

**THE BACHELOR'S DEGREE PROGRAMME IN
INTERNATIONAL SALES AND MARKETING**

Curriculum

2017

Institutional section

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Table of contents

Table of contents.....	2
1. Curriculum, institutional section, for the Bachelor’s Degree Programme in International Sales and Marketing.....	5
2. Order of national and local subject elements and internship, including exams	5
3. Local subject elements, including electives	6
3.1 Optional local subject elements.....	6
3.1.1 ECTS credits.....	6
3.2 Elective educational component.....	6
3.2.1 Learning outcomes	6
3.2.2 ECTS credits.....	7
3.2.3 Content	7
4. Framework and criteria for the study programme exams	7
4.1 Automatic registration for all exams	7
5. 5th semester.....	8
5.1 Exam in the national subject elements, The company’s strategic foundation and The customer as the starting point – 1 st external exam.....	8
5.1.1 Exam prerequisites	8
5.1.2 Formal written project requirements	8
5.1.3 Examination procedure.....	9
5.1.4 Weight.....	9
5.1.5 Assessment criteria.....	9
5.1.6 Scheduled time	9
5.1.7 Examination language.....	9
5.1.8 Study aids.....	9
6. 6th semester.....	9
6.1 Exam in the national subject elements: Industry and competitors, and Sales management and the company’s sales development – 1 st internally assessed exam.....	9
6.1.1 Exam prerequisites	9
6.1.2 Examination procedure.....	10
6.1.3 Weight.....	10
6.1.4 Assessment criteria.....	10
6.1.5 Scheduled time	11
6.1.6 Examination language.....	11
6.1.7 Study aids.....	11
6.2 Exam in local subject element – elective subject – 2 nd internally assessed exam	11
6.2.1 Exam prerequisites	11
6.2.2 Examination procedure.....	11
6.2.3 Weight.....	11
6.2.4 Assessment criteria.....	11

6.2.5	Scheduled time	11
6.2.6	Examination language.....	11
6.2.7	Study aids.....	11
6.3	Exam in local subject element – elective element – 3 rd internally assessed exam	12
6.3.1	Exam prerequisites	12
6.3.2	Examination procedure.....	12
6.3.3	Formal requirements for the synopsis.....	12
6.3.4	Weight.....	12
6.3.5	Assessment criteria.....	12
6.3.6	Scheduled time	13
6.3.7	Examination language.....	13
6.3.8	Study aids.....	13
7.	Internship.....	13
7.1	Internship requirements and expectations.....	13
7.2	Exam prerequisites.....	13
7.3	Internship exam.....	14
7.4	Assessment criteria	14
7.5	Scheduled time.....	14
7.6	Examination language	14
7.7	Study aids	14
8.	Final exam project	14
8.1	Formal exam requirements	14
8.2	Examination procedure	15
8.3	Writing and spelling skills.....	15
8.4	Weight	15
8.5	Assessment criteria	15
8.6	Scheduled time.....	15
8.7	Examination language	15
8.8	Study aids	15
9.	Subject elements that may take place abroad	15
10.	Withdrawal from exams.....	16
11.	Learning and teaching forms	16
	The Study Activity Model.....	17
12.	Duty to participate and duty to attend.....	17
12.1	Student counselling.....	18
12.2	Lecturers as supervisors	18
13.	Criteria for assessing study activity	18
14.	Credit transfer for subject elements	19
14.1	Passed subject elements from the same study programme at another institution	19
14.2	Credit assessment (compulsory credit) in connection with application for admission to/enrolment in the programme.....	19
14.3	If students have not fulfilled their duty to inform the institution about admission/ enrolment....	19

14.4	Pre-approval of credit transfer and final credit transfer	20
15.	Language	20
15.1	Examination language	20
16.	Resit and illness resit exams	20
17.	Study aids.....	20
18.	Special examination arrangements	20
19.	Academic misconduct at exams	21
19.1	Use of own work and that of others – plagiarism.....	21
19.2	Disciplinary actions in events of academic misconduct and disruptive behaviour.....	21
20.	Complaints about examinations and appeals against decisions.....	21
21.	Exemption	21
22.	Effective date and transition provisions	21
23.	Optional local subject elements.....	22

1. Curriculum, institutional section, for the Bachelor's Degree Programme in International Sales and Marketing

The curriculum for the study programme consists of two sections (sets of rules):

1. The national section
2. The institutional section

The national section has been prepared by the educational network for the bachelor's degree programme in International Sales and Marketing with a view to ensuring that the discipline-specific content of the national section of the programme is identical at all institutions.

The institutional section has been prepared by the study programme at University College of Northern Denmark (UCN) in consideration of local and regional demands.

This institutional section (and the national section) of the curriculum has been approved by UCN in accordance with the rules that apply to the study programme, including *Ministerial Order on technical and commercial academy profession programmes and professional bachelor programmes*.

In case of discrepancies between this Curriculum and other rules for the programme, such other rules shall apply.

