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Marketing Management



Academy Profession Degree Programme in Marketing Management
(AP Graduate in Marketing Management)
Erhvervsakademiuddannelse inden for markedsføring og salg
(Markedsføringsøkonom AK)

Contents

1.	The programme's goals for learning outcomes	5
2.	The programme includes 6 national subject elements	6
2.1	Business understanding	6
2.2	Market understanding.....	7
2.3	Market analysis	8
2.4	The marketing plan – strategy and tactics	9
2.5	The marketing plan – implementation.....	10
2.6	Internationalisation.....	11
2.7	The number of exams in the national subject elements.....	12
3.	Internship.....	12
4.	Requirements for the final exam project.....	13
5.	Rules on credit.....	13
6.	Commencement and transitional schemes.....	14
7.	Curriculum for the Marketing Management programme; institutional part.....	15
8.	Distribution and timing of national and local subject elements, internship and exams	15
9.	Local subject elements, including electives	17
9.1	Elective educational elements	17
9.1.1	ECTS weight.....	17
9.1.2	Learning objectives for Project Management.....	18
9.1.3	Learning objectives for Innovation and Entrepreneurship	19
9.1.4	Learning objectives for Sustainable Business	20
9.1.5	Learning objectives for Sales and Personal Business Communication	21
9.1.6	Learning objectives for Visual and Verbal Market Communication from the Perspective of Modern Branding	23
10.	Framework and criteria for study programme examinations.....	24
10.1	Automatic registration for all exams	24
11.	First semester	25
11.1	The academic aptitude exam	25
11.2	The examination testing the national subject elements: Business understanding, Market understanding and Market analysis (first internal exam)	26
11.2.1	Prerequisites for attending the part-exams Market understanding and Market analysis including compulsory participation.....	26
11.2.2	Exam procedure	27
12.	Second semester.....	30
12.1	The examination for the national subject elements of The marketing plan – strategy and tactics as well as The marketing plan – implementation (first external exam)	31
12.1.1	Examination prerequisites for the first external exam, including compulsory participation.....	31
12.1.2	Exam procedure	31

13.	Third semester.....	33
13.1	The exam testing the national subject element of Internationalisation (second internal exam) ..	33
13.1.1	Examination prerequisites for the second internal exam, including compulsory participation.....	33
13.1.2	Exam procedure	34
13.2	Exams for the educational elements (third and fourth internal exams).....	35
13.2.1	Exam prerequisites, including compulsory participation.....	35
13.2.2	Exam procedure	35
14.	Internship.....	37
14.1	Internship requirements and expectations.....	37
14.2	Exam prerequisites.....	38
14.3	Exam procedure	38
15.	The final degree project (second external exam)	40
15.1	Exam prerequisites.....	40
15.2	Formal requirements.....	40
15.3	Exam procedure	40
16.	Subject elements that may be completed abroad.....	42
17.	Withdrawal from exams.....	42
18.	Learning and teaching methods.....	42
19.	Compulsory participation and compulsory attendance.....	44
19.1	Student counselling and student advisors	44
19.2	Lecturers as supervisors	45
20.	Criteria for determining study activity	45
21.	Credit transfer for subject elements	45
21.1	Subject elements from the same study programme passed at another educational institution ..	45
21.2	Credit transfer assessment (compulsory credit transfer) in connection with application for admission/enrolment on a study programme	46
21.3	In the event that a student does not meet their duty to disclose information on admission/enrolment.....	46
21.4	Pre-approval of credit transfer and final credit transfer	46
22.	Language	47
23.	Resits and resits due to illness	47
24.	Exam aids	47
25.	Special exam arrangements.....	47
26.	Academic misconduct during exams	47
26.1	Use of own work and the work of others – plagiarism.....	48
26.2	Disciplinary actions in events of academic misconduct and disruptive behaviour during examinations	48

27.	Complaints about exams and appeals against decisions	48
28.	Exemption	48
29.	Effective date and transition regulations.....	48
	Appendix - Distribution of ECTS credits on compulsory educational components	49

Please note: this is a translation of a Danish curriculum intended for information purposes only. In the event of any discrepancy between this translation and the Danish text, the Danish text shall prevail. Only the Danish text is legally valid.

This national part of the curriculum for the Marketing Management programme has been released in accordance with the Ministerial Order for technical and commercial Academy Profession Programmes and Professional Bachelor Programmes. This curriculum is supplemented with an institutional part of the curriculum, which is provided by the individual institution that offers the programme.

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

1. The programme's goals for learning outcomes

Knowledge

The graduate has knowledge about:

- and can understand centrally applied theory and method, and can also understand the profession's practice and use of theory and method within marketing and sales,
- complex and practice-orientated issues within the field of marketing in relation to the company's marketing, organisational and economic base.

Skills

The graduate will have the skills to:

- apply the profession's key methods and tools and be able to apply the skills related to employment within the marketing field,
- assess the practice-orientated problems as well as outline and choose solutions within the marketing field,
- disseminate practice-orientated issues and possible solutions to partners and users within the marketing field.

Competencies

The graduate will be able to:

- manage development-orientated situations within the field of marketing and sales, taking professional and socio-economic conditions into account,
- participate in academic and interdisciplinary collaboration in relation to marketing and internationalisation in a professional manner
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing and sales

2. The programme includes 6 national subject elements

2.1 Business understanding

Content

The subject element is concerned with methods of analysing the company's internal conditions, including the annual accounts and accounting analyses. Similarly, the subject element is concerned with identifying the company's development potential, as well as the organisational and company form which the company can choose.

Learning objectives for business understanding

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

ECTS weight

The subject element business understanding is weighted 10 ECTS credits.

2.2 Market understanding

Content

The subject element is concerned with methods for analysing the company's external conditions and market potential. The focus is on customers and competitors, and this subject element also deals with the professional and social aspects of the company, the company's legal relationship and analyses of the company's supply chain.

Learning Objectives for market understanding

Knowledge

The student will gain knowledge about:

- different types of analyses to assess the company's external strategic situation,
- and an understanding of theory, methodology and practice in relation to different types of trend analyses and their relevance to the company.

Skills

The student will get the skills to:

- use the key methods and tools of the subject area in relation to an external analysis of the company's situation,
- evaluate practice-orientated issues as well as develop and select solutions in relation to the preparation of customer analyses and competitor analyses as well as evaluate the company's market potential,
- disseminate practice-orientated issues and possible solutions of the external situation to partners and users.

Competencies

The student will learn to:

- manage development-orientated situations related to the company's external strategic situation
- participate in academic and interdisciplinary collaboration with a professional approach in relation to the analysis of the company's external strategic situation,
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's strategic situation in a given market.

ECTS weight

The subject element market understanding is weighted 10 ECTS credits.

2.3 Market analysis

Content

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

Learning Objectives for market analysis

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

- use the subject's key methods and tools in relation to evaluating the validity and the reliability of the market analysis,
- assess the practice-orientated problems as well as outline and choose solutions based on the gathered primary and secondary data,
- disseminate practice-orientated issues and possible solutions within the field of market analysis to partners and users.

Competencies

The student will learn to:

- manage development-orientated situations by using relevant market analyses,
- participate in academic and interdisciplinary collaboration with a professional approach in connection with the preparation and presentation of recommendations based on a market analysis,
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing analysis

ECTS weight

The subject element marketing analysis is weighted 10 ECTS credits.

