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Marketing Management

Academy Profession Degree Programme in Marketing Management
Erhvervsakademiuddannelse indenfor international handel og markedsføring
(Markedsføringsøkonom AK)

2018-2020



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1. National section of the curriculum

1.1 Curriculum framework and effective date

This Curriculum (national and institutional sections) applies to students starting the 1st of September 2018.

1.2 Transition provisions

Interim provisions from old curriculum (national and institutional sections) to the 2nd semester of the new curriculum:

Since significant changes have been made in content and structure, students who have completed the 1st or 2nd semester following a previous curriculum and who have been delayed, are recommended to follow the course of study as described for this Curriculum.

Students who have completed the 1st semester following a previous curriculum:

It is recommended that the students are transferred to the new curriculum. Alternative course of study: If students registered for a previous curriculum wish to complete the study programme under this previous curriculum, the following specially planned courses of study have been designed for the below subjects.

	Course of study for students following the 2nd semester under old curriculum	Course of study for students following the 3rd semester under old curriculum
Module in old curriculum	International marketing	International marketing
Will be met with the following learning activity on the new curriculum	Analysis methods, data collection and data processing	Parameter mix and service marketing
Will be met with the following learning activity on the new curriculum	Segmentation, positioning and choice of target group	The marketing plan, B2B and B2C
Module in old curriculum	Organisation and SCM	Economics
Will be met with the following learning activity on the new curriculum	Cultural theories and methods	Budgeting and parameter optimisation
Will be met with the following learning activity on the new curriculum	-	Price strategies and pricing methods

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	Course of study for students following the 2nd semester under old curriculum	Course of study for students following the 3rd semester under old curriculum
Module in old curriculum	Economics	Sales, Project management and Organisation development
Will be met with the following learning activity on the new curriculum	Investment theory and methods	Project management
Will be met with the following learning activity on the new curriculum	Macro economics	Organisation
Module in old curriculum	Business law	-
Will be met with the following learning activity on the new curriculum	Legal method	-
Will be met with the following learning activity on the new curriculum	Rules on collecting and treating personal data	-
		NB! The student is not to attend the following subjects in the 3rd semester:
		Investment and finance
		Trade theory and trade-policy interventions
		Internationalisation

Re-enrolment

Students who are re-enrolled in the marketing management study programme are registered for the most recent curriculum.

1.3 Legal framework of the curriculum

The following current legislation applies to the programme:

- Ministerial Order no. 1047 of 30/06/2016: Ministerial Order for business academies and professional bachelor programmes
- Ministerial Order no. 829 of 04/07/2015: Ministerial Order for business academy programmes within international trade and marketing (AP in Marketing Management)

- Ministerial law no. 935 of 25/08/2014: Ministerial law for business academies for higher professional education
- Ministerial law no. 1147 of 23/10/2014: Ministerial law for business academies and professional bachelor programmes
- Ministerial Order no. 107 of 27/01/2017: Ministerial Order for admission to business academies and professional bachelor courses
- Ministerial Order no. 1500 of 02/12/2016: Ministerial Order for examinations in higher educational business programmes
- Ministerial Order no. 262 of 20/03/2017: Ministerial Order for marking scales and other assessment criteria
- Ministerial Order no. 597 of 08/03/2015: Ministerial Order for talent initiatives in higher education

The Ministerial Orders and legislation can be found at www.retsinfo.dk (only in Danish)

1.4 Competence profile for a marketing management graduate

The objective of the academy profession degree programme in marketing management is to qualify the graduates to independently handle the analysis, planning and implementation of solutions that are broadly connected with marketing in trade, production and service enterprises in Denmark and abroad.

Knowledge

The students should have acquired knowledge of:

- the strategic and financial foundation of the company
- Basic socio-economic conditions
- Concluding the sale
- Business law, including legislation on marketing and competition
- Methods for solving complex and practice-related marketing issues

Skills

The students should be able to:

- Conduct an international market assessment
- Evaluate problem statements and implement problem-orientated projects within marketing related topics
- Communicate real-life problem statements and solutions in English
- On an analytical basis present relevant solutions within marketing-related problems
- Assess business and socio-economic conditions
- Assess legal business problem statements in relation to trade
- Assess organisational and supply chain management issues and use project and innovation tools

Competences

The students should be able to:

- Participate in professional and interdisciplinary collaboration in the development of the company's marketing strategy and internationalisation
- Manage development-orientated situations nationally and internationally in sales and marketing
- Manage the planning of marketing and sales for the company and participate in the execution thereof
- Acquire new skills and new knowledge within the profession

- Analyse a company's economic development taking the socio-economic conditions into account in order to act
- Participate in academic and interdisciplinary collaboration with a professional approach in English, both written and orally

2. Programme content

The curriculum's national section of this Curriculum, according to § 17 rules for the following in accordance with the Ministerial Order no. 829 of 04/07/2015: Ministerial Order for business academy programmes within international trade and marketing (AP in Marketing Management):

1. Core areas under the ministerial order for the study programme, including:
 - a. Content
 - b. ECTS credits
 - c. Learning outcomes
2. Compulsory educational components within the core programme areas, including:
 - a. Content
 - b. ECTS credits
 - c. Learning outcomes
 - d. Number of exams
3. Work placement, including
 - a. ECTS credits
 - b. Learning outcomes
 - c. Number of exams
4. Requirements for final degree project and bachelor's degree project, respectively
5. Rules on credit transfer, cf. § 18, including indication of possible credit transfer agreements as regards educational components comprised by the national section of this Curriculum

2.1 Programme structure

As a prerequisite for completing the study programme, students must attend and pass educational components equivalent to a total workload of 120 ECTS credits. A full-time study programme for a semester consists of professional core areas that are divided into interdisciplinary educational components, including work placement.

The programme comprises compulsory educational components worth 70 ECTS credits, electives worth 20 ECTS credits, work placement worth 15 ECTS credits and a final degree project worth 15 ECTS credits.

Programme structure		1st year of study	2nd year of study
Core areas	International marketing (25 ECTS)	20 ECTS	5 ECTS
	Economics (20 ECTS)	15 ECTS	5 ECTS
	Sales and market communication (10 ECTS)	10 ECTS	
	Organisation and Supply Chain Management (10 ECTS)	10 ECTS	
	Business law (5 ECTS)	5 ECTS	
Elective educational components			20 ECTS
Work placement			15 ECTS
Final degree project			15 ECTS
Total ECTS credits	(70 ECTS)	60 ECTS	60 ECTS

All educational components, including the final degree project, will be evaluated and assessed as described in the section on exams. The educational component is considered passed when students get the grade 02 as a minimum.

Number of exams and their order

There are seven exams in the study programme.

Exam name	Educational component	Figures on the degree certificate	Assessment	Semester
1st internal	Business understanding, Methodology and Market understanding 30 ECTS	X	7-point grading scale	1
1st external	Tactical and operational marketing B2C and Tactical and operational marketing B2B 30 ECTS	X	7-point grading scale	2
2nd internal	Internationalisation 10 ECTS	X	7-point grading scale	3
3rd internal	Elective component 1 10 ECTS	X	7-point grading scale	3
4th internal	Elective component 2 10 ECTS	X	7-point grading scale	3
5th internal	Work placement 15 ECTS	X	Pass/fail	4
2nd external	Final degree project 15 ECTS	X	7-point grading scale	4

2.2 Core areas

The study programme covers five core areas worth 70 ECTS.