2. Order of national and local subject elements and internship, including exams

Sem.	National subject elements	Local subject elements	ECTS	Internal/external	Also called
5.	The company's strategic foundation (10 ECTS) The customer as the starting point (20 ECTS)		30	External	<i>1st externally assessed exam</i>
6.	Industry and competitors (5 ECTS) Sales management and the company's sales development (10 ECTS)		15	Internal	<i>1st internally assessed exam</i>
		Optional local subject element (10 ECTS)	10	Internal	<i>2nd internally assessed exam Absorption</i>
		Elective element (5 ECTS)	5	Internal	<i>3rd internally assessed exam Elective element</i>
7.	Internship		15	Internal	<i>4th internally assessed exam</i>
	Final exam project		15	External	<i>2nd externally assessed exam</i>
Total ECTS			90		

Overview of exams and their order.

Information about the time and place for exams can be found in Pointer.

3. Local subject elements, including electives

The programme has local subject elements worth 15 ECTS credits. The local subject elements give the students the opportunity to qualify their study and professional competence through specialising and further expanding subjects that are broadly related to the employment area of the programme.

Every year the programme offers a number of local subject elements, which appear from the appendix to this Curriculum. The students must complete one of these. The institution is not under an obligation to offer all subject elements; however, a suitable number will be realised according to a professional and capacity assessment.

Apart from that, the students must plan an elective subject element as a theoretical and/or practical educational course to be approved by the study programme. The local subject element therefore consists of an optional local subject element worth 10 ECTS and an elective educational component worth 5 ECTS.

3.1 Optional local subject elements

The students must choose one among several local subject elements. Learning outcomes and content of the local subject elements appear from the appendix, "Optional local subject elements", to this Curriculum.

3.1.1 ECTS credits

The optional subject element is worth 10 ECTS credits.

3.2 Elective educational component

3.2.1 Learning outcomes

Knowledge

The students should have acquired knowledge of:

- The theory and practice of the selected subject(s)
- The relevance of the selected subject(s) to the theory and practice of the programme

Skills

The students should be able to:

- Select, describe and perform literature search for an elective professional problem or issue
- Discuss processual and analytical skills related to the selected topic(s)
- Assess problems and suggest solutions in the context of the chosen subject(s)
- Convey central results

Competences

The students should be able to:

- Independently acquaint themselves with new subjects within the theory and/or practice of the subject area

- Place their research and findings in a wider context and relate the chosen subject(s) to the other subject fields of the study programme

3.2.2 ECTS credits

The elective is worth 5 ECTS credits.

3.2.3 Content

The elective is to contribute to giving the students the opportunity to qualify their study and professional competences through specialisation and further development of topics that are broadly related to the international sales and marketing area. Further, the elective is to contribute to enabling the students to identify their own learning needs and structure their own learning by independently seek relevant literature and get familiar with new theory and practice in a professional area related to the study programme. The elective chosen is to be approved by lecturers in the programme.

4. Framework and criteria for the study programme exams

The following is a description of framework and criteria for all programme exams.

4.1 Automatic registration for all exams

A subject element is concluded with an exam in continuation of the subject element. When a student starts on a subject element, the student is automatically registered for the ordinary exam of the subject element.

Students cannot withdraw from programme exams.

If a student fails an exam, the student will continue to be registered for the exam and is to resit the exam. Students have three exam attempts. If they have not passed the exam after three attempts, the students cease to be registered as students.

However, automatic registration will not take place if students are on leave in a semester. After finished leave, the students are automatically registered for the exams that complete the semester in which the students have just started as well as exams not yet passed, if any.

It is the students' own responsibility to obtain information about time and place on UCN's electronic platform.

Please see the Examination Regulations for UCN on UCN's homepage.

5. 5th semester

5.1 Exam in the national subject elements, The company's strategic foundation and The customer as the starting point – 1st external exam

5.1.1 Exam prerequisites

The students must meet the following requirements in order to sit the examination:

- Compliance with the duty to participate in Mandatory Assignment 1

Five days' participation in Mandatory Assignment 1. The topic of the assignment is the national subject element "The company's strategic foundation". If a student does not participate in the mandatory assignment, the student is to prepare an individual term paper (24,000 characters).

- Compliance with the duty to participate in Mandatory Assignment 2

Six days' participation in Mandatory Assignment 2. The topic of the assignment is the national subject element "The customer as the starting point". If a student does not participate in the mandatory assignment, the student is to prepare an individual term paper (24,000 characters).

- Compliance with the duty to participate in mock exam

Five hours' participation in the mock exam. The topic of the assignment is the national subject elements: "The company's strategic foundation" and "The customer as the starting point". If a student does not participate, the student is to prepare an individual assignment.

- Submission of and compliance with the duty to participate in the semester project, which must
 - meet the formal requirements, cf. below
 - be submitted in due time according to the semester plan, which can be found on Canvas

5.1.2 Formal written project requirements

- Cover page with title
- Table of contents
- Executive summary
- Introduction, including presentation of problem statement and problem formulation
- Background, theory, method, analysis, including description of and reason for the selection of empirical data, in responding to the problem formulation
- Conclusion (remember: there has to be a link between the introduction, the problem formulation and the conclusion. In principle, both should be comprehensible without having to read the background and analysis sections.)
- Possible contextualisation
- Reference list (including all sources referred to in the project)
- Appendices (only include appendices that are central to the report)

The project may not exceed 30 standard pages. A standard page is 2,400 characters, including spaces and footnotes, but exclusive of cover page, table of contents, executive summary, reference list and appendices. Appendices will not be assessed.