2.4 The marketing plan – strategy and tactics

Content

The subject element includes the development of marketing strategies, including audience selection, positioning and preparation of communication and sales strategy, taking the budget and the company's earning goals into account. The subject element also includes the development of a strategic and tactical marketing plan for the B2C and the B2B market. It also includes pricing methods based on supply and demand conditions, as well as the company's cost ratio. In addition, the subject element includes scenarios and legal aspects within marketing and sales.

Learning objectives for the marketing plan – strategy and tactics

Knowledge

The student will gain knowledge about:

- the marketing plan's structure including relevant marketing strategies and the tactical structure of the marketing plan
- and can understand the practical and centrally applied theory and method and can also understand the marketing plan's content and structure.

Skills

The student will get the skills to:

- apply the profession's key methods and tools and be able to apply the skills related to outlining a marketing plan and evaluating this,
- assess the practice-orientated issues as well as outline and choose strategic and tactical solutions for the marketing plan,
- communicate practice-orientated issues and possible solutions to business partners and users in relation to a specific marketing plan.

Competencies

The student will learn to:

- manage development-orientated situations related to marketing planning for companies operating in B2B and B2C markets,
- participate in academic and interdisciplinary collaboration with a professional approach in relation to the marketing plan,
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing planning on a strategic and tactical level.

ECTS weight

The subject element marketing plan – strategy and tactics is weighted 20 ECTS credits.

2.5 The marketing plan – implementation

Content

The subject element includes the implementation of the marketing plan in practice and the action plan for this, including securing the company's earnings and following-up on objectives, as well as budget control. The subject element focuses on the preparation of marketing materials, including the marketing mix's use in practice. The subject element also contains the company's sales planning and the different phases of the sale, as well as risk assessment of the plan and evaluation of its effectiveness.

Objectives for the marketing plan - implementation

Knowledge

The student will gain knowledge about:

- the follow-up and evaluation of the marketing plan, including the practical application of the marketing mix,
- and understand the practice, centrally applied theory and methodology in relation to the preparation of the actual marketing material and related budgets.

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

ECTS weight

The subject element marketing plan – implementation is weighted 10 ECTS credits.

2.6 Internationalisation

Content

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

Learning objectives for internationalisation

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

- use key theories and concepts that are important to the company's internationalisation,
- evaluate the practice-orientated issues as well as outline and choose marketing orientated solutions in relation to the company's internationalisation,
- communicate practice-orientated issues and possible solutions to business partners and users in relation to the company's internationalisation.

Competencies

The student will learn to:

- manage development-orientated situations in connection with decisions relating to the company's internationalisation,
- participate in academic and interdisciplinary collaboration in a professional manner in relation to the preparation of the company's internationalisation
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's internationalisation.

ECTS weight

The subject element internationalisation is weighted 10 ECTS credits.

2.7 The number of exams in the national subject elements

There are 3 exams in the national subject elements, which in total represent 70 ECTS. Of this, 60 ECTS are part of the exam/s which make up the first-year exam.

There is one additional exam which is the final exam project. For the number of exams in the internship, please refer to section 3.

For a comprehensive overview of all the programme's exams, please refer to the institutional part of the curriculum, as the national subject elements described in this curriculum can be examined together with the subject elements specified in the institutional part of the curriculum.

3. Internship

Learning objectives for programme's internship

The internship must ensure practice-orientated business competencies and the development of professional and personal competencies. The student must be able to solve practical issues in a methodological way by including relevant theories and models and thus contribute to the realisation of value-creating activities within the company.

Knowledge

The student will gain knowledge about:

- the internship company's practice as well as the centrally applied theory and methodology of the internship function in the industry concerned,
- and understand the practical and applied theory and method for the internship's profession as well as be able to understand the internship's practice and use of theory and method.

Skills

The student will get the skills to:

- use key theories and concepts linked to employment in the internship's profession,
- evaluate the practice-orientated issues related to the company and outline solution options in relation to the function of the internship,
- communicate the practice-orientated issues and give reasons for possible solutions to customers, business partners and users in relation to the internship function.

Competencies

The student will learn to:

- handle development-orientated situations within the internship context,
- participate in academic and interdisciplinary collaboration in the internship company in a professional manner in relation to the internship,
- in a structured context, acquire new knowledge, skills and competencies in relation to their profession and their internship

ECTS weight

The internship is worth 15 ECTS credits.

Number of exams

The internship is completed with 1 exam.

4. Requirements for the final exam project.

The learning objectives for the final exam project are identical to the programme's learning objectives listed above under point 1.

The final exam project, which together with the internship exam and the other exams on the programme, must document that the learning objectives for the programme have been achieved.

The final exam project must demonstrate the student's understanding of practices and centrally applied theory and methods in relation to a real-life problem, which is based upon a specific task within the programme's area. The problem statement that must be central to the programme and profession, is formulated by the student, possibly in collaboration with a private or public company. The educational institution approves the problem statement.

For specific form requirements for the final exam project please refer to the institutional part of the curriculum.

Exams for the final exam project

The final exam project completes the programme in the last semester once all the preceding exams have been passed.

ECTS weight

The final exam project is weighted 15 ECTS credits.

Examination form

The exam is an oral exam based on the final exam project with an external co-examiner, a combined mark is given based on the 7-point scale for the written project and the oral presentation.

5. Rules on credit

Passed programme elements are equivalent to similar programme elements taken at other educational institutions offering this programme.

The students are obliged to inform us of any completed educational elements from another Danish or foreign higher education programme or any jobs which are likely to provide credit.

The institution approves, in each instance, credit on the basis of completed programme elements and any jobs which meet the objectives of the subjects, the educational part and the internship part.

The decision is taken according to an academic assessment.

For prior credit approval of studies in Denmark or abroad, students are required to document each approved and completed programme element on the completion of these studies.

In connection with the application for prior credit approval, the students must give permission to the institution to obtain any required information after the completion of their studies.

On approval according to the above, the programme element is deemed to be passed if it was passed according to the rules of the programme in question.

6. Commencement and transitional schemes

Commencement

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

Transitional scheme

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

7. Curriculum for the Marketing Management programme; institutional part

The Curriculum for the study programme consists of two parts (sets of regulations):

1. The national part
2. The institutional part

The national part is prepared by the educational network for the study programme to ensure that the academic content of the national part of the programme is identical for all educational institutions providing the programme.

This institutional part is laid down by the study programme at the University College of Northern Denmark (UCN) and is designed to accommodate local and regional needs.

This institutional part of the Curriculum (as well as the national part) has been approved by University College of Northern Denmark (UCN) in accordance with all regulations applying to the programme, including the Ministerial Order on technical and mercantile academy profession degree programmes and professional bachelor's degree programmes (*Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser*).

In the event of any discrepancy between this Curriculum and other regulations governing the study programme, the other regulations take precedence.

8. Distribution and timing of national and local subject elements, internship and exams

Overview of all examinations and their order. All exams are assessed according to the 7-point grading scale.

Information about the time and venue for each exam can be found on the intranet.