Core area 1: International marketing
Scope: 25 ECTS
Content <p>The core area 'International Marketing' covers three semesters and enables the student to understand a company's internal and external situation as well as to act operationally on a strategic foundation on both the B2B and B2C markets.</p> <p>By applying existing data and theory as well as their own qualitative and quantitative analyses, the student will gain the skills to do segmentation, identify target audiences and apply positioning for both the Danish and the export markets.</p> <p>Based on the above, and with an understanding of sound business practices and skills in applying marketing related trade parameters, the student will be able to prepare and implement marketing plans on an operational level.</p>
Learning outcomes
Knowledge and understanding <p>The student will gain knowledge about:</p> <ul style="list-style-type: none">• various types of business models for B2C and B2B as well as both analogue and digital models• theories and models for data collection and processing and statistical calculations• practical theories and models for analysing the company's strategic situation with focus on both internal and external conditions• theories and models about buying behaviour for B2C and B2B• trade parameters in different business models<ul style="list-style-type: none">• the company's strategic opportunities for growth with particular focus on growth via internationalisation
Skills <p>The students should be able to:</p> <ul style="list-style-type: none">• assess theoretical and real-life marketing issues in regard to the company's strategic platform, competency and resources• implement qualitative and quantitative market analysis methods in specific marketing connections – both B2B and B2C including the use of relevant statistical analysis as well as establish and disseminate results in professional way• apply models and theories for segmentation and target group choice and positioning• apply models and theories for preparing proposals for business parameters based on knowledge of the company and the market• apply models and theories to identify growth potential nationally and internationally
Competences <p>The students should be able to:</p> <ul style="list-style-type: none">• demonstrate good business sense in a development-orientated context for a company• find professional and interdisciplinary solutions for real-life and marketing issues on the national and international market<ul style="list-style-type: none">• manage marketing planning for the company, including the economic implications of

this

Core area 2: Economics

Scope: 20 ECTS

Content

The core area of 'Economics' covers three semesters and enables the student to contribute to the understanding of the company's internal and external situation by implementing economic analyses.

By applying analytical tools for economics, the student gains the competencies to support strategic analysis, investment in the company, price setting and budgeting.

Based on the above understanding of the company's economical foundation, the student will be able to prepare the economic consequences of the marketing plan on an operational level.

Learning outcomes

Knowledge and understanding

The students should have acquired knowledge and understanding of:

- the company's accounting matters, the Annual Report and the financial reporting forms
- the basis for the company's profits, income and expenses
- the company's market including micro- and macroeconomic conditions affecting the company's decisions
- different types of markets and trade theories
- knowledge of the company's capital needs
- price as a trade parameter

Skills

The students should be able to:

- assess contribution margins in order to perform break even analyses and economic governance
- assess a company's accounts in terms of profitability, earnings, capital adjustment, solvency, liquidity and cash flow
- assess pricing under different market forms and make a simple cost optimisation based on known market and cost expectations
- assess and establish prerequisites for investments and make calculations as a basis for investment decisions
- assess, describe and analyse the main national economic indicators for the purpose of market assessment
- assess activity budgets, cash flow forecasts and balance budgets
- assess and determine the optimal price and quantity fixing for various market forms
- assess and manage the effects of various market interventions
- assess pricing strategies and pricing methods

Competences

The students should be able to:

- participate in structuring the company's earning quality on core activities, including understanding the costs, assets and liabilities
- manage the accounts, and will be able to understand the importance of special posts for de-

velopment

- participate in the preparation of activity budgets, including sales forecasts and marketing budgets as well as structuring and managing a budget control and analysing the possibility for change for changed income objectives
- participate in the assessment of the effect of macroeconomic policies

Core area 3: Sales and Market communication

Scope: 10 ECTS

Content

The core area Sales and Marketing Communication covers two semesters and enables the student to communicate and negotiate with the company's stakeholders, in respectively the B2C and B2B markets. There is a focus on professionalism for both the physical client meeting as well as for digital and analogue mass communication.

Based on the company's business model and other strategic considerations, the student will be able to choose the correct communication channel and approach; the student will also get the competencies at an operational level so that a sale or a campaign will be carried out professionally.

Based on cultural understanding, the student will have the competencies to implement their customer relations in international markets.

Learning outcomes

Knowledge and understanding

The students should have acquired knowledge and understanding of:

- marketing communication theory and models
- sales phases and sales processes
- salesmanship and sales psychology
- communication strategy and campaign planning
- the analogue and digital media landscape
- different negotiating strategies
- cultural theory and analysis

Skills

The students should be able to:

- develop and communicate a communication strategy and sales plan based on a company's marketing strategy
- use sales and negotiating techniques for the implementation of personal sales
- use the different phases of sales processes
- assess analogue and digital media choices, their synergy and the media selection's pros and cons
- use operational tools within selected areas of analogue and digital marketing, including social media
- develop a media strategy and plan
- assess the influence of culture on marketing communication

Competences

The students should be able to:

- manage the preparation of a communication strategy and sales plan based on a company's marketing strategy
- participate in the preparation of and operationalise a campaign plan with a strategic starting point, including analogue and digital media
- in a structured way, implement sales and marketing communication in international mar-

kets, taking account of cultural barriers and differences

- keep up to date with current developments especially within the digital area, including identifying the need to develop own competencies

Core area 4: Business law

Scope: 5 ECTS

Content

The core area Business Law covers two semesters. The aim is that the student gets knowledge of the overall legal framework for good business. They should also achieve skills to independently select the appropriate legal basis and remain critical to usability. Additionally, they should have the competencies to assess when the company needs to involve specialist legal knowledge.

Learning outcomes

Knowledge and understanding

The students should have acquired knowledge and understanding of:

- legal methods, information retrieval and legal sources including their interrelationship hierarchy
- the rules for marketing, including e-commerce and trademark protection
- the rules for the collection and processing of personal data in relation to customers
- the rules for the formation of contracts, including digital contracts, intermediaries and invalidity
- the rules for commercial and consumer sales
- the Consumer Contracts Act's rules on consumer sales, including the right of withdrawal
- company forms, including liability
- basic liability conditions, employer liability, the Product Liability Act and product liability developed through case law

Skills

The students should be able to:

- assess legal business problems in relation to:
 - marketing law
 - contract law
 - sales of goods law, including
 - transfer of risk
 - delivery
 - retention of title
 - non-compliance of commercial and consumer sales
 - E-commerce
 - Rules on liability in various types of corporate forms

Competences

The students should be able to:

- assess whether or not the marketing plan is in compliance with relevant legislation and determine when it is necessary to involve legal specialists

Core area 5: Organisation and Supply Chain Management

Scope: 10 ECTS

Content:

The core area Organisation and Management is spread over two semesters. The core area makes sure the students get a basic understanding of a company's organisation, resources and competencies. The core area also makes sure that the student is competent to act professionally in collaborative relationships at work - both internally with superiors, employees and colleagues and externally with customers and suppliers.

The core area enables the student, through the use of personal leadership and project management tools, to manage and coordinate projects.

Through this core area, the student gains an understanding of the organisation as a basis for the company's value creation, including the company's innovation abilities and methods.

Based on the understanding of a company's business model, there is a focus on working innovatively with the optimisation of supply chains and distribution channels.