If a student fails to meet all formal exam requirements, the student will be regarded as having used an exam attempt. The student thus has two attempts left to pass the exam.

5.1.3 Examination procedure

The exam is an externally assessed interdisciplinary individual written exam. The exam has a duration of five hours and is held after 24 hours' preparation. The basis of the 24 hours' preparation is a case in English.

The exam is graded according to the 7-point grading scale.

5.1.4 Weight

The exam is worth 30 ECTS.

5.1.5 Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for the national subject elements "The company's strategic foundation" and "The customer as the starting point."

The learning outcomes are described in the national section of this Curriculum.

5.1.6 Scheduled time

The exam takes place at the end of the 5th semester.

5.1.7 Examination language

English.

5.1.8 Study aids

All study aids are permitted.

6. 6th semester

6.1 Exam in the national subject elements: Industry and competitors, and Sales management and the company's sales development – 1st internally assessed exam

6.1.1 Exam prerequisites

The students must meet the following requirements in order to sit the examination:

- Compliance with the duty to participate in Mandatory Assignment 3

Five days' participation in Mandatory Assignment 3. The topic of the assignment is the national subject element "Industry and competitors". If a student does not participate in the mandatory assignment, the student is to prepare an individual term paper (24,000 characters).

- Compliance with the duty to participate in Mandatory Assignment 4

Five days' participation in Mandatory Assignment 4. The topic of the assignment is the national subject element "The customer as the starting point". If a student does not participate in the mandatory assignment, the student is to prepare an individual term paper (24,000 characters).

6.1.1.1 Formal written project requirements

- Cover page with title
- Table of contents
- Executive summary
- Introduction, including presentation of problem statement and problem formulation
- Background, theory, method, analysis, including description of and reason for the selection of empirical data, in responding to the problem formulation
- Conclusion (remember: there has to be a link between the introduction, the problem formulation and the conclusion. In principle, both should be comprehensible without having to read the background and analysis sections.)
- Possible contextualisation
- Reference list (including all sources referred to in the project)
- Appendices (only include appendices that are central to the report)

The project may not exceed 30 standard pages. A standard page is 2,400 characters, including spaces and footnotes, but exclusive of cover page, table of contents, executive summary, reference list and appendices. Appendices will not be assessed.

If a student fails to meet all formal exam requirements, the student will be regarded as having used an examination attempt. The student thus has two attempts left to pass the exam.

6.1.2 Examination procedure

The exam is an internally assessed oral group exam with a duration of 60 minutes, including time for deliberations. The group may have up to four members. An individual exam cannot be chosen. The exam is assessed as an overall assessment based on the written group project and the individual oral performance.

The exam is graded according to the 7-point grading scale.

6.1.3 Weight

The exam is worth 15 ECTS.

6.1.4 Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for the national subject elements "Industry and competitors" and "Sales management and the company's sales development".

The learning outcomes are described in the national section of this Curriculum.

6.1.5 Scheduled time

The exam will take place in 6th semester.

6.1.6 Examination language

English.

6.1.7 Study aids

All study aids are permitted. However, not during the oral part of the examination.

6.2 Exam in local subject element – elective subject – 2nd internally assessed exam

6.2.1 Exam prerequisites

There are no exam prerequisites.

6.2.2 Examination procedure

The examination is an internally assessed exam based on a written proposal. The exam is graded according to the 7-point grading scale.

6.2.3 Weight

The exam is worth 10 ECTS.

6.2.4 Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for the elective subject element.

The learning outcomes for the optional local subject elements appear from appendix “Optional local subject elements”.

6.2.5 Scheduled time

The exam will take place in 6th semester.

6.2.6 Examination language

English.

6.2.7 Study aids

All study aids are permitted. However, not during the oral part of the examination.

6.3 Exam in local subject element – elective element – 3rd internally assessed exam

6.3.1 Exam prerequisites

The students must meet the following requirements in order to sit the examination:

- Participate in the mid-term evaluation

If a student fails to meet all formal exam requirements, the student will be regarded as having used an exam attempt. The student thus has two attempts left to pass the exam.

6.3.2 Examination procedure

The exam is an internally assessed oral examination based on a synopsis. The exam is graded according to the 7-point grading scale.

6.3.3 Formal requirements for the synopsis

- Presentation of subject and conclusion(s)
- Introduction and motivation for choice of subject
- Problem formulation
- Theoretical foundation
- Product description
- Conclusion
- Extended reference list
- Appendices

The synopsis may not exceed five standard pages. A standard page is 2,400 characters, including spaces and footnotes. The character count is exclusive of cover page, table of contents, reference list and appendices. The extended reference list must demonstrate the 2-5 most important sources in the synopsis with a brief summary of the writers, purpose and content of the sources and may not exceed 1,200 characters, including spaces, per source.