Sem.	National subject elements	Local subject elements	ECTS	Assessment	Also called
1st		The academic aptitude exam	0	Internal	Academic aptitude exam
	Business understanding Market understanding and Market analysis		30	Internal	Business understanding as well as Market understanding and analysis (first internal exam)
2nd	The marketing plan – strategy and tactics; and The marketing plan – implementation		30	External	The marketing plan – strategy, tactics and implementation (first internal exam)
3rd	Internationalisation		10	Internal	Internationalisation (second internal exam)
		Elective educational element I	10	Internal	Elective educational element (third internal exam)
		Elective educational element II	10	Internal	Elective educational element II (fourth)
4th	Internship		15	Internal	Internship (fifth internal exam)
	Final degree project		15	External	Final degree project (second external exam)
Total ECTS credits			120		

9. Local subject elements, including electives

The programme features 20 ECTS credits worth of local subject elements organised as elective educational elements (electives) in the third semester. The third semester features 20 ECTS credits intended for electives which are distributed over two elective educational elements each worth 10 ECTS. The student composes his/her electives to achieve a total of 20 ECTS credits.

All electives are delivered in English.

9.1 Elective educational elements

The study programme has the following elective educational elements available, each worth 10 ECTS credits.

- Project Management
- Innovation and Entrepreneurship
- Sustainable Business
- Sales and Personal Business Communication
- Data-driven Marketing
- Visual and Verbal Market Communication from the Perspective of Modern Branding

9.1.1 ECTS weight

The subject element is worth 20 ECTS credits in total and comprises two electives, each worth 10 ECTS credits.

9.1.2 Learning objectives for Project Management

Knowledge:

The student should have gained knowledge:

- about development-based methods of managing a project, plan-driven as well as agile.
- and an understanding of the practices, key applied theories and methods relating to different perspectives on project management.

Skills:

The student should be able to:

- choose and apply key development-based methods and tools of the subject area.
- evaluate key methods and tools for managing projects.
- communicate practice-orientated issues and their possible solutions of the business' project work to participants, customers, partners, and users.

Competencies:

The student should have obtained the competencies to:

- participate in academic and interdisciplinary collaboration while taking a professional approach to project management.
- manage project orientated challenges relating to decision-making processes.
- acquire new knowledge, skills and competencies in relation to project management in a structured context.

Language:

English

9.1.3 Learning objectives for Innovation and Entrepreneurship

Knowledge:

The student should have gained knowledge about:

- the difference between entrepreneurship and intrapreneurship.
- theories on innovation, creativity, and value creation.
- tools, methods, and processes within the field of innovation, creativity, and value creation; the entrepreneurial lifestyle.
- how to raise capital.
- the legal aspects of being an entrepreneur.

Skills:

The student should be able to:

- assess which methods can be used for creating, analysing, testing, and validating an idea.
- analyse and assess the process of implementing an idea.
- develop a business model and a business plan.
- pitch a business idea.

Competencies:

The student should have obtained the competencies to:

- independently carry out initial assessments at the start of a new concept, project, or product.
- prepare a business plan and create the conditions for setting up a business.
- pitch the idea through the presentation of the business.

Language:

English

9.1.4 Learning objectives for Sustainable Business

Knowledge:

The student should have gained knowledge about:

- sustainable business model design and how it is used in established companies as well as in start-ups.
- different approaches, methods and tools within sustainable business model design and innovation.
- knowledge of trends in global markets and sustainability (incl. the UN's SDGs).

Skills:

The student should be able to:

- map, design and test sustainable business models and their ability to deliver added value.
- participate in innovation processes using innovation tools like business model prototyping etc.
- apply available data and methods for assessing sustainable business models.

Competencies:

The student should have obtained the competencies to:

- understand the dynamics of sustainable business models.
- analyse a company's business model and, on that basis, develop sustainable alternatives.
- design sustainable (and profitable) business models that can compete in the 21st century.

Language:

English

9.1.5 Learning objectives for Sales and Personal Business Communication

Knowledge:

The student should have gained knowledge about:

- the role of sales in organisations.
- different approaches and paradigms to understand sales.
- types of sales situations and settings.
- the role of trust and influences on sales.
- oral sales techniques.
- sales communication and planning.
- customer relationships and negotiation techniques.
- sales theories and methods.
- personal business communication.
- different approaches to understanding personal communication.
- different types of formalised, professional communication situations.
- his or her own personal communication styles.

Skills:

The student should be able to:

- identify and apply strategies and explain the differences between theory and practice.
- analyse and understand what is at stake in a given sales situation and be able to identify the strategies that are best suited to the situation.
- decide on what type of sales to do in different situations.
- understand different types of value creation for and with customers.
- show an understanding of sales psychology.
- analyse another person's personal communication style and provide useful feedback.
- analyse and understand what is at stake in a specific communication situation.
- assess his or her own personal communication style.

Competencies:

The student should have obtained the competencies to:

- assess a given sales setting and situation.
- adjust and be flexible according to the sales situation and target group.
- develop skills that enhance the student's engagement in interpersonal sales and relationship building and maintenance.
- engage in negotiations
- engage in interpersonal communication in a professional context.
- adjust his or her own way of communicating according to the communication situation.

Language:

English

9.1.6 Learning objectives for Visual and Verbal Market Communication from the Perspective of Modern Branding

Knowledge:

The student should have gained knowledge about:

- different types of communication products, both digital and analogue.
- basic verbal and visual devices.
- a company's brand identity.
- the design brief.

Skills:

The student should be able to:

- use their understanding of a company's brand and target group in the context of market communication.
- define communication objectives and take these into account when creating communication products.
- create different types of communication products, both digital and analogue, using a range of digital tools.

Competencies:

The student should have obtained the competencies to:

- relate critically to the graphic and verbal elements of the company's communication material and to independently prepare concrete communication products.
- relate critically to a campaign at the overall level and to the relationship between its individual elements.

Language:

English

10. Framework and criteria for study programme examinations

The following describes the framework and criteria for all study programme exams.

The curriculum deals with two types of exams:

- Externally assessed exams; these are assessed by the examiner and one or more appointed external examiners.
- Internally assessed exams; these are assessed by one or more lecturers.

All exams must be passed. Passed exams cannot be resat.

Written products must follow the directions of the current project manual for the study programme to the extent described in the exam description on the intranet.

10.1 Automatic registration for all exams

A subject element is finalised by an exam that takes place immediately after the end of the element. When a student commences a subject element, the student will automatically be registered for the ordinary exam for that subject element.

A student cannot withdraw from any study programme exams.

If an exam was not passed, the student will continue to be registered for that particular exam and must attend a resit. The student has three attempts at passing an exam. If the exam is not passed after three attempts, the student's enrolment on the programme will be terminated.

However, if a student is on leave of absence, s/he will not automatically be registered for exams for that particular semester. After the end of the student's leave of absence, s/he will automatically be registered for the exams that finalise the semester s/he commences upon his/her return and also for prior, failed exams – if any.

It is the student's responsibility to stay informed of the time and venue for exams stated on the study programme's electronic platform.

Please see the current *Examination Regulations for UCN's Undergraduate Programmes*, which are available on the intranet.

11. First semester

The semester features an academic aptitude examination as well as the exam testing the national subject elements: Business understanding and products, Market understanding and Market analysis

11.1 The academic aptitude exam

Exam procedure

The exam is an individual, internally assessed written exam based on the student's reflections on study start.

The examination is based on teaching and learning activities completed between study start and the date of the examination. The exam aims to determine whether the student has in fact begun his/her studies.