Learning outcomes

Knowledge and understanding

The students should have acquired knowledge and understanding of:

- the organisation's culture and structure - theories and concepts
- personal leadership and professional identity
- supply chain management and distribution channels including omnichannels on B2B and B2C
- theories and methods for implementing innovative projects in an organisation

Skills

The students should be able to:

- analyse how the company's organisation and culture can form the basis for the company's core competencies
- use essential tools in a project process
- develop a professional written report and present the major conclusions with focus on the receiver
- identify:
 - essential resources and competencies in the company and its supply chain
 - personal leadership roles in the development of own standpoint and professional identity
- apply innovation processes and tools in practice
- use essential tools in a project process
- communicate a professionally written report and present the major conclusions with focus on the receiver

Competences:

The students should be able to

- participate in the management and coordination of projects through the use of project management tools and knowledge of human mechanisms in a project team
- participate in the company's innovation processes so that ideas are developed in practice
- participate in the company's selection of distribution channels in the B2B and B2C markets
- participate in a collaboration for the development of the range and relationship management as well as principles of planning
- participate in the planning of the company's flow of goods
- in a structured context, prepare cultural analyses and compare cultural differences

2.3 Compulsory educational components

Content, ECTS credits, learning outcomes and examinations are described for each of the six compulsory educational components of the study programme.

Table: Distribution of ECTS credits on compulsory educational components

Compulsory educational components							
Core areas	1st semester			2nd semester		3rd semester	No. of ECTS credits
	Business understanding	Methodology	Market understanding	Tactical and operational marketing B2C	Tactical and operational marketing B2B	Internationalisation	
International marketing	1	6	6	5	2	5	25
Economics	1	2	2	6	4	5	20
Sales and market communication			2	5	3		10
Business law			2	3			5
Organisation and Supply Chain Management	3	2	3	1	1		10
Total ECTS	5	10	15	20	10	10	
Examination	One exam			One exam		One exam	70

Compulsory educational component: Business understanding

Scope: 5 ECTS – 1st semester

Content:

The programme element ensures that the students will have an understanding of good business sense and will be able to analyse a company's business model and on the basis of this, develop innovative alternatives.

Learning outcomes

Knowledge and understanding

The students should have acquired knowledge and understanding of:

- different types of business models and concepts - offline and online.
- theories and models about the company's value creation
- the company's accounting matters, including the Annual Report and the financial reporting forms, as well as additional reports
- the company's revenue base and costs, including fixed costs and variable costs
- concepts and theories in organisational structure and organisational culture
- concepts and theories of supply chain structure
- theory of innovation, sources of innovation and the innovative organisation
- how the company's competencies originate and develop through many different activities, functions, processes, relationships, etc.

Skills

The students should be able to:

- analyse the company's strategic platform
- assess the company's competencies and resources focussing on their efficiency in value creation
- evaluate the company's internal strategic situation and its ability to deliver added value
- be able to assess the basic financial reporting in the annual report
- assess the company's structure and organisation as the company's competency base
- identify significant resources in the company's supply chain and assess how the supply chain relationships are included in the company's competency base
- participate in innovation processes and use innovation tools both in product innovation and in organisational innovation

Competences

The students should be able to:

- participate in the company's innovation processes in interaction with others
- manage the structuring and analysis of significant economic posts in the annual report

Compulsory educational component: Methodology

Scope: 10 ECTS 1st semester

Content

The programme element ensures that the students can methodically apply the relevant analysis tools and on this basis, draw up and disseminate the basis of decisions within sales, marketing and economics.

Learning outcomes

Knowledge and understanding

The students should have acquired knowledge and understanding of:

- various marketing analysis methods - including desk and field research.
- economic analysis tools to assess the company's internal economic situation
- concepts, theories and practical problems within team cooperation
- methods for project management and control

Skills

The students should be able to:

- use various marketing analysis methods in order to collect and process information, both desk and field research
- use both qualitative and quantitative methods and combinations of these to strengthen the quality of marketing analysis (method triangulation)
- evaluate the quality of the marketing analysis based on qualitative criteria within quantitative and qualitative analyses
- use qualitative analysis methods and be able to identify and present the main conclusions
- identify and present the results of quantitative data analysis using statistical tools (descriptive statistics)
- determine statistical relationships between variables in connection with surveys (cross-tabulation)
- assess and analyse company accounts in terms of profitability, earnings, capital adjustment, solvency, liquidity and cash flow and equity-related ratios
- compare the company's or the industry's economic situation based on external information including the Annual Report
- evaluate the different types of costs and their impact on the company's accounting, including analyses of contribution margin and break-even
- use appropriate tools and models for project management - including IT tools
- draw up reports with a thesis statement, reasoned methods, as well as analyses that comply with formalities and are adapted to the recipient. This includes the use of digital tools

Competences

The students should be able to:

- to participate in the company's data-gathering and-analysis
- in a structured context, relate and reflect on their own and other others' perspectives in order to achieve results in cooperation with others
- manage the planning, implementation and evaluation of a project
- produce a professional report according to the given framework (formalities)

Compulsory educational component: Market understanding

Scope: 15 ECTS 1st semester

Content

This programme element ensures that the student will be able to develop, implement and apply analyses to gain an overall understanding of marketing.

In this programme element, law is included as an important component to understand the regulations the company will meet in the market.

Learning outcomes

Knowledge and understanding

The students should have acquired knowledge and understanding of:

- relevant theories and models concerning the company's external situation
- the company's market conditions including micro- and macroeconomic conditions affecting the company's business decisions.
- different types of markets and their impact on efficiency
- population development, the labour market and income
- legal methods, information retrieval and legal sources including their interrelationship hierarchy
- rules for the formation of contracts, including digital contracts, intermediaries and invalidity
- basic liability conditions and employer liability
- company forms, including liability
- knowledge of relational types and SCM collaboration
- cultural theories and models
- cultural values and cultural behaviour, including cultural barriers
- trend analysis

Skills

The students should be able to:

- assess the company's strategic position:
- assess the company's product/market portfolio in relation to customers and competitors.
- identify the company's customers and be able to assess the company's customer relations and the customer's buying behaviour – both B2B and B2C.
- assess the main national key performance indicators in relation to the company's market situation
- assess population trends, labour market and income in relation to the market situation
- assess the importance of culture in a commercial and communicative context
- assess the effect of various market interventions, including commercial policy interventions on the company's activities
- use legal methods, information retrieval and legal sources including their interrelationship hierarchy
- assess legal business problems in relation to contract law
- use market segmentation, select target groups and position the company and its products or services
- analyse and evaluate the company's relation types and SCM collaboration according to strengths and weaknesses

Competences

The students should be able to:

- participate in the planning of the selection of relevant markets for the company on the basis of competitive conditions
- manage development-orientated situations for the organisation's verbal and non-verbal communication to other cultures
- manage the optimisation of the company's supply chain relationships
- in a structured context, acquire new knowledge about legislation in relation to the market
- manage the societal effects of various market interventions in relation to the company's activities

Compulsory educational component: Tactical and operational marketing B2C
Scope: 20 ECTS – 2nd semester
Content This programme element will ensure that the student will be able to participate in the preparation and implementation of a marketing campaign on the B2C market.
Learning outcomes Knowledge and understanding The students should have acquired knowledge and understanding of: <ul style="list-style-type: none">• the company's parameter mix, for both service and manufacturing companies• service marketing• the content and application of the marketing plan - online and offline• marketing and sales budgets• the company's market communication and marketing objectives in a national and international perspective• the impact of the marketing mix on market communication• various media platforms/genre - offline and online• effect measurements• basic parameter optimisation for a product in one market• the budget's impact on the management of a company's economy and basic budget control• price formation for the consumer and producer market including producer and consumer surplus• the price and income elasticity in connection with the pricing of a product• pricing strategies and pricing methods• regulations for marketing, including e-commerce and trademark protection• sale of goods• rules for the collection and processing of personal data in relation to customers• the Product Liability Act and product liability developed through case law• instruments in omnichannels including space management, range management, distribution and partner management
Skills The students should be able to: <ul style="list-style-type: none">• assess the company's parameter mix according to the company's target market/s - online and offline• prepare proposals for adapting the company's parameter mix and assess its profitability• assess the economic impact of different parameter efforts• prepare a marketing budget including estimates of revenues and expenses and their impact on the profit budget• prepare a profit budget and a cash budget for a company• assess the marketing plan's liquidity effect• prepare a break even calculation for the marketing plan• assess and explain the consequences of any changes in budget assumptions to the profit and cash flow budgets, as well as basic budget control• make a simple cost optimisation based on known market and cost expectations• assess price formation for different market forms