Incorrect submission or non-fulfilment of the formal requirements for the synopsis, which makes up the written part of the examination, means that the students will not be allowed to sit the examination, and that they will be regarded as having used an examination attempt.

6.3.4 Weight

The exam is worth 5 ECTS.

6.3.5 Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for the elective educational component.

The learning outcomes appear from the above.

6.3.6 Scheduled time

The exam will take place in 6th semester.

6.3.7 Examination language

English.

6.3.8 Study aids

All study aids are permitted. However, not during the oral part of the examination.

7. Internship

7.1 Internship requirements and expectations

During the internship, students work with professionally relevant issues and acquire knowledge of relevant job functions. The connection between the theoretical tuition and the internship forms the basis of the student's internship goals.

Based on the learning outcomes for the internship, cf. the national section of this Curriculum, the student and the supervisor/contact person will collaborate on setting the specific goals for the learning outcomes of the internship.

The goals are written down on the student's internship portal. These goals will determine the planning of the students' internship tasks and work, including preparation of the internship report.

The internship should be considered similar to a full-time job with the same requirements for working hours, effort, commitment and flexibility that graduates can expect to meet in their first job.

The internship may be organised in a flexible and personalised manner and may form the basis of the student's final exam project.

The internship period must have a duration of at least three months.

7.2 Exam prerequisites

The students must keep a weekly journal in which they describe the tasks, activities, reflections, etc. of the week.

The journal is a prerequisite for sitting the internship exam.

The journal must be practice-related and describe the topic(s) and issues addressed during the internship period, how the student worked with these in practice, including theory from the theoretical tuition, as well as reflections on the professional and personal development during the internship.

If a student fails to meet the formal exam requirements, the student is regarded as having used an examination attempt. The student thus has two attempts left to pass the exam.

7.3 Internship exam

At the end of the internship there will be an oral exam. The internship journal as well as the monthly and final reflections of the student on the student's learning make up part of the examination basis.

The exam is internally assessed and graded according to the 7-point grading scale.

The exam is worth 15 ECTS.

7.4 Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for the internship subject element.

The learning outcomes are described in the national section of this Curriculum.

7.5 Scheduled time

The exam will take place at the end of the 7th semester. Information about time and place and of submission of the written project can be found in Pointer.

7.6 Examination language

English.

7.7 Study aids

All study aids are permitted. However, not during the oral part of the examination.

8. Final exam project

For final exam project requirements and learning outcomes, please see the national section of this Curriculum.

8.1 Formal exam requirements

The written project, which constitutes the assessment as well as the examination basis, must

- meet the formal requirements for the final exam project; cf. the national section of this Curriculum
- be submitted in due time, cf. the exam plan found in Pointer, included uploaded in UC-Viden

Incorrect submission or incomplete fulfilment of the formal requirements of the written project, which makes up the written part of the exam, means that the student will not be allowed to sit the examination, and that they will be regarded as having used an examination attempt.

The exam will not take place until the students have passed the final internship exam as well as the other exams of the programme.

8.2 Examination procedure

The examination is an externally assessed oral exam based on the written project. The written part of the final exam project may be prepared individually or in groups of two or three students.

The exam is a combination of an oral and written individual exam based on a written project. 45 minutes are allocated per examinee, including time for deliberations, with an option to make a 15-minute presentation.

One individual overall grade is given based on an overall evaluation of the written and oral performance. The exam is graded according to the 7-point grading scale.

8.3 Writing and spelling skills

Writing and spelling skills form part of the assessment of the written exam project. However, writing and spelling skills can only change the grading with one grade up or down. The assessment is an overall assessment of the discipline-specific content as well as writing and spelling skills.

8.4 Weight

The exam is worth 15 ECTS.

8.5 Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for the final exam project, cf. the national section of this Curriculum.

8.6 Scheduled time

The exam takes place at the end of the last semester of the programme. Information about time and venue can be found in Pointer.

8.7 Examination language

English.

8.8 Study aids

All study aids are permitted. However, not during the oral part of the examination.

9. Subject elements that may take place abroad

Each of the subject elements of the study programme may take place abroad, if students apply for and are granted pre-approval of credit transfer by the study programme.

Upon pre-approval of a study abroad period the students must, after conclusion of their study abroad, document the completed subject elements of the approved study abroad. In connection with the pre-approval the students must give their consent to the institution obtaining the necessary information following completed study abroad.

For the final approval of pre-approved credit transfer, the subject element is considered completed if it is passed in accordance with the regulations applying to the study programme.

UCN has a broad network of partners abroad, and UCN's International Department may help students to do part of their study abroad. UCN's International Department can be contacted for further information. However, it takes more work on the part of the individual students if they want to study abroad. It is up to the individual students to examine which subjects to study abroad, etc., at the desired university. The International Department will be of assistance with good advice, but they do not take part in the detailed planning. That is up to the students themselves.

10. Withdrawal from exams

The rules on withdrawal from exams are found here: www.ucn.dk/english/about-ucn, Examination Regulations.

11. Learning and teaching forms

UCN's learning approach is called "Reflective Practice-Based learning". Reflective means that, through their study, students are motivated to develop personal and professional competences, such as the competence to reflect on and assess their own learning outcome.