The student must answer, in writing, a number of questions regarding the above-mentioned activities. The examination will take as its starting point the student's knowledge of UCN's basis for learning, study programme administration as well as student rights and obligations.

Scheduled time

The academic aptitude examination will take place not later than two months after study programme start.

Resit

If a student does not pass the academic aptitude examination, the student will be offered a resit not later than three months after study start. The resit exam type will be the same as the ordinary exam.

Use of aids

All exam aids are permitted.

Examination language

The examination language is English.

ECTS credits

The exam does not yield any ECTS credits and does not appear on the final diploma.

11.2 The examination testing the national subject elements: Business understanding, Market understanding and Market analysis (first internal exam)

11.2.1 Prerequisites for attending the part-exams Market understanding and Market analysis including compulsory participation

The following are the prerequisites for attending the part-exams of Market understanding and Market analysis:

- compliance with the requirement for compulsory participation in Prerequisite no. 1 – Reflection dialogue.

The reflection dialogue is a conversation between the student and one of the lecturers on the programme where the focal point will be the student and his/her reflections on their own efforts, development and learning throughout the semester.

Complying with the requirement for compulsory participation means firstly that the student must prepare a presentation before the dialogue, and secondly that s/he must add objectives for development after completion of the dialogue. The presentation and the development objectives must be uploaded to WiseFlow.

The date for the dialogue and submission deadline can be found in the semester plan on the intranet.

Written products must meet academic honesty requirements

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

The student will have three attempts at complying with the requirement for compulsory participation under Prerequisite no. 1 – Reflection dialogue. In case of non-compliance with one or more prerequisites, the student will lose an examination attempt for the part-exams of Market understanding and Market analysis.

If a student loses all three attempts at part-exams Market understanding and Market analysis, the student's enrolment in the programme will automatically be terminated. According to the Curriculum, the student will have the opportunity to apply for exemption and receive a fourth examination attempt.

If all prerequisites under Prerequisite no. 1 have not been met because of illness, meaning that the student either does not submit a presentation or does not show up for the dialogue, the student must hand in a "friattest" (doctor's note) to the Study administration office not later than 5 weekdays after either the submission deadline for the presentation or the date of the dialogue. In cases of documented illness, the student will not lose an exam attempt. It is the student's responsibility to cover the expense of the "friattest".

A letter for your doctor/general practitioner requesting a "friattest" can be found on the intranet. If a student does not meet all the examination prerequisites, the student will have used an exam attempt and will then have two examination attempts remaining to pass the exam.

11.2.2 Exam procedure

The examination comprises two part-exams:

- Business understanding: A multidisciplinary, case-based, oral group examination taking a written presentation as its starting point.
- Market understanding and Market analysis: A multidisciplinary, case-based, oral group examination taking a written project report.

The examination is worth 30 ECTS credits.

Students will receive a combined, individual grade according to the 7-point grading scale based on the grades achieved for the two part-exams. For grading purposes, each part-exam is weighted according to its number of ECTS credits.

This means that the Business understanding exam is weighted 1/3 and the Market understanding and Market analysis exam is weighted 2/3.

Each of the part-exams must be passed in their own right, and their grades will be indicated on the diploma.

If a student does not sit one or more of the part-exams or does not pass them, examination attempts will have been used and the student will continue to be registered for the part-exam(s).

A student cannot resit part-exams that received a passing grade.

11.2.2.1 Part-exam for the national subject element “Business understanding”

The part-exam for the national subject element “Business understanding” is a multidisciplinary, case-based oral and written exam taking as its point of departure a written summary that makes up part of the assessment basis.

Each student will be assessed individually.

The maximum number of students taking part in the exam is five. Students have no option for an individual exam.

Based on the written part, the group must prepare presentation in which all members of the group must take an active part. The presentation should not reproduce the written summary, but it should expand on and state the reasons for the conclusions that are presented in the summary.

The exam begins with the presentation; maximum allowed length: 10 minutes.

After the presentation, the examiners will ask clarifying questions to the presentation and the written summary as well as general questions relating to the learning objectives for national subject “Business understanding”.

Exam length will be a total of 10 minutes per student including time for deliberations, grading and the presentation. However, the minimum length of the exam will be 30 minutes and the maximum length 50 minutes per group.

Immediately after study start the student will receive a case description covering the learning objectives of the national subject element. The answers form the basis of the oral part of the exam, and during the oral examination the students must expand on their answers and relate them to a context.

The case description comprises all learning objectives for the national subject element of Business understanding, and the grade achieved at the exam must reflect the students' understanding of these learning objectives.

The written and oral performances are assessed as a whole, leading to a single grade.

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

Each part-examination must be passed with at least the grade of 02.

The examination is worth 10 ECTS credits.

Formal requirements to the written part of the exam

In advance of the exam, each group of students must submit a summary of a maximum of six standard pages, (one standard page is 2,400 characters in length), excluding appendices.

The written part will be rejected if it does not meet the formal requirements as per the Exam Order. If the answer paper is rejected, no assessment will be provided, and the student(s) will have used an exam attempt.

Assessment criteria

The assessment criteria for the exam are same as the learning objectives for the national subject element of Business understanding.

The learning objectives are described in the national part of the Curriculum.

Scheduled time

The part-exam will take place immediately after completion of the national subject element of Business understanding. Further information about the time and venue can be found in the semester plan on the Intranet.

The part-examination is a component of the first-year exam, which must have been passed before the end of the first year of study, in order for the student to continue their studies.

In cases of illness, maternity/paternity leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

Examination language

English

Use of exam aids

All types of aids are allowed for the exam.

11.2.2.2 The part-examination testing the national subject elements of Market understanding and Market analysis

The part-exam for the national subject elements of Market understanding and Market analysis is a multidisciplinary, case-based oral group exam taking as its point of departure a written project report that makes up part of the assessment basis.

Each student will be assessed individually.

The maximum number of students taking part in the exam is five. Students have no option for an individual exam. Based on the written part, the group must prepare presentation in which all members of the group must take an active part. The presentation should not reproduce the written project report, but it should situate the problem statement in a context and provide better understanding of the problem. The exam begins with the presentation, the length of which will be 8-10 minutes.

After the presentation, the examiners will ask clarifying questions to the presentation and to the written project report as well as general questions relating to the learning objectives for the national educational elements of Market understanding and Market analysis.

Exam length will be a total of 10 minutes per student including time for deliberations and grading. However, the minimum length of the exam will be 30 minutes and the maximum length 50 minutes per group.

When the national subject elements of Market understanding and Market analysis begin, the students will receive a case description to work on throughout the period. The oral answers to the case description will form the starting point for the exam, and in groups the students must present their answers.

The project is expected to include:

- a problem statement and considerations of method
- collection of qualitative and quantitative data
- analyses of primary and secondary data
- process evaluation, including collaboration and project management.

The project report must conform with the Marketing management programme's current project writing manual, which can be found on the intranet.

The written and oral performances are assessed as a whole, leading to a single grade.

The examination is assessed and graded according to the 7-point grading scale. Each part-examination must be passed with at least the grade of 02.

The examination is worth 20 ECTS credits.

Formal requirements to the written part of the exam

In advance of the examination, the students must submit a group project report.