- assess pricing strategies and pricing methods
- assess legal business problems in relation to:
 - Marketing law incl. E-commerce
 - Contract law
 - Sales of goods law, including
 - Transfer of risk
 - Delivery
 - Securing the purchase price in case of retention of title
 - Breach of contract in trade purchase and Danish consumer transactions
- apply rules for the collection and processing of personal data in relation to customers
- establish marketing and communication objectives in relation to the chosen target group
- establish a brand positioning statement
- run analyses and evaluations of media plans and creative presentations
- apply updated techniques and tools for designing the company's internal and external communication
- assess the importance of appropriate values in a marketing context
- apply theoretical and practical tools for planning and implementation of marketing communication tasks
- assess and optimise the organisation's use of promotional resources
- evaluate and use rhetorical strategies based on brand positioning, target audience and applied media
- analyse and evaluate the company's opportunities within omnichannels including space management, range management, distribution

Competences

The students should be able to:

- manage marketing and sales planning for the company, as well as disseminate the marketing plan to business partners and users
- participate in the organisation, and implement and monitor marketing and sales initiatives
- participate in the company's pricing of a product
- participate in the preparation of the company's marketing campaign plans online and offline
- be part of the company's work with various partners, such as advertising and media agencies
- participate in an assessment of whether or not the marketing plan complies with relevant legislation and determine when it is necessary to involve legal specialists
- manage the company's range and distribution

Compulsory educational component: Tactical and operational marketing B2B
Scope: 10 ECTS – 2nd semester
Content This programme element will ensure that the student will be able to participate in the preparation and implementation of a marketing campaign on the B2B market.
Learning outcomes
Knowledge and understanding The students should have acquired knowledge and understanding of: <ul style="list-style-type: none">• the company's parameter mix on the B2B market• the content and application of the marketing plan - online and offline• marketing and sales budgets• sales strategies B2B - online and offline• sales cycle stages, challenges and opportunities• personal sales - identification of customer needs• sales psychology - different types of customers• CRM - systems for managing customer relationships• various sales and negotiation theories and strategies• various negotiation theories and models• basic parameter optimisation for a product in one market• the budget's impact on the management of a company's economy• basic budget control• price formation for the consumer and producer market including producer and consumer surplus• the price and income elasticity in connection with the pricing of a product
Skills The students should be able to: <ul style="list-style-type: none">• apply different negotiation theories and models to implement concrete negotiations in a B2B context• assess the strategy options in connection with the implementation of sales, from subject selection to sales closure and follow-up• do a basic budget control• make a simple cost optimisation based on known market and cost expectations• assess pricing strategies and pricing methods• assess the company's position in the supply chain and apply this in sales and communication contexts
Competences The students should be able to: <ul style="list-style-type: none">• carry out B2B marketing and sales planning for the company - including: implementing the organisation of, execution of and monitoring of marketing sales on the operational level to the company's clients• manage development-orientated situations in connection with the company's sales planning, organisation, implementation and follow-up• On the operational level, the students will get the competencies to implement sales for the company's customers.• participate in negotiations with a professional and personal impact

- participate in controlling the marketing plan's financial consequences

Compulsory educational component: Internationalisation

Scope: 10 ECTS – 3rd semester

Content

This programme element ensures that the student can participate in professional and interdisciplinary collaboration in the development of the company's growth and internationalisation.

Learning outcomes

Knowledge and understanding

The students should have acquired knowledge and understanding of:

- different growth strategies
- internationalisation theories, market selection, as well as establishment forms
- international parameter strategies
- terminology concerning the programme's compulsory element subjects
- correlation between growth and investment
- investment theory and methods
- financing options including equity as well as debt capital
- classical and recent commerce theories
- the development of international trade and knowledge of the most important international organisations
- causes of inflation and the consequences of these
- exchange-rate formation
- cyclical theory

Skills

The students should be able to:

- propose possible solutions for the company's internationalisation, including market screening, market selection and entry strategies into international markets
- use international parameter strategies
- assess and establish prerequisites for investment and make calculations as a basis for investment decisions
- set relevant multi-period cash flows, based on, for example, estimated budgets of planned marketing initiatives
- assess and compare the measures envisaged on the basis of a calculation of the net present value, internal rate of return and sensitivity. Calculate and evaluate effective interest rates
- describe and analyse the main national economic indicators for the purpose of export market assessment
- analyse and assess the impact of trade policy interventions on export markets

Competences

The students should be able to:

- participate in the preparation of the company's international growth and marketing strategies, taking into account the economic consequences of macroeconomic measures and the company's economy

2.4 Work placement

Work placement
Content The internship must ensure real-life competencies and the independent development of professional and personal vocational competencies. The student must be able to solve practical problems on a methodical basis with the inclusion of relevant theories and models and thus contribute to the implementation of value-adding activities in the company.
Scope: 15 ECTS - 4. semester
Learning outcomes Knowledge The students should: <ul style="list-style-type: none">• in depth knowledge about the industry/profession• experience from participating in practical work within the business economics field Skills The students should be able to: <ul style="list-style-type: none">• apply a comprehensive range of technical, creative and analytical skills related to employment within the profession• use collected information to independently solve a task• apply the programme's methods and theories in participation in the resolution of the company's tasks• communicate professionally with colleagues, customers and/or other stakeholders Competences The students should be able to: <ul style="list-style-type: none">• in a structured context, reflect on and independently relate the application of theory and methods in practice• manage their own professional and personal roles in relation to the concrete tasks and participate in disciplinary and interdisciplinary cooperation• in a structured context, acquire new knowledge, skills and competencies in relation to the profession
Examination: One exam

2.5 Final degree project requirements

The Final exam project must document that the programme's objectives have been attained. The learning objectives for the project are thus the programme's "Appendix 1" for the Degree Programme Ministerial Order.

Final degree project
<p>Content</p> <p>The purpose of the final exam project is that the student methodologically prepares an independent, interdisciplinary and practice-orientated assignment that demonstrates knowledge, skills and competencies that are based on the general learning objectives for the programme given in the introduction to this curriculum. The project is prepared in cooperation with a specific company and takes as its starting point any current issues for this company.</p>
<p>Scope: 15 ECTS – 4th semester</p>
<p>Learning outcomes</p> <p>Knowledge</p> <p>The students should have acquired knowledge of:</p> <ul style="list-style-type: none"> • methods for the identification and solution of complex and real-life issues within the profession on the basis of business economics <p>Skills</p> <p>The students should be able to:</p> <ul style="list-style-type: none"> • identify developmental needs and potential for a company • assess theoretical and practical issues and justify the selected methods for the solution of the problem • apply methods and tools for the systematic collection and analysis of both primary and secondary data • apply value-adding activities and draw up proposals, on the basis of the chosen problem • establish and communicate proposals which include economic impact calculations and implementation plans • apply and disseminate new perspectives on the basis of a concrete problem <p>Competences</p> <p>The students should be able to:</p> <ul style="list-style-type: none"> • participate in disciplinary and interdisciplinary, holistic and practice-based teamwork • disseminate and justify the practice-based issues and proposed solutions to relevant stakeholders • manage development-orientated situations nationally and internationally within sales and marketing • participate in academic and interdisciplinary collaboration with a professional approach
<p>Examination:</p> <p>One exam</p>

3. Credit transfer and rules on the programme

3.1 Credit transfer and change of study programme

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

The students must provide information on completed educational components from another Danish or international further education and on employment assumed to result in credit transfer. The educational institution will grant transfer credit in each individual case based on completed/passed educational components and occupations that match course units, parts of the study programme or parts of the work placement. The decision is based on a professional assessment.