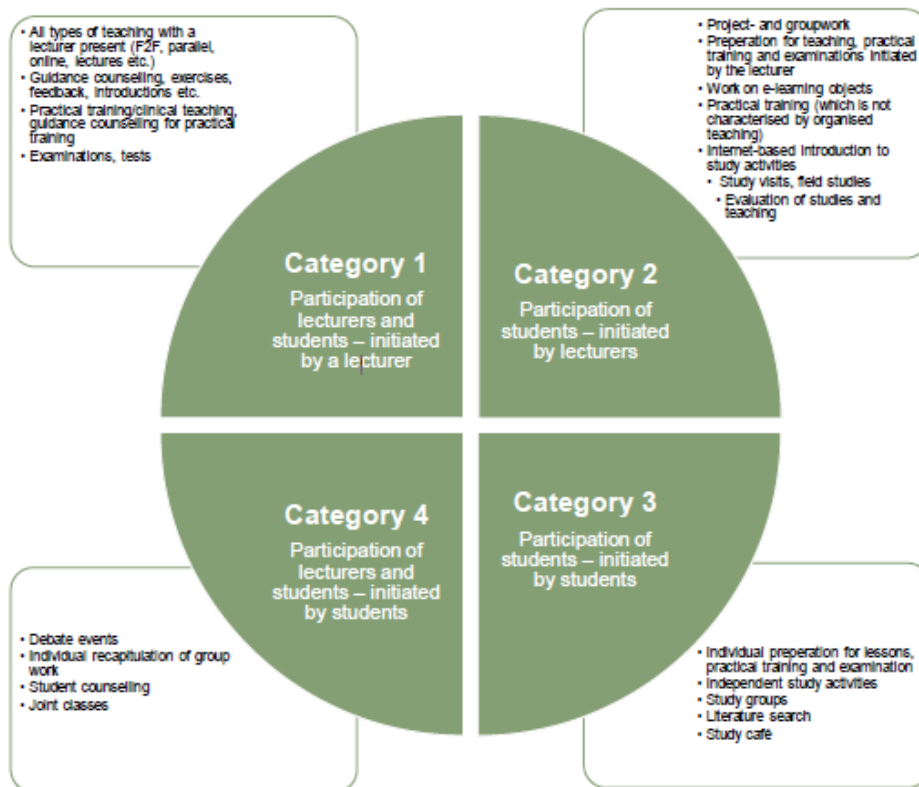
Through systematic feedback processes, surveys and decisions on the knowledge and practice of the profession/industry so far, the students will qualify to becoming independent, innovative, and problem-solving in their work as employees in an organisation. Via their study the students will become deeply rooted in the professions/industries which the study programme aims at.

However, learning is not transfer of knowledge from lecturer to student. In the International Sales and Marketing programme the point of departure is that learning takes place **within** the students and **in the relation** with fellow students and lecturers. The basis of learning in the study programme is also that students learn in different ways. Therefore, the programme is planned based on different educational methods. The Study Activity Model shows the different study activities that are brought into play to get the students to achieve the learning outcomes of the study. However, it is important to stress that the students must take ownership of their study.

The Study Activity Model can be seen on www.ucn.dk, and for each semester the different study activities to work with in the semester in question are specified in thematic descriptions.

According to the Ministry of Education and Science, the students must achieve 30 ECTS credits worth of tuition per semester. 1 ECTS credit equals 27 work hours for the student. The subject descriptions thus include an overview of the expected workload in the different subjects/study activities.

The Study Activity Model



In the programme, we thus use a wide range of learning and teaching methods that combined support the students in achieving the learning outcomes described in the national as well as the institutional sections of this Curriculum. Through the programme there is a clear progression in the learning forms, so that they move from knowledge-oriented and teacher-led tuition to problem-oriented and participatory tuition.

Further, the tuition is based on relevant industry practice and connects practice and theory – **Practice-based learning**. Issues from the different types of companies within the professional areas of the programme are involved.

The tuition supports the ICT competences of the students.

12. Duty to participate and duty to attend

The programme has a duty to attend, and absenteeism is registered. There is a duty to attend because learning requires attendance and active participation in the study activities.

In order to achieve the learning outcomes of the programme and for the tuition forms to work, it is also important to specify that the students have a duty to participate in the form of:

- Submission / presentation of assignments / projects, etc.

The submission may be expressed as a prerequisite for sitting an exam.

Non-compliance with the duty to participate/the attendance prerequisite, such as rejection of a written assignment, or non-compliance with formal requirements for the assignment means that the students have used an exam attempt. The student now only has two attempts left at passing the exam.

The study programme intervenes with help and guidance as early as possible, if students fail to attend the tuition or to live up to their duty to participate.

12.1 Student counselling

As a student you can contact the student advisor if you experience challenges in respect of meeting the requirements of the study as to participation and attendance. The students can also contact the student advisor if they have questions about the form of the study, stays abroad, etc. See contact information for the student advisor on www.ucn.dk.

12.2 Lecturers as supervisors

The lecturers often act as supervisors for the students as regards the study activities, for instance in project work.