The length of the project report length must be between a minimum of 25 and a maximum of 35 standard pages (one standard page being 2,400 characters in length), not including appendices, reference list, cover page and title page.

The project report will be rejected if it does not meet the formal requirements as per the Exam Order. If the answer paper is rejected, no assessment will be provided, and the student(s) will have used an exam attempt.

Assessment criteria

The assessment criteria for the exam are the same as the learning objectives for the national subject elements of Market understanding and Market analysis.

The learning objectives are described in the national part of the Curriculum.

Scheduled time

The part-examination will take place immediately after completion of the national subject elements of Market understanding and Market analysis. Further information about the time and venue can be found in the semester plan on the intranet.

The part-examination is a component of the first-year exam, which must have been passed before the end of the first year of study, in order for the student to continue their studies.

In cases of illness, maternity/paternity leave or exceptional circumstances, the study programme may exempt individual students from the deadlines that have been set for passing the exam.

Exam language

English

Use of exam aids

All types of aids are allowed for the exam.

12. Second semester

The semester includes the exam for the national subject elements of the Marketing plan – strategy and tactics as well as the Marketing plan – implementation.

12.1 The examination for the national subject elements of The marketing plan – strategy and tactics as well as The marketing plan – implementation (first external exam)

12.1.1 Examination prerequisites for the first external exam, including compulsory participation

Students must meet the following requirements to sit the first external exam:

- Conformity with the compulsory attendance requirement under Prerequisite no. 2.

There is one day of compulsory attendance under Prerequisites no. 2. Please find the specific date in the semester plan, which will be made available to students on the intranet at the start of the semester. If a student does not attend, the student must prepare an individual make-up assignment (five standard pages, each 2,400 characters in length inclusive of spaces, references, models and images but exclusive of cover page, table of contents, reference list and appendices).

Written products must meet academic honesty requirements.

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

A student will have three attempts at complying with the requirement for compulsory participation under Prerequisite no. 2. In cases of non-compliance with one or more prerequisites, the student will lose an examination attempt for the first external exam.

If a student loses all three attempts at the first external exam, the student's enrolment in the programme will automatically be terminated. According to the Curriculum, the student will have the opportunity to apply for exemption and receive a fourth examination attempt.

If the requirement for compulsory attendance under Prerequisite no. 2 is not met because of illness, the student must hand in a "friattest (doctor's note) to the Study administration office not later than 5 weekdays after the date for Prerequisite no. 2. In cases of documented illness, the student will not lose an exam attempt. It is the student's responsibility to cover the expense of the "friattest".

A letter for your doctor/general practitioner requesting a "friattest" can be found on the intranet. If a student does not meet all the examination prerequisites, the student will have used an exam attempt and will then have two examination attempts remaining to pass the exam.

12.1.2 Exam procedure

The examination testing the national subject elements of The marketing plan – strategy and tactics as well as The marketing plan – implementation is a multidisciplinary, case-based exam. The exam is a combination of an oral and a written group exam taking one or more specific businesses/companies as its jumping-off point. A group may have up to five members. Students have no option for an individual exam. Each student will be assessed individually.

The written part of the assignment is a marketing plan based on the case description. The oral part of the exam begins with a presentation of the communication product prepared by the group followed by a dialogue based on both the written and the oral components of the exam. The maximum length of the presentation is 15 minutes and it must be based on the written exam component. It is up to the group to ensure that all members take an active part during all of the examination.

After the presentation, the examiners will ask clarifying questions to the presentation and to the written project report as well as general questions relating to the learning objectives for the national educational elements of The marketing plan – strategy and tactics and The marketing plan – implementation.

Exam length will be a total of 15 minutes per student including time for deliberations and grading. However, the minimum length of the exam will be 45 minutes and the maximum length 75 minutes per group.

When the compulsory subject elements begin, the students will receive a case description to work on throughout the period.

The written and oral performances are assessed as a whole, leading to a single grade.

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

The examination is worth 30 ECTS credits.

Formal requirements to the written part of the exam

In advance of the examination, each group of students must submit a marketing plan.

The maximum allowed length of the marketing plan is 40 standard pages, exclusive of appendices.

The marketing plan will be rejected if it does not meet the formal requirements as per the Exam Order. If the answer paper is rejected, no assessment will be provided, and the student(s) will have used an exam attempt.

Assessment criteria

The assessment criteria for the exam are the same as the learning objectives for the national subject elements of the Marketing plan – strategy and tactics as well as the Marketing plan – implementation.

The learning objectives are described in the national part of the Curriculum.

Scheduled time

The exam will take place immediately after the completion of the national subject elements of the Marketing plan – strategy and tactics as well as the Marketing plan – implementation. Further information about the time and venue can be found in the semester plan on the intranet.

Examination language

English

Use of aids

All types of aids are allowed for the exam.

13. Third semester

The semester comprises the examination for the national subject element of Internationalisation as well as the examinations for the elective educational elements.

13.1 The exam testing the national subject element of Internationalisation (second internal exam)

13.1.1 Examination prerequisites for the second internal exam, including compulsory participation

Students must meet the following requirements to sit the exam:

- compliance with the requirement for compulsory participation in Prerequisite no. 3 – Reflection dialogue.

The reflection dialogue is a conversation between the student and one of the lecturers on the programme where the focal point will be the student and his/her reflections on their own efforts, development and learning throughout the semester.

Complying with the requirement for compulsory participation means firstly that the student must prepare a presentation before the dialogue, and secondly that s/he must add objectives for development after completion of the dialogue. The presentation and the development objectives must be uploaded to WiseFlow.

The date for the dialogue and submission deadline can be found in the semester plan on the intranet.

Written products must meet academic honesty requirements.

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

The student will have three attempts at complying with the requirement for compulsory participation under Prerequisite no. 3 – Reflection dialogue. In cases of non-compliance with one or more prerequisites, the student will lose an examination attempt for the second internal exam of Internationalisation.

If a student loses all three attempts at the second internal exam, the student's enrolment in the programme will automatically be terminated. According to the Curriculum, the student will have the opportunity to apply for exemption and receive a fourth examination attempt.

If all prerequisites under Prerequisite no. 3 have not been met because of illness, meaning that the student either does not submit a presentation or does not show up for the dialogue, the student must hand in a “friattest” (doctor's note) to the Study administration office not later than 5 weekdays after either the submission deadline for the presentation or the date of the dialogue. In cases of documented illness, the student will not lose an exam attempt. It is the student's responsibility to cover the expense of the “friattest”.

A letter for your doctor/general practitioner requesting a “friattest” can be found on the intranet.

13.1.2 Exam procedure

The exam testing the national subject element of Internationalisation is a multidisciplinary, case-based oral group exam based on a written project report that makes up part of the assessment basis.

Each student will be assessed individually.

The maximum number of students taking part in the exam is five. Students have no option for an individual exam.

Based on the written part, the group must prepare presentation in which all members of the group must take an active part. The examination begins with a 10-minutes presentation.

After the presentation, the examiners will ask clarifying questions to the presentation and to the written project report as well as general questions relating to the learning objectives for the national educational elements of Internationalisation.

Exam length will be a total of 10 minutes per student including time for deliberations and grading. However, the minimum length of the exam will be 30 minutes and the maximum length 50 minutes per group.

When the national subject element of Internationalisation begins, the students will receive a case description to work on throughout the period. The written answers to the case description will form the starting point for the exam, and in groups the students must present their answers.