3.1.1 Pre-approved credit transfer

The students can apply for pre-approved credit transfer. Upon pre-approval of a study period in Denmark or abroad the students must, after conclusion of their study, document the completed educational components of the approved study. 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 educational component is considered completed if it is passed in accordance with the regulations applying to the study programme.

3.1.2 Exemption

In extraordinary circumstances, the educational institution may opt to disregard stipulations in the curriculum made by the institution or jointly by the institutions offering the programme. The institutions offering the marketing management programme cooperate on a uniform exemption practice.

Institutional section of the curriculum

4. Order of examinations by semesters

Overview of all examinations and their order

Scheduled time	Exam	120 ECTS credits distributed across the exams	Internal/external assessment	Assessment	Form of examination
1st semester	Compulsory educational components: <i>Business understanding (5 ECTS)</i> <i>Methodology (10 ECTS)</i> <i>Market understanding (15 ECTS)</i> <i>(1st internally assessed exam which consists of three part exams)</i>	30 ECTS	Internal	7-point grading scale	See elaboration in section 5.
2nd semester	Compulsory educational components: <i>Tactical and operational marketing B2C (20 ECTS)</i> <i>Tactical and operational marketing B2B (10 ECTS)</i> <i>(1st externally assessed exam)</i>	30 ECTS	External	7-point grading scale	See elaboration in section 5.
3rd semester	Compulsory educational component: <i>Internationalisation</i> <i>(2nd internally assessed exam)</i>	10 ECTS	Internal	7-point grading scale	See elaboration in section 5.
3rd semester	Elective component I <i>(3rd internally assessed exam)</i>	10 ECTS	Internal	7-point grading scale	See elaboration in section 5.
3rd semester	Elective component II <i>(4th internally assessed exam)</i>	10 ECTS	Internal	7-point grading scale	See elaboration in section 5.
4th semester	Work placement exam <i>(5th internally assessed exam)</i>	15 ECTS	Internal	Pass/fail	See elaboration in section 5.
4th semester	Final degree project <i>(2nd externally assessed exam)</i>	15 ECTS	External	7-point grading scale	See elaboration in section 5.

Information about time and place for each exam can be found on the programme's Intranet.

5. Framework and criteria for the study programme exams

There are two different exam forms in this Curriculum:

- Externally assessed exam – assessed by examiner and one or more external examiners
- Internally assessed exam – assessed by one or more lecturers

All exams must be taken in the first exam term after the compulsory educational component. Students are automatically registered for the exams.

Students are entitled to three exam attempts per exam.

All exams must be passed, and passed exams cannot be resat.

Written products must follow the current project manual of the study programme to the extent that it is described in the exam description on the programme's Intranet.

5.1 Examination in the compulsory educational components: Business understanding, Methodology and Market understanding (1st internally assessed exam)

5.1.1 Exam attendance prerequisites for the part examinations in Methodology and Market understanding, including obligation to participate

The students must meet the following requirements in order to sit the part examination in Methodology and Market understanding:

- Compliance with the obligation to participate in compulsory prerequisite 1 – Student development interview

The student development interview is a talk between the student and one of the lecturers of the programme. The talk takes as its point of departure the student and the student's reflection on their own efforts, development and learning throughout the semester.

Compliance with the obligation to participate means that prior to the interview the student prepares a presentation, and that after the interview the student is to add development goals. Presentation and development goals are to be uploaded in WISEflow.

The date for interview and submission appears from the programme's Intranet.

- Written products must comply with the requirement for academic honesty.

In this context, academic honesty means that a student's work conforms with recognised standards of proper academic behaviour. It must be obvious that the student has made an honest attempt at writing the assignment. Cheating or plagiarism is not allowed. If the assignment is not academically honest, including if it is (partially) plagiarised, or an attempt to write it has not been made, the assignment may be rejected.

The student has three attempts at meeting the obligation to participate in compulsory prerequisite 1 – Student development interview. Non-compliance with one or more prerequisites means that the student is considered to have made an exam attempt in the part exams Methodology and Market understanding.

If a student fails all three attempts at the part exams Methodology and Market understanding, the student automatically ceases to be registered as a student. Cf. the 2018-2020 curriculum, the student may apply for exemption to sit a 4th exam attempt.

If all prerequisites for compulsory prerequisite 1 are not complied with due to illness, a medical statement of incapacity for study (friattest) (previously named medical certificate) must be handed in at the Study Administration not later than three weekdays after the date of the interview or deadline for submission – in case of documented illness the student will not be considered to have made an exam attempt. It is the students' responsibility to cover the expense of the medical statement of incapacity for study (friattest).

A letter to the doctor to be used for procuring a medical statement is found on Pointer.

5.1.2 Examination procedure

The exam consists of three part exams. Each compulsory educational component is concluded with a part exam:

- **Business understanding** An interdisciplinary, case-based oral group exam based on one or more specific companies
- **Methodology** An interdisciplinary, case-based combined written and oral group exam based on a written project report.
- **Market understanding** A subject specific written and individual exam with attendance. The exam takes a starting point in a case company.

The exam is worth 30 ECTS credits.

One overall grade is given, graded according to the 7-point grading scale based on the grades given for the three part exams. In the grading the individual part exams weight according to the number of ECTS credits.

That means that the Business understanding exam weights 1/6, the Methodology exam 1/3 and the Market understanding exam 1/2. The part exams are to be passed individually and figure on the degree certificate.

If students fail to sit one or more part exams or to pass the exams, they will be considered to have made an exam attempt and are still registered for the part exam(s).

Students may not resit passed part exams.

5.1.2.1 Part exam in compulsory educational component 1: Business understanding

The part exam in compulsory educational component 1: Business understanding is an interdisciplinary, case-based oral group exam based on one or more specific companies.

The students are assessed individually based on an oral presentation.

A maximum of five students may take part in the exam. The student cannot choose an individual exam. The exam starts with a presentation of the main conclusions and results from the case paper and has a maximum duration of ten minutes. After the presentation, the examiners will ask elaborating questions about the presentation, general questions in respect of the learning outcomes as well as specific questions in the case assignment for compulsory educational component 1: Business understanding.

Each group is examined for 45 minutes, including time for deliberations and grading.

The exam is based on the lectures and activities that took place in the time from study start until the date of the examination. No product is to be submitted prior to the exam.

Immediately after study start the students will be given a case description with a number of specific questions that cover the learning outcomes of the compulsory educational component. The exam answer to these specific questions forms the basis of the exam.

The case description covers all learning outcomes for compulsory educational component 1, and the grade given must reflect the student's understanding of the learning outcomes for the exam.

The exam is graded according to the 7-point grading scale. Each part exam must be passed with minimum 02.

The exam is worth 5 ECTS credits.

Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for compulsory educational component 1: Business understanding.