This is because we want to:

- Support the development of a good learning environment
- Support social learning processes and constructive collaboration
- Support innovation and development
- Support the study group in gradually taking over the supervisor's functions at a pace that fits the competence of the group

The supervisor will generally focus on project processes with focus on:

1. Project content
2. Working method and process
3. Group dynamics and process
4. Learning and meta cognition

13. Criteria for assessing study activity

Registration will be terminated for students who have not passed at least one exam for a continuous period of at least one year (non-compliance with the study activity requirements).

Periods in which the students have not participated actively in studies due to leave of absence, maternity or paternity leave, adoption of a child, verified illness or military service do not count against the period of 12 months required for participating actively in studies. On request, the students must provide documentation of such matters.

The study programme may ignore these stipulations in exceptional circumstances. The application for exemption is to be submitted to the programme director.

Before registration is terminated, the individual students will be notified in writing. In connection with such notification, the students will be made aware of the above rules.

14. Credit transfer for subject elements

Credit assessments take place in several contexts.

14.1 Passed subject elements from the same study programme at another institution

Passed subject elements are equivalent to the corresponding subject elements offered by other educational institutions that offer the programme.

14.2 Credit assessment (compulsory credit) in connection with application for admission to/enrolment in the programme

When the students have fulfilled their duty to inform about completed subject elements from another Danish or international further education and on employment assumed to result in credit transfer, the educational institution will grant credit transfer in each individual case based on completed/passed subject elements and occupations that match course units and parts of the internship. The decision is based on a professional assessment.

14.3 If students have not fulfilled their duty to inform the institution about admission/enrolment

Twice a year (July and January, respectively, there will be a credit assessment of an application which the student might subsequently send to the institution, if the duty to inform the institution in connection with the admission/enrolment has not been fulfilled.

That may mean that the student has to wait for the decision on a granting of credit transfer.

It is, thus, the student who bears the risk of the decision on credit transfer not being made prior to the exam.

- *If the student omits to sit the exam, and UCN subsequently declines credit transfer, the student is considered to have used an exam attempt*
- *If the student chooses to sit the exam before UCN has made its decision on credit transfer, and UCN would have granted credit transfer, credit will NOT be granted in this situation, as the student has chosen to sit the exam. Therefore, the grade given for the new exam will apply, no matter if the "old exam" – which could have resulted in credit transfer, if the student had applied for it in due time – was higher, and no matter if the student did not pass the new exam*

If the student has chosen to sit the exam, it will not be possible to be granted credit transfer after the application has been considered.

14.4 Pre-approval of credit transfer and final credit transfer

Before a student travels to another institution in Denmark or abroad, and if the student wants to apply for credit transfer for a subject element from this curriculum, the student must send an application for pre-approval of credit transfer.

UCN decides on pre-approval of the credit transfer.

When the student has successfully completed the desired subject element, and the application for final credit transfer has been received with relevant documentation, the final credit transfer is granted.

If the student has not passed the desired subject element, the student must sit an exam according to the curriculum rules for the subject element.

For further elaboration of the rules, see UCN's Examination Regulations.

15. Language

The teaching materials are in English, and the lessons are taught in English.

The students' English skills must meet the requirements of the Ministerial Order on admission to academy profession degree programmes and professional bachelor's degree programmes (the Admission Order).

Students are not required to have any knowledge of foreign languages other than that stated in the Admission Order.

15.1 Examination language

Examinations must be taken in understandable English.

16. Resit and illness resit exams

The rules on resit and illness resit exams are found here: www.ucn.dk/english/about-ucn, Examination Regulations.

17. Study aids

Any rules governing restriction of the use of study aids will appear from the description of the individual examination.

18. Special examination arrangements

Students may apply for special examination conditions if their medical condition or relevant specific disabilities qualifies them to do so. The application must be submitted to the programme not later than four weeks before the examination is to be held. The application deadline may be disregarded in cases of sudden health-related problems. The application is to be accompanied by a medical statement; a statement from e.g. a speech, hearing, dyslexia or blind institute; or other evidence of health conditions or a relevant specific disability.

19. Academic misconduct at exams

On submission of a written examination assignment, the students must confirm by signature that the assignment was prepared without undue help.

19.1 Use of own work and that of others – plagiarism

The rules on the use of own work and that of others – plagiarism – are found here: www.ucn.dk/english/about-ucn, Examination Regulations.

19.2 Disciplinary actions in events of academic misconduct and disruptive behaviour

The rules on disciplinary actions in events of academic misconduct and disruptive behaviour are found here: www.ucn.dk/english/about-ucn, Examination Regulations.

20. Complaints about examinations and appeals against decisions

The rules on complaints about examinations and appeals against decisions are found here: www.ucn.dk/english/about-ucn, Examination Regulations.

21. Exemption

The institution may grant exemption from the rules in this institutional section of the curriculum that are laid down solely by the institutions, when found substantiated in exceptional circumstances. The institutions cooperate on a uniform exemption practice.

22. Effective date and transition provisions

This institutional part of the curriculum is valid from 1 September 2017 and is valid for students who are enrolled as of this date.

The 2016 curriculum will be repealed as of 31 August 2017. However, this does not apply to exams started before this date.

