b>Viborg Campus (choose one only)</b>	
Development	20 ECTS
Promotion	20 ECTS

## Specialization 1 – Randers Campus: Advertising & Online Marketing (15 ECTS)

### Course content

With a specialisation in Advertising and Online Marketing, you will get hard skills within both online and of-line 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

## **Elective 1 – Randers Campus: 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 Green Marketing and Sustainability**

#### **Knowledge**

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 business development, as a strategy, and in the branding process.
- Sustainability as the driving force of innovation and as a way of understanding the new market conditions for both society and market.
- How Green 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 Green 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 Green Marketing

### **Competencies**

The student obtains competencies in:

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

## **Specialization 1 – Viborg Campus: 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 of the company's 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

## **Specialization 2 – Viborg Campus: 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