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

Scheduled time

The exam takes place immediately after the conclusion of compulsory educational component 1: Business understanding. Information about time and place can be found on the programme's Intranet.

Use of study aids

All study aids are permitted for the exam.

Examination language

English

5.1.2.2 Part exam in compulsory educational component 2: Methodology

The part exam in compulsory educational component 2: Methodology is an interdisciplinary, case-based combined oral and written group exam based on a written project report which makes up part of the assessment basis.

The students are assessed individually

A maximum of five students may take part in the exam. The student cannot choose an individual exam.

Based on the written part the group is to prepare a presentation in which all group members participate actively. The aim of the presentation is not to retell the written project report, but to elaborate and expand the understanding of the issue. The exam starts with the presentation. Two minutes are allocated per student for the presentation.

After the presentation, the examiners will ask elaborating questions about the presentation and the written report as well as general questions in respect of the learning outcomes for compulsory educational component 2: Methodology.

Each student is examined for 10 minutes, including time for deliberations and grading; however, at least 30 minutes and not more than 50 minutes per group.

At the start of compulsory educational component 2: Methodology, the students will be given a case description with which they are to work throughout the period. The oral exam answer to this assignment forms the basis of the exam, and the students are to present their answers in groups.

The case description covers all learning outcomes for compulsory educational component 2: Methodology, and the grade given must reflect the student's understanding of the learning outcomes.

One overall grade will be given based on an overall assessment of the written and oral performance.

The exam is graded according to the 7-point grading scale. Each part exam must be passed with minimum 02.

The exam is worth 10 ECTS credits.

Formal requirements for the written part of the exam

Prior to the exam the students are to submit a project report in groups.

The project report must comply with the current project manual of the marketing management study programme, which can be found on the programme's Intranet.

The maximum allowed length of the project report is 20 standard pages.

The project is expected to comprise:

- Problem statement and methodical considerations
- Collection of qualitative and quantitative data

- Analyses of primary and secondary data
- Process evaluation, including cooperation and project management

The project report may be rejected if it does not comply with the formal requirements. In case of rejection, the exam will not be assessed, and the student will be considered to have made an exam attempt.

Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for compulsory educational component 2: Methodology.

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

Scheduled time

The exam takes place immediately after compulsory educational component 2: Methodology. Information about time and place can be found on the programme's Intranet.

Use of study aids

All study aids are permitted for the exam.

Examination language

English

5.1.2.3 Part exam in compulsory educational component 3: Market understanding

The part exam in compulsory educational component 3: Market understanding is a subject specific written and individual exam with attendance. The exam takes a starting point in a case company.

At the start of compulsory educational component 3: Market understanding the students will be given a case description with which they are to work throughout the period.

The part exam contains subject specific questions relating to the case company based on the learning goals in compulsory educational component 3: Market understanding. The part exam has a duration of 5 hours.

The case description covers all learning outcomes for compulsory educational component 3: Market understanding, and the grade given must reflect the student's understanding of the learning outcomes.

The exam is graded according to the 7-point grading scale. Each part exam must be passed with minimum 02.

The exam is worth 15 ECTS credits.

Formal requirements for the exam

To sit the exam, it is a requirement that the student can show a valid photo-id.

The maximum allowed length of the written exam paper is 10 standard pages of 2,400 units excluding appendices.

The written exam paper may be rejected if it does not comply with the formal requirements. In case of rejection, the exam will not be assessed, and the student will be considered to have made an exam attempt.

Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for compulsory educational component 3: Market understanding.

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

Scheduled time

The exam takes place immediately after compulsory educational component 3: Market understanding. Information about time and place can be found on the programme's Intranet.

Use of study aids

All study aids are permitted for the exam. The exam is individual, and the written exam paper must therefore be made individually.

Examination language

English

5.2 Examination in the compulsory educational components: Tactical and operational marketing B2C and Tactical and operational marketing B2B (1st externally assessed exam)

5.2.1 Exam attendance prerequisites, including obligation to participate

Students must meet the following requirements in order to sit the 1st externally assessed exam – Tactical and operational marketing B2C and Tactical and operational marketing B2B:

- Compliance with the obligation to participate in compulsory prerequisite 2 – Student development interview

The student development interview is a talk between the student and one of the lecturers of the programme. The talk takes as its point of departure the student and the student's reflection on their own efforts, development and learning throughout the semester.

Compliance with the obligation to participate means that prior to the interview the student prepares a presentation, and that after the interview the student is to add development goals. Presentation and development goals are to be uploaded in WISEflow.

The date for interview and submission appears from the programme's Intranet.

- Written products must comply with the requirement for academic honesty.

In this context, academic honesty means that a student's work conforms with recognised standards of proper academic behaviour. It must be obvious that the student has made an honest attempt at writing the assignment. Cheating or plagiarism is not allowed. If the assignment is not academically honest, including if it is (partially) plagiarised, or an attempt to write it has not been made, the assignment may be rejected.

The student has three attempts at meeting the obligation to participate in compulsory prerequisite 2 – Student development interview. If a student fails to meet one or more requirements, the student will be considered to have made an exam attempt at the 1st externally assessed exam – Tactical and operational marketing B2C and Tactical and operational marketing B2B.

If the student fails all three attempts at the 1st externally assessed exam – Tactical and operational marketing B2C and Tactical and operational marketing B2B, the student automatically ceases to be registered as a student. Cf. the 2018-2020 curriculum, the student may apply for exemption to sit a 4th exam attempt.

If all prerequisites for compulsory prerequisite 2 are not complied with due to illness, a medical statement of incapacity for study (friattest) (previously named medical certificate) must be handed in at the Study Administration **not later than three weekdays** after the date of the interview or deadline for submission – in case of documented illness the student will not be considered to have made an exam attempt. It is the students' responsibility to cover the expense of the medical statement of incapacity for study (friattest).

A letter to the doctor to be used for procuring a medical statement is found on Pointer.

5.2.2 Examination procedure

The exam in compulsory educational components 4: Tactical and operational marketing B2C and 5: Tactical and operational marketing B2B is an interdisciplinary case-based exam. The exam is a combination of an oral and a written group exam based on one or more specific companies. The group may have up to 5 members. The student cannot choose an individual exam.

The students are assessed individually

The written part of the assignment consists of a marketing plan for a B2C and a B2B company based on the case description. The oral part of the exam starts with a presentation from the group of the communication product prepared, followed by a dialogue based on the written as well as the oral part. The presentation has a duration of a maximum of 15 minutes and is to be based on the written part. The group must ensure that all group members take an active part in the exam.

After the presentation, the examiners will ask elaborating questions about the presentation and the written report as well as general questions in respect of the learning outcomes for compulsory educational component 4: Tactical and operational marketing B2C and 5: Tactical and operational marketing B2B.

Each student is examined for 15 minutes, including time for deliberations and grading; however, at least 45 minutes and not more than 75 minutes per group.

At the start of the compulsory educational components, the students will be given a case description with which they are to work throughout the period.

The case description covers all learning outcomes for the compulsory educational components, and the grade given must reflect the student's understanding of the learning outcomes.

One overall grade will be given based on an overall assessment of the written and oral performance.

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

The exam is worth 30 ECTS credits.

Formal requirements for the written part of the exam

Prior to the exam the students are to submit a marketing plan for a B2C and a B2B company in groups.

The marketing plan for B2C and B2B may not exceed 30 standard pages, of which B2C makes 2/3 and B2B 1/3, exclusive of appendices.

The marketing plans may be rejected if they do not comply with the formal requirements. In case of rejection, the exam will not be assessed, and the student will be considered to have made an exam attempt.

Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for compulsory educational components 4: Tactical and operational marketing B2C and 5: Tactical and operational marketing B2B.

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

Scheduled time

The exam takes place immediately after the conclusion of compulsory educational component 5: Tactical and operational marketing B2B. Information about time and place can be found on the programme's Intranet.

Use of study aids

All study aids are permitted for the exam.

Examination language

English.

5.3 Examination in compulsory educational component: Internationalisation (2nd internally assessed exam)

5.3.1 Exam attendance prerequisites for the 2nd internally assessed exam – Internationalisation, including obligation to participate

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

- Compliance with the obligation to participate in compulsory prerequisite 3 – Student development interview

The student development interview is a talk between the student and one of the lecturers of the programme. The talk takes as its point of departure the student and the student's reflection on their own efforts, development and learning throughout the semester.

Compliance with the obligation to participate means that prior to the interview the student prepares a presentation, and that after the interview the student is to add development goals. Presentation and development goals are to be uploaded in WISEflow.

The date for interview and submission appears from the programme's Intranet.

- Written products must comply with the requirement for academic honesty.

In this context, academic honesty means that a student's work conforms with recognised standards of proper academic behaviour. It must be obvious that the student has made an honest attempt at writing the assignment. Cheating or plagiarism is not allowed. If the assignment is not academically honest, including if it is (partially) plagiarised, or an attempt to write it has not been made, the assignment may be rejected.

The student has three attempts at meeting the obligation to participate in compulsory prerequisite 3 – Student development interview. Non-compliance with one or more prerequisites means that the student is considered to have made an exam attempt at the 2nd internally assessed exam – Internationalisation.

If a student fails all three attempts at the 2nd internally assessed exam – Internationalisation, the student automatically ceases to be registered as a student. Cf. the 2018-2020 curriculum, the student may apply for exemption to sit a 4th exam attempt.

If all prerequisites for compulsory prerequisite 3 are not complied with due to illness, a medical statement of incapacity for study (friattest) (previously named medical certificate) must be handed in at the Study Administration **not later than three weekdays** after the date of the interview or deadline for submission – in case of documented illness the student will not be considered to have made an exam attempt. It is the students' responsibility to cover the expense of the medical statement of incapacity for study (friattest).

A letter to the doctor to be used for procuring a medical statement is found on Pointer.

5.3.2 Examination procedure

The exam in compulsory educational component 6: Internationalisation is an interdisciplinary, case-based combined oral and written group exam based on a written project report which makes up part of the assessment basis.

The students are assessed individually.

A maximum of five students may take part in the exam. The student cannot choose an individual exam. Based on the written part the group is to prepare a presentation in which all group members participate actively. The exam starts with the presentation. The presentation has duration of 10 minutes.

After the presentation, the examiners will ask elaborating questions about the presentation and the written report as well as general questions in respect of the learning outcomes for compulsory educational component 6: Internationalisation.

Each student is examined for 10 minutes, including time for deliberations and grading; however, at least 30 minutes and not more than 50 minutes per group.

At the start of compulsory educational component 6: Internationalisation, the students will be given a case description with which they are to work throughout the period. The oral exam answer to this assignment forms the basis of the exam, and the students are to present their answers in groups.

The case description covers all learning outcomes for compulsory educational component 6: Internationalisation, and the grade given must reflect the student's understanding of the learning outcomes.

One overall grade will be given based on an overall assessment of the written and oral performance.

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

The exam is worth 10 ECTS credits.

Formal requirements for the written part of the exam

Prior to the exam the students are to submit a project report in groups. The maximum allowed length of the project report is 20 standard pages.

The project report must comply with the current project manual of the marketing management study programme, which can be found on the programme's Intranet.

The project report may be rejected if it does not comply with the formal requirements. In case of rejection, the exam will not be assessed, and the student will be considered to have made an exam attempt

Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for compulsory educational component 6: Internationalisation.

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

Scheduled time

The exam takes place immediately after compulsory educational component 6: Internationalisation. Information about time and place can be found on the programme's Intranet.

Use of study aids

All study aids are permitted for the exam.

Examination language

English

5.4 Exams in the elective educational components (3rd and 4th internally assessed exams)

There are 20 ECTS for electives in the 3rd semester divided on two elective educational components with 10 ECTS each. The individual electives can be worth either 10 ECTS or be two electives worth 5 ECTS each, and the students combine their elective educational components so that a total of 20 ECTS are achieved.

The electives description of the study programme will be available in the course of the 2nd semester.

Each elective educational component is concluded with an exam. If the elective educational component consists of only one elective worth 10 ECTS, one grade will be given according to the 7-point grading scale, and it will figure on the degree certificate.

If the elective educational component consists of two electives worth 5 ECTS each, one overall grade will be given according to the 7-point grading scale based on an average of the grades given for the part exam in the individual electives. In the grading the individual part exams weight according to the number of ECTS credits. The part exams are to be passed individually and figure on the degree certificate.

If a student fails to sit one or more part exams or to pass the exams, they will be considered to have made an exam attempt and are still registered for the part exam(s).

Students may not resit passed part exams.

The exams are worth 10 ECTS each, a total of 20 ECTS.

5.4.1 Exam attendance prerequisites, including obligation to participate

The compulsory activities with a duty to participate for this exam are found in the list of programme electives.

Non-performance of one or more prerequisites means that the students may not participate in the exam, and that they will be considered to have made an exam attempt.

5.4.2 Examination procedure

The exams are internally assessed and either oral or in writing. The exam form will appear from the elective subject description. The exam is graded according to the 7-point grading scale.

Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for the individual electives.

Scheduled time

The elective educational components take place in the 3rd semester of the study programme.

Examination language

English

5.5 Work placement exam (5th internally assessed exam)

The exam is an individual, internally assessed oral examination based on a 12-week work placement and a written reflection assignment.

The exam has duration of 20 minutes, including time for deliberations.

5.5.1 Work placement requirements and expectations

As a rule, the students themselves are responsible for finding work placement. UCN offers guidance in finding work placement. It is required that at least one person in the place of work placement speaks Danish or English.

During work placement, the students will work on discipline-specific issues within the core areas of the study programme and achieve knowledge of relevant business functions. The students will be associated with one or more companies during work placement.

The connection between the theoretical tuition and the work placement forms the basis of the student's work placement goals.

The student and the company must together describe the tasks that the student is expected to work with during the internship.

Besides this, the student must, preferably together with the internship host, set at least three personal development goals for the internship. The personal development goals must be based on the learning goals set for the internship in the study curriculum.

The task description and the personal development goals form the basis of the programme's approval of the internship agreement.

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

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

5.5.2 Examination participation prerequisites

Before students can sit the exam, they must submit a written assignment consisting of two parts. Timetable and deadlines for submission can be found on the programme's Intranet.

If the assignment is not submitted as stated below, the exam will not be assessed, and the student will be considered to have made an exam attempt.

The first part of the assignment, the midterm evaluation, must not exceed two standard pages and should consist of 1) a reflection on applied theories and methods from the six compulsory elements of the programme and electives during the internship and 2) an evaluation of the achievement of the student's personal development goals. This part is submitted about halfway through the internship period.

The second part of the assignment, the final evaluation, must not exceed four standard pages and should also consist of 1) a reflection on applied theories and methods from the six compulsory elements of the programme and electives during the internship and 2) an evaluation of the achievement of the student's personal development goals. This part is submitted in one document together with part one as the final written assessment basis for the examination.

