



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 2nd semester may also cover 1st-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 2nd or 3rd year at their home institution will still get ample challenges in our 1st or 2nd 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.

Compulsory programme components and ECTS						
Core areas (Subjects)	1 st semester Themes			2 nd semester Themes		3 rd semester Themes
	Theme 1: Understanding of business	Theme 2: Market Understanding	Theme 3: Market Analysis	Theme 4: The Marketing Plan – Strategy and Tactics	Theme 5: The Marketing Plan - Implementation	Theme 6: Internationalisation
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		
Organis./SCM	4	2	2	2		
ECTS total	10	10	10	20	10	30
	30 ECTS			30 ECTS		30 ECTS

Module overview:

Component code	1 st semester:	ECTS	Component code	2 nd semester	ECTS
1S-IM	International Marketing	11	2S-IM	International Marketing	8
1S-ST	Statistics	2	2S-EC	Economics	9
1S-EC	Economics	6	2S-MC	Marketing Communication	5
1S-BL	Business Law	3	2S-SA	Sales	4
1S-OS	Organisation/SCM	8	2S-BL	Business Law	2
			2S-OS	Organisation/SCM	2
		30			30
	3rd sem. - Compulsory			3rd semester - Electives	
3S-IM	International Marketing	4	3S-BL	Business Lab*	10
3S-EC	Economics	5	3S-PR	Promotion*	10
3S-MC	Marketing Communication	1	3S-OM	Online Marketing**	5
			3S-SM	Sustainability Marketing**	5
			3S-BE	Business Economics**	5
			3S-DA	Data analysis**	5
		10			20

*Choose 1 of these

subject to changes.

** Choose 2 of these

NB: An elective will only run if at least 15 students choose it. Will be decided end May/beginning June.

1st 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

2nd 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)

3rd 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)

3rd semester specializations and electives (subject to changes)*

<u>You must choose 1 of these subjects</u>	
• Business Lab	10 ECTS
• Promotion	10 ECTS
<u>You must choose 2 of these subjects</u>	
• Online Marketing	5 ECTS
• Sustainability Marketing	5 ECTS
• Business Economics	5 ECTS
• Data analysis	5 ECTS

*An elective will only run if at least 15 students choose it. Will be decided end May/beginning June.

Business Lab (10 ECTS)

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

Content

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

Learning objectives

Knowledge

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

Skills

Designing, facilitating and leading processes in diverse groups from conception to realisation

- Crafting a business plan for a specific business venture and choosing relevant Key Performance Indicators
- Investigating, reading and understanding patterns, trends and tendencies

Competencies

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

Promotion (10 ECTS)

Content

The elective will give you hard skills within both online and offline marketing. You will obtain skills in deciding on the relevant marketing efforts, in planning and implementing these.

- Customer Management and presentation to Customers
- Concept development (art direction)
- Graphic design, visual identity and design manual
- Campaign planning and media selection
- Copywriting, press releases and E-mail marketing
- Implementation and evaluation of communication efforts

Learning objectives

Knowledge

- Principles of graphic design, typography and usability online and offline

- Targeted marketing and communication
- Campaign planning

Skills

- Developing basic graphic design outputs incl. text
- Planning, evaluating and executing design concepts, campaigns and promotional material online and offline with attention to synergies in the communication efforts
- Evaluation of the communications efforts based on the KPIs

Competencies

- Shaping and creating a campaign strategy – message, graphics, text etc.
- Preparing design proposals based on a realistic and specific business situation
- Independently acquiring new knowledge in this field

Online Marketing (5 ECTS)

Content

In this elective, Online Marketing, you will acquire skills and competences in the setup, application and administration of the different online platforms.

- Social media – Facebook, Instagram, LinkedIn, Twitter/Pinterest
- Search Engine Optimization (SEO)
- Google ads
- Email-marketing
- Wordpress

Learning objectives

Knowledge

- Method of keyword analysis
- Principles for B2B and B2C advertising on different social media
- Setting up websites in Wordpress

Skills

- Application and use of various tools for online marketing
- Evaluation of own online efforts and actions

Competencies

- Preparing decision proposal for online actions
- Independently acquiring new knowledge in this field

Sustainability Marketing (5 ECTS)

Content

- Key concepts in sustainable development
- Sustainability reporting practices
- How to implement the 17 SDG´s in an SME
- Sustainability marketing principles

Learning objectives

Knowledge

- 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

- 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

- 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

Business Economics (5 ECTS)

Content

- Linear programming
- Production and cost theory
- Business cost ratio
- Activity Based Costing, as a calculation and follow - up tool
- Advanced Investment and Financing

Knowledge

- Calculations of cost and profitability based on knowledge of cost distributions systems.
- Understanding of the theory, methods, 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

- 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

- 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.

Data analysis 5 ECTS

Purpose

If, for example, you want to work with online marketing, marketing campaigns, sales or business development, this subject will help give you an important and basic understanding of the area. With this course, you will be ready to make money for the company on an informed basis.

You will learn programs that can help track and process raw data so you can make better decisions. You will also learn what kind of data is missing so that you can look at the broad outlines and uncover what information is missing in your decision-making process or understanding framework.

Content

- Key concepts in Data Analysis
- The company's internal data sources
- Setup and use of Data Analysis systems (such as Google Analytics, MS Power BI, R, Shiny)
- Set up KPIs to measure results

Learning objectives

Knowledge

The student has knowledge of and understanding of:

- Different tools, approaches and methods within data-driven marketing and business development
- Understanding of practice and centrally applied theories and methods in practical tasks

Skills

The student can:

- Select and use tools in data analysis
- Evaluate the most important tools and methods in data analysis
- Communicate practice-oriented questions and possible solutions to the data work to the participants, customers, partners and users

Competencies

The student can:

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