The written and oral performances are assessed as a whole, leading to a single grade.

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

The examination is worth 10 ECTS credits.

Formal requirements to the written part of the exam

In advance of the exam, each group of students must submit a project report of a maximum of 20 standard pages, to answer the case description.

The project report must conform with the Marketing management programme's current project writing manual, which can be found on the intranet.

The project report will be rejected if it does not meet the formal requirements as per the Exam Order. If the answer paper is rejected, no assessment will be provided, and the student(s) will have used an exam attempt.

Assessment criteria

The assessment criteria for the exam are the same as the learning objectives for the national subject element of Internationalisation.

The learning objectives are described in the national part of the Curriculum.

Scheduled time

The exam will take place immediately after completion of the national subject element of Internationalisation. Further information about the time and venue can be found in the semester plan on the intranet.

Examination language

English

Use of aids

All types of aids are allowed for the exam.

13.2 Exams for the educational elements (third and fourth internal exams)

There are 20 ECTS credits worth of electives in the third semester. These are distributed over two electives, each worth 10 ECTS. The student composes his/her electives to achieve a total of 20 ECTS credits.

The exams are worth 10 ECTS credits each, totalling 20 ECTS credits.

13.2.1 Exam prerequisites, including compulsory participation

The compulsory activities that have compulsory participation for these exams are indicated in the description of the electives for the study programme.

Non-compliance with one or more examination prerequisites means that the student cannot sit the exam and that one examination attempt will have been used.

13.2.2 Exam procedure

Each individual elective is finalised by an internally assessed exam, and students in the same offer of electives will be assessed using the same examination type.

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

Project Management

The exam testing the elective subject element Project Management is an individual, internally assessed, written exam. The exam is assessed and graded according to the 7-point grading scale. The exam is a 24-hour, take-home assignment to be answered individually based on a case study. The student has 24 hours to complete the assignment.

The length of the written assignment must be minimum 4 and maximum 5 standard pages. One standard page is 2,400 characters including spaces, references, models and images, but excluding the cover page, table of contents, reference list and appendices. Appendices are not assessed.

Innovation and Entrepreneurship

The exam testing the elective subject element Innovation and Entrepreneurship is a group based, internally assessed, oral exam based on a submitted business plan. The exam is assessed and graded according to the 7-point grading scale.

The duration of the exam is depending on the number of students in the group, with an allocation of 20 minutes for the first person in the group + 10 minutes per additional group member.

Sustainable Business

The exam testing the elective subject element Sustainable Business is a group based, internally assessed, oral exam based on the case which the group has been working with during the elective. The exam is in two parts - a written part and an oral part. The exam is assessed and graded according to the 7-point grading scale.

The first part of the exam is a written hand-in of the group's findings and suggestions for solutions to the problems/issues of the case. The length of the written assignment must be equivalent to max. 5 standard pages of 2,400 characters including spaces.

The second part of the exam is a 30 min. oral group exam. The group starts with a 10 min. presentation of their ideas/suggestions. Subsequently, the group members will answer questions and enter into a dialogue. All students must be active, and each student will receive an individual grade based on the written and oral parts of the exam.

Sales and personal business communication

The exam testing the elective subject element Sales and personal business communication is a group based, internally assessed, oral exam.

The exam will be a group exam with min. 2 students per group, based on a specific company case. The case will be presented to the students the week before the exam. The exam will last 30 minutes per group of 2 students and an extra 10 min per extra group member, with a 15 min presentation and the remaining time for questions, grading, and feedback.

There will be no hand in before the exam.

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

Visual and verbal market communication from the Perspective of Modern Branding

The exam testing the elective subject element Visual and verbal market communication in a modern branding perspective II is a group based, internally assessed, oral exam based on a case from which the students prepare a portfolio of communication products during the course. Each group has to consist of four to five (4 -5) students.

The oral part of the exam starts with a presentation (duration of a maximum of 10 minutes) from the students of the most important parts of the portfolio, followed by a dialogue with an in-depth discussion of 1-2 communication products (chosen by the examiner).

The group must ensure that all group members take an active part in the exam and each student will receive an individual grade for his/her performance.

The duration of the exam is 40 minutes. Both the portfolio and the oral are part of the evaluation.

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

Assessment criteria

The assessment criteria for the exam are the same as the learning objectives for the individual elective element.

Scheduled time

The elective educational elements take place in the third semester.

Examination language

The examination language is English.

14. Internship

14.1 Internship requirements and expectations

As a general rule, the student is responsible for finding a relevant internship place. UCN provides guidance sessions related to finding an internship place. At least one person in the internship company must speak either Danish or English, this is a requirement.

During the internship, the student works on problems that are relevant to the profession and lie within the core areas of the study programme while achieving knowledge of relevant job functions. The student will be associated with one or more internship hosts over the course of the internship.

The relationship between theoretical studies and the internship will be the starting point for the student's learning objectives for the internship.

The student and the internship host company will describe in collaboration the assignments that the student will be expected to work on during the internship.

In addition, and perhaps in collaboration with the internship host, the student should set at least three goals for personal development for the internship based on the learning objectives for the internship as set out in the Curriculum and which must be entered in the Internship Portal.

The description of the student's work and goals for personal development will be at the core of the study programme's approval of the internship agreement.

The internship compares to a full-time job with the same requirements in terms of number of working hours, effort, commitment and flexibility that a graduate of Marketing management should 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 choice of topic for the final degree project.

14.2 Exam prerequisites

After about 1/3 of the way into the internship, the student must submit a written paper describing the internship host company's business model. The maximum allowed length of the document is three standard pages (one standard page being 2,400 characters) exclusive of appendices. Please find a schedule and submission deadlines on the intranet.

The paper must meet the formal requirements, and it must be submitted correctly and in due time.

If the student does not meet the examination prerequisites and/or the formal requirements, the student will have used an examination attempt. This means that the student has two attempts remaining to pass the examination.

14.3 Exam procedure

At the end of the internship, the student must submit a video presentation (maximum 10 minutes in length) to elaborate on the written paper and to place it in a context. Furthermore, the student must reflect on their own learning in relation to the personal learning objectives that were set in advance of the internship.

The video presentation constitutes the examination basis. The exam is individual

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

The examination is worth 15 ECTS credits.

Assessment criteria

The assessment criteria for the exam are the same as the learning objectives for the compulsory subject element: The internship.

The learning objectives are described in the national part of the Curriculum.

Scheduled time

The exam will take place in the fourth semester after the internship. Further information about the time, venue as well as submission of the video presentation and the written paper can be found on the intranet.

Examination language

English

Exam aids

All types of aids are allowed for the exam.

15. The final degree project (second external exam)

For the requirements for the final degree project as well as the learning objectives, please see the national part of the Curriculum.

15.1 Exam prerequisites

The written project that constitutes both the assessment basis and the examination basis must

- meet the formal requirements to the final degree project; cf. the national part of the Curriculum
- be submitted in due time according to the exam plan on the intranet

Late submission or failure to meet all formal requirements for the written project report, which constitutes the written exam component, implies that the student will not be allowed to sit the examination and that they will have used one examination attempt.

The exam can only take place when the internship exam as well as all other exams on the study programme have been passed.