5.5.3 Examination procedure

The exam takes place after submission of the written assignment (part 1 + part 2) and has a duration of 20 minutes. At the oral exam, the students must present and account for their work with the learning goals set for the internship in the study curriculum during the internship. The presentation may not exceed ten minutes.

After the presentation, the examiner will ask questions. Questions may be asked about all learning outcomes for the work placement, including topics that are not part of the written reflection assignment.

The exam will be assessed passed or failed.

The exam is worth 15 ECTS credits.

Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for the work placement.

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

Scheduled time

The exam takes place at the end of the 4th semester. Information about time and place can be found on the programme's Intranet.

Use of study aids

All study aids are permitted for the exam.

Examination language

English

5.6 Final degree project exam (2nd externally assessed exam)

The examination is an externally assessed individual oral examination based on a written project.

The exam has a duration of 35 minutes, including time for deliberations.

5.6.1 Examination participation prerequisites

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

- Meet the formal requirements for the final degree project; see the section 5.6.2: Formal requirements for the final degree project of this Curriculum
- Be submitted in due time according to the exam plan, which can be found on the programme's Intranet

Incorrect submission of the written paper, which is regarded as 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.

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

5.6.2 Formal requirements for the final degree project

The project report must total at least 30 and not more than 40 standard pages for individuals, at least 45 and not more than 60 standard pages for groups with two students and at least 60 and not more than 80 standard pages for groups with three students.

A standard page is 2,400 characters including spaces, references, models and pictures. Only the actual assignment is assessed, as preface, table of contents, reference list and appendices are not included in the assessment.

5.6.3 Examination procedure

The exam is an individual, externally assessed, combined oral and written exam based on a written project. The written project forms part of the assessment basis.

The project must document the student's understanding of practice and centrally applied theory and method in relation to a practical problem based on a specific assignment within the area of the study programme.

As a main rule, the project must be based on the work placement.

The problem statement for the project must be prepared by the students and as far as possible in collaboration with a company/organisation. The study programme provides supervision for the students.

The final degree project may be prepared individually or by 2-3 students together. For group projects, the total project is included in the assessment, and the oral part of the exam is individual.

One individual overall grade is given based on an overall evaluation of the written and oral performance.

The oral part of the examination has a duration of 35 minutes, including time for deliberations. The oral part of the exam starts with a 10-minute presentation. The presentation is to cover one or more interesting and relevant topics in relation to the subject of the written project; however, it is not to be a reproduction of the written project. For group projects, the individual student must prepare an individual presentation.

In connection with the written part of the exam there will be a discussion of topics and issues related to the final degree project in order to ensure that all learning outcomes are fulfilled. This means that the examination can cover theoretical as well as practical topics in relation to the final degree project.

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

The exam is worth 15 ECTS credits.

Assessment criteria

The assessment criteria for the exam are the same as the learning outcomes for the final degree project.

In addition to the discipline-specific content, assessments must also consider the students' writing and spelling skills. However, the discipline-specific content weights the most.

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

Scheduled time

The exam takes place at the end of the 4th semester. Information about time and place can be found on the programme's Intranet.

Use of study aids

All study aids are permitted for the exam.

Examination language

English

6. Educational components that may take place abroad

Each of the educational components of the study programme may take place abroad, if the 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 educational components 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 educational component is considered completed if it is passed in accordance with the regulations applying to the study programme.

7. Withdrawal from exams

The rules on withdrawal from exams are found here: [Examination Regulations](#).

8. Learning and teaching forms

In the marketing management programme, we use a wide range of learning and teaching methods that combined support the above and promote the achievement of the learning outcomes described in this Curriculum.

The learning and teaching forms are based on the common learning approach of UCN Business, which is continuously updated and described at www.ucn.dk.

The general learning and teaching methods are dialogue-based class tuition, assignments and project work in groups. However, the programme also features many other activities such as study group work, self-study, individual assignments and projects, presentations in front of groups and the whole class, interdisciplinary theme activities and much more.

Common to all these activities is that we always try to define (or help you define) clear goals for the learning activities.

9. Credit transfer for the elective educational components

Passed elective educational components are equivalent to the corresponding educational components offered by other providers of this study programme as well as to educational components of other study programmes.

Pre-approved credit transfer can be applied for, if credit is requested for educational components not offered by the programme.

10. Obligation to participate

In order for the learning outcomes to be achieved, certain study components include an obligation to participate in the form of, for instance submission/presentation of assignments/projects and an obligation to attend in the form of physical presence.

Before the students are allowed to sit an exam, the activities in the semester included in the obligation to participate must be approved.

An obligation to participate and an obligation to attend, if any, that are prerequisites of participating in examinations, will appear from the description of the individual examinations.

If students fail to comply with the obligation to participate, and it is a prerequisite for the exam, the non-compliance is equated with a failure to show at the exam, and the students will be considered to have made an exam attempt

11. 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 should 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. The letter to the students must state that they have 14 days to document that periods in which they did not participate actively in studies should not count in; together with a deadline for making an appeal for exemption.

If the student has not responded within the fixed deadline, his/her registration as a student will be terminated.

If the students request that registration is not terminated, the procedure will be suspended until the programme director has decided the case.

Students may make a complaint to the programme director about the decision within two weeks of receipt of the decision. The complaint will suspend the proceedings. If the programme director maintains the decision, the students may appeal to the Ministry of Higher Education and Science within two weeks of receipt of the decision, but only in respect of legal matters.

The rules about the examinations in which the students must have participated before the end of the 2nd semester and passed before the end of the 2nd semester according to Ministerial Order no. 1519 of 16 December 2013 on examinations in higher education pro-

grammes (the Exam Order), and the deadlines for completion of the programme stated in the ministerial order for this study programme, remain in force regardless of the stipulations in this document.

12. Language

The international dimension of the study programme means that all tuition material, exam cases, tuition, written projects, presentations, exams etc. will be 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.

Examinations must be taken in understandable English.

13. Resit and illness resit exams

The rules on resit and illness resit exams are found here: [Examination Regulations](#).

14. Study aids

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

15. Special examination arrangements

If their medical condition or relevant specific disabilities qualify them to do so, students may apply for extended exam time, etc. The application must be submitted to the programme not later than four weeks before the exam is to take place. The application deadline may be disregarded in cases of sudden health-related problems.

The application is to be accompanied by a medical statement of incapacity for study (fria-test); a statement from e.g. a speech, hearing, dyslexia or blind institute; or other evidence of health conditions or a relevant specific disability.

Applications for permission to bring other study aids must be submitted to the programme not later than four weeks before the exam is to be held.

16. Academic misconduct at examinations

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

16.1 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: [Examination Regulations](#).

16.2 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: [Examination Regulations](#).

17. Complaints about examinations and appeals against decisions

The rules on complaints about examinations and appeals against decisions are found here: [Examination Regulations](#).

18. Exemption

University College of Northern Denmark may grant exemption from the rules in this Curriculum that were laid down solely by the institution, when such exemption is substantiated by exceptional circumstances.

19. Effective date and transition period

This institutional section of the curriculum comes into effect on 1 September 2018 and applies to all students who are registered for the programme at this time.

The Curriculum 2017-2019 apply to students registered before the 1 September 2018. The Curriculum 2017-2019 will repeal as of 31 August 2019. However, exams started before 31 August 2019 will be concluded according to this institutional section of the curriculum no later than 31 January 2020.

The Curriculum 2016-2018 apply to students registered before the 1 September 2017. The Curriculum 2016-2018 will repeal as of 31 August 2017. However, exams started before 31 August 2018 will be concluded according to this institutional section of the curriculum no later than 31 January 2019.