23. Optional local subject elements

Appendix 1 – Emerging markets

6 th Semester, International Sales and Marketing (ISM)
Weight: 10 ECTS
<p>Contents:</p> <p>The elective is designed to accommodate an increasing interest from companies to explore growth markets in developing regions such as Asia, Africa and South America. The elective course consists of issues which as a whole cover familiar topics, but with a specific focus on how these contexts are different than most economic models and theories. The outcome of taking this course is for students to become more aware of the challenges of doing business in emerging markets.</p> <ul style="list-style-type: none">• A general understanding of doing business in difficult markets• Gain knowledge and skills in using tools and methods related to emerging markets• Through theory, case work and involvement of actual companies
<p>Learning outcomes:</p> <p>Knowledge:</p> <p>The students should have acquired knowledge of:</p> <ul style="list-style-type: none">• Civil rights and corruption as part of doing business in developing countries• Cultural distances and how best to bridge the gaps• Macro-, micro- and business economy and how the welfare of a high social layer has no benefit for a lower social layer• Marketing capabilities as less important for firm performance than interactive capabilities• Management issues of cultural as well as physical distances• Data awareness, as data are very unreliable in emerging markets• Business model and Innovation processes of ‘experimenting before implementing’• Partnerships and network processes of working together with actors from different sectors• Preject – the activity of gathering the necessary social, economic, cultural and scientific capital in order to start any project in an emerging market <p>Skills:</p> <p>The students should be able to:</p> <ul style="list-style-type: none">• Apply multiple disciplines into a ‘preject’• Understand the vast complexity that is to do business in emerging markets – sustainably. <p>Competences:</p> <p>The students should be able to:</p> <ul style="list-style-type: none">• Survey all important aspects of an emerging market ‘preject’ phase• Suggest methods for companies to take the necessary steps towards experimenting with a business idea prior to implementation <p>General tuition form:</p> <p>Workshop-based learning with group work on real-life cases</p>

Exam:

The exam is a group 'preject' case work over 2 ½ days. Here students have to arrange a 'preject' setup for a company looking to an emerging market. This is presented in an oral group exam with individual grades given according to the 7-point grading scale.

Appendix 2 – Digital Marketing

6 th Semester, International Sales and Marketing (ISM)
Weight 10 ECTS
<p>Objectives: Most companies are heavily influenced by digitalisation. Digitalisation is rewriting the rules of competition with incumbent companies most at risk of falling out. The course covers how digitalisation affects our current knowledge of firms and firm behavior – from a theoretical as well as a practical perspective. Further, it will look at which new skills managers and employees need in the digital firm. The students will use theories, cases, knowledge and skills to understand and analyse the complex new demands facing existing models in the digital economy.</p>
<p>Learning outcome:</p> <p>Knowledge: The students should have acquired knowledge of:</p> <ul style="list-style-type: none">• Digital marketing and multichannel marketing• Digital marketing strategy and digital marketing communication• Online marketplace analysis• How digital media technology impacts the marketing mix• The use of relationship marketing using digital platforms• BtC and BtB digital marketing practice• Digital transformation• The effect of digitalisation on firm management <p>Skills: The students should be able to:</p> <ul style="list-style-type: none">• Identify what digital marketing and multichannel marketing are about• Develop and implement a Digital Marketing strategy and identify the needed digital marketing communication• Identify and assess an online marketplace analysis• Identify and assess how digital media technology impacts the marketing mix• Identify and assess the use of relationship marketing using digital platforms• Identify and assess BtC and BtB digital marketing practice• Identify which new skills are needed in the digital firm• Identify how the digital transformation affects generation Z and Millennials• Identify and assess how digitalisation is affecting job search• Reflect on how firms change their current strategies, structures and processes relative to the increase of digitalisation• Discuss and implement marketing management theories in the new digital reality• Analyse how digitalisation affects firm management <p>Competences: The students should be able to:</p> <ul style="list-style-type: none">• Develop a digital marketing strategy• Implement and practice working with digital marketing

General tuition form:

- Ordinary classroom lessons
- Workshop-based learning with group work on a real-life cases, and company guest lecturers