15.2 Formal requirements

The project report must be between 30 to 40 standard pages in length for individual students, and 45 to 60 standard pages in length for groups of two students, and 60 to 80 standard pages in length for groups of three students.

One standard page is 2,400 characters exclusive of appendices, footnotes, models and images. Only the actual assignment is counted toward the limit, as the preface, table of contents, reference list and appendices are not assessed.

15.3 Exam procedure

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

The project should demonstrate the student's understanding of practice as well as key applied theories and methods relating to a practice-based problem statement taking its starting point in a specific assignment or duty within the field addressed by the study programme.

This means that the project should, as a rule, be based on the internship experience.

The problem area for the project should be prepared and formulated by the student and if possible, in collaboration with a company or business. The study programme must approve the problem area and will make supervisory guidance available to the student.

The final degree project may be prepared individually or jointly by 2–3 persons. For group projects, the totality of the project will be included in the assessment, and the oral component of the exam will be conducted individually.

The written report and the oral performance are assessed as a whole, leading to a single grade.

The duration of the oral examination is 45 minutes, including time for deliberations. The oral examination will begin with a presentation of maximum 10 minutes' duration. The presentation should cover one or more relevant subjects relating to the topic of the written project, but it should not reproduce the written project. For group projects, each individual student should prepare their individual presentation.

For the oral part of the exam, subjects and issues related to the final degree project will be discussed to establish that the learning objectives have been met. This means that the examination may cover theoretical as well as practical matters related to the final degree project.

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

Spelling and writing skills

Spelling and writing skills will be part of the assessment of the written exam project. Spelling and writing skills may, however, only increase or decrease a student's grade by one grade at the most. The assessment is expressed as an overall assessment of the professional and academic content as well as the student's spelling and writing skills.

ECTS credits

The examination is worth 15 ECTS credits.

Assessment criteria

The assessment criteria are the same as the learning objectives for the final degree project; see the national part of the Curriculum.

Scheduled time

The exam will take place at the end of the fourth semester of the study programme. Further information about the time and venue can be found in the semester plan on the intranet.

Examination language

English.

Exam aids

All types of aids are allowed for the exam.

16. Subject elements that may be completed abroad

Each of the subject elements of the study programme may be completed abroad if a student applies for and is granted pre-approval of credit transfer by the study programme.

In cases of pre-approved study-abroad periods, the student has a duty to document completion of the pre-approved subject elements upon completion of the study-abroad period. When applying for pre-approval, the student must consent to allow the educational institution to collect any information that may be required after the student has completed the period abroad.

On final approval of pre-approved credit transfer, the subject element is considered completed if it was passed according to the regulations governing the study programme.

UCN has a large network of partners abroad, and UCN's International Department may help students find out how to do part of their study outside Denmark. Please contact UCN's International Department for further information. Please note however, that studying or going on an internship abroad requires more work of the student than staying in Denmark. It is up to the student to find out which course units can be studied abroad etc. at the higher education institution that s/he wants to attend. UCN's international office can offer advice etc. but does not go into the detailed planning of a study-abroad period. This is the student's own responsibility.

17. Withdrawal from exams

The regulations for withdrawal from exams can be found at www.ucn.dk/english in the Examination Regulations for UCN's Undergraduate Programmes.

18. Learning and teaching methods

UCN's study programs are based on Reflective Practice-based Learning (RPL), enabling the students to develop competences to act professionally in a changing world. Throughout the study programme, the student develops professional, social, and personal competences, which enables the student to relate theoretical reflection to practical actions, thus, taking into account the relevant theories, own experiences and prior knowledge.

In the study programmes, RPL promotes teaching and learning activities that link practical knowledge, theoretical knowledge and research-based knowledge. Six fundamental principles guide teaching and learning activities at UCN. The six fundamental principles aim to create constructive conditions for reflection to take place:

- Fundamental Principle No. 1: The students' own experiences are incorporated into teaching and learning activities
- Fundamental Principle No. 2: Teaching and learning activities are designed to include appropriate disturbances
- Fundamental Principle No. 3: Teaching and learning activities are organised as exploration
- Fundamental Principle No. 4: The content of teaching and learning activities is based on the good example

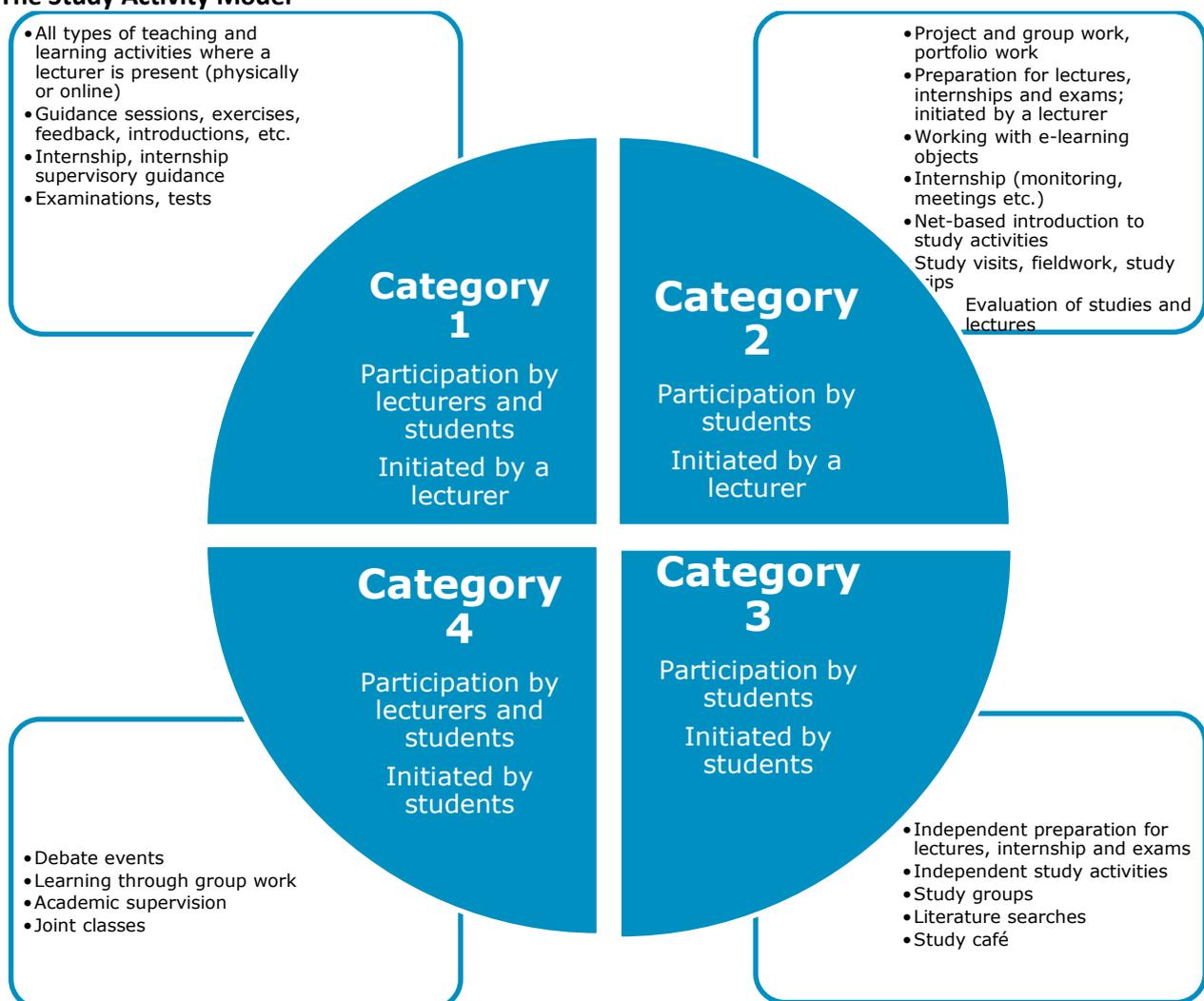
- Fundamental Principle No. 5: Lecturers and students work together on learning processes
- Fundamental Principle No. 6: Lecturers and students create room for dialogue

The six fundamental principles may unfold in different ways in different study programmes, semesters and subjects. Active participation and involvement in relation to the student's own and fellow students' learning is, however, a shared characteristic for all six fundamental principles.