Appendix 3 – Procurement and negotiation

Absorption into Procurement and negotiation Timing: 2 nd semester	
Vægt: 10 ECTS	
Objective and content: <ul style="list-style-type: none"> • General understanding of the role and position of procurement in a company and of the practical implementation, including negotiation at all levels • In-depth understanding of the procurement process • The ability to apply current theories within the area to solve problems of a practical and realistic nature • Understanding of the special problems of public procurement • Understanding of project management in B2C, B2B and B2G 	
Learning outcomes: The topic includes two basic part elements, procurement and negotiation. In the below they are described separately.	
<p>Procurement:</p> <p>Knowledge: The students should have acquired knowledge of:</p> <ul style="list-style-type: none"> • The individual steps of the procurement process • Development of procurement strategies per commodity or commodity area • Preparing requirements specifications • Competition theory and market forms • Supplier search and selection • EU procurement rules • Relations between buyer and supplier • Power structure • Calculating net purchase price and long-term costs (TCA and TCO) • Contract management • The use of IT in the procurement process, including knowledge of specific tools <p>Skills: The students should be able to:</p> <ul style="list-style-type: none"> • Gather and assess requirements in a given procurement situation • Prepare a requirements specification to form the basis of inviting offers • Compare and assess incoming offers • Develop processes for day-to-day commerce • Follow up on day-to-day supplies • Continually evaluate the performance of the selected suppliers • Initiate renegotiations of existing contracts 	<p>Negotiation:</p> <p>Knowledge: The students should have acquired knowledge of:</p> <ul style="list-style-type: none"> • The phases and steps of the negotiation process • Own negotiation profile • Negotiation strategies and tactics • Planning and preparation • Questioning technique <p>Skills: The students should be able to:</p> <ul style="list-style-type: none"> • Set up goals for the negotiation solution • Choose strategy by using relevant theories and models, such as Kraljic’s model • Analyse the supplier’s negotiation profile • Analyse the supplier’s negotiation strength • Manage the negotiation process • Conclude the negotiation <p>Competences: The students should be able to:</p> <ul style="list-style-type: none"> • Plan and implement a negotiation by using relevant tools, theories and methods • Communicate effectively in the negotiation process • Reflect on the course of the negotiation process

<p>Competences:</p> <p>The students should be able to</p> <ul style="list-style-type: none">• Plan the implementation of purchases by using relevant tools, theories and methods• Evaluate suppliers and their performance with a view to optimising procurement and the procurement process <p>Tuition form:</p> <ul style="list-style-type: none">• Class teaching• Guest lecturers experienced in the area• Group work based on specific and real-life problems and issues	<p>Tuition form:</p> <ul style="list-style-type: none">• Class teaching• Work in pairs and group work based on the implementation of simulations based on practice-oriented scenarios
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Appendix 4 – Project management and Project sales

Absorption into Project management. Timing: 2 nd semester	
Weight 10 ECTS	
Objectives and contents: <ul style="list-style-type: none"> • A general understanding of projects and project sales in a strategic perspective as well as how to manage them • An in-depth understanding of a business case, both at seller and buyer • Experience in using theories, models, tools and methods for project sales and management of projects in a professional context • Understanding the differences in project sales in B2B and B2G • Understanding project management in B2C, B2B and B2G 	
Learning outcome: The topic is seen as having two equal foundations: project sales and project management. In the following they are described separately.	
<p>Project Sales:</p> <p>Knowledge: The students should have acquired knowledge of:</p> <ul style="list-style-type: none"> • How to define project sales • How to define and describe the seller’s role within project sales (consultant vs seller) • Market segmentation and the competitive environment • Identification of customers and projects • Identification of buying criteria • The decision process and buying behavior of the customer (identification of stake holders and value chain) • The process of project sales (“capture planning” within the strategic scope of the company) • Preparation, planning and execution of sales meetings • Requirement of quotations, requirements for public tenders (“the winning proposal”) • Business case development (both seller’s and customer’s) • Cost calculations and price settings of projects • Requirements of project team • Closing and follow-up on projects 	<p>Project management:</p> <p>Knowledge: The students should have acquired knowledge of:</p> <ul style="list-style-type: none"> • How to define a project and what parameters the project manager can adjust • Project portfolio management in a company-strategic perspective • How to define the work streams, deliverables, milestones and activities of a project (Stage-Gate and SCRUM) • How to plan a project by using tools such as a Gantt Chart and the Work Break Down Schedule • How to define the stakeholders of a project and how to handle their influence by communication • The role of the project manager and the different roles in a project organisation, including the roles of the project team and the steering committee • The risks in relation to implementation of a project and how to handle it • Different forms of meetings and their purpose • The business case and budget of a project

<p>Skills: The students should be able to:</p> <ul style="list-style-type: none"> • Define and build a business case • Understand and define risk elements • Analyse the stakeholders of a project (both internally at seller and at customer) • Communicate to project groups • Produce offers in a formal way, meeting requirements • Understand the strategic positioning at the customer • Act as consultant in the seller role <p>Competences: The students should be able to:</p> <ul style="list-style-type: none"> • Plan professional project sales by using relevant tools and methods • Implement project sales and adjusting the sales process continuously <p>General tuition form:</p> <ul style="list-style-type: none"> • Ordinary classroom lessons • Workshop-based learning with group work on a real-life cases, and company guest lecturers 	<p>Skills: The students should be able to:</p> <ul style="list-style-type: none"> • Illustrate the purpose and objective of a project by preparing an Objective Break-Down Schedule • Plan a project by defining work streams, deliverables, milestones and activities in a Work Break Down Schedule and a Gantt Chart • Do a risk analysis • Analyse the stakeholders of a project and make a communication plan • Plan the relevant meetings throughout the implementation of the project • Make a budget or business case for a project <p>Competences: The students should be able to:</p> <ul style="list-style-type: none"> • Plan a project in a professional context by using relevant tools and methods • Implement a project and adjust the plan continuously <p>General tuition form:</p> <ul style="list-style-type: none"> • Ordinary classroom lessons • Workshop-based learning with group work on a real-life cases, and company guest lecturers
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