The study activity model for the programme is available at www.ucn.dk/english and each semester, the semester plan specifies which study activities of the study activity model will take centre stage in the semester in question.

According to the Ministry of Higher Education and Science, a student must achieve "30 ECTS credits of learning" per semester. One ECTS credit equates to 27 working hours for a student. The semester plan gives an overview of the anticipated workload for the various course units/study activities.

The Study Activity Model



As noted, the study programme uses a wide range of teaching and learning methods that – in combination – are intended to support the above and promote the achievement of the learning objectives described in this Curriculum. Throughout the study programme, the teaching and learning methods exhibit clear progression moving from being knowledge-oriented and managed by the lecturer, to being problem-oriented and managed by the participants.

The learning and teaching activities are also based on relevant occupational practices and link together practice and theory: **Practice-based Learning**. Professional problems and challenges from various types of businesses and companies related to the professional disciplines of the study programme are included in the subject fields of the programme.

Learning and teaching activities can be designed to include foreign languages in teaching materials and in the classroom. The student's development of information and communication technology competencies are also supported through the learning and teaching methods used.

19. Compulsory participation and compulsory attendance

The programme will carry out attendance registration for students who have consented to it. We encourage attendance because learning requires students to be present and participate actively in study activities. In addition, we find that attendance helps students transition from being pupils to being students in a higher education institution.

To achieve the learning objectives and outcomes of the study programme and for the associated forms of teaching and learning to work, it is also important to underline that students are subject to compulsory participation in the shape of

- submission/presentation of assignments/semester examinations/projects etc.

Assignment submission may be expressed as an examination prerequisite.

Non-compliance with compulsory participation/the examination prerequisite, e.g. if a written assignment is rejected or cases of non-compliance with formal requirements, means that the student will have used an exam attempt. Subsequently, the student will only have two attempts remaining to pass the examination.

The study programme will offer help and guidance as early as possible if a student is neglecting his/her obligations to participate and attend.

19.1 Student counselling and student advisors

If a student is finding it difficult to meet study programme requirements for compulsory participation and attendance, they can contact the programme's student advisor. Students can also turn to the student advisor if they have questions about the design and course of studies, periods abroad etc. Find contact information for your student advisor on www.ucn.dk/english.

19.2 Lecturers as supervisors

Lecturers on the study programme often act as supervisors to the students when it comes to study activities such as project work.

Supervisory guidance is provided because UCN wishes to:

- support the development of a good learning environment
- support social learning processes and constructive collaboration
- support innovation and development
- support study groups to gradually take over the functions of the supervisor at a pace that matches the group's competencies

Generally, the supervisor will focus on project and learning processes, particularly

1. the content of the project
2. working methods and processes
3. group dynamics and processes
4. learning and metacognition.

20. Criteria for determining study activity

A student's enrolment on a study programme will be terminated if the student has failed to pass at least one exam over a continuous period of at least one year (non-compliance with study activity requirements).

Periods during which a student has not actively participated in their studies due to leave of absence, maternity or paternity leave, adoption of a child, verified illness or military service are not considered as non-compliance with study activity requirements. On request, the student must provide documentation of such matters.

The study programme may grant exemption from these provisions in exceptional circumstances. An application for exemption must be submitted to the programme director.

The student will be informed in writing before their enrolment is terminated. In connection with such notification, the student will be made aware of the above-mentioned regulations.

21. Credit transfer for subject elements

Credit transfer assessment takes place in different situations.

21.1 Subject elements from the same study programme passed at another educational institution

Passed educational components are equivalent to similar educational components pursued at other educational institutions offering this study programme.

21.2 Credit transfer assessment (compulsory credit transfer) in connection with application for admission/enrolment on a study programme

When a student has met his/her duty to disclose information about passed subject elements from another Danish or foreign higher education programme and about any work experience that may be assumed to warrant credit transfer, the study programme will decide whether or not to grant credit transfer in each individual case and based on completed educational elements and work experience that compare with course units, educational elements or internship elements. The decision whether to award credit transfer is based on an academic assessment.

21.3 In the event that a student does not meet their duty to disclose information on admission/enrolment

Twice a year (in July and January, respectively, in relation to the start of studies), any applications submitted by a student subsequent to a failure to disclose information about prior education and work experience on admission/enrolment, are assessed to determine whether or not credit transfer should be granted.

This means that the student may have to wait longer than anticipated for a decision of credit transfer.

It is therefore the student's choice to run the risk that a decision of credit transfer is not made in due time before the examination concerned.

- *IF the student does not sit the examination, and UCN later decides NOT to grant the student transfer credit, the student will have used an exam attempt.*
- *IF the student decides to sit the exam before UCN has made a credit transfer decision and if UCN would have granted the credit transfer, credit transfer will NOT be awarded because the student has decided to sit the exam. In this instance, the grade from the 'new' exam will be applicable irrespective of whether the 'old' exam grade – which might have resulted in credit transfer, had the student applied for it in due time – is higher than the 'new' exam grade, and irrespective of whether the student failed the 'new' exam.*

Once the student has decided to attend an examination this will exclude the possibility of awarding transfer credit after the application has been processed, even in cases where transfer credit would have been awarded.

21.4 Pre-approval of credit transfer and final credit transfer

If a student wishes to obtain credit transfer for a subject element under this Curriculum, the student must submit an application for pre-approval of credit transfer prior to leaving UCN for another educational institution in Denmark or abroad.

Pre-approval of credit transfer is carried out by UCN.

When the student has successfully completed the requested subject element, and once the application for final credit transfer with the appropriate documentation has been received, final credit transfer will be granted.

If the student has not passed the requested subject element, the student must sit an exam according to the regulations for said subject element as set out in this Curriculum.

For an in-depth description of the rules, please refer to the current Examination regulations for UCN's undergraduate programmes.

22. Language

Exams must be conducted in understandable English.

23. Resits and resits due to illness

The rules and regulations for resit exams and resit exams due to illness (illness resit exams) can be found at www.ucn.dk/English in the Examination Regulations for UCN's Undergraduate Programmes.

24. Exam aids

Regulations on the restricted use of exam aids, if any, are indicated at each individual examination description.

25. Special exam arrangements

Students may apply for special examination arrangements if a physical or mental impairment qualifies them to do so. The application must be submitted to the study programme no later than four weeks before the exam is to be held. The application deadline may be waived in cases of sudden health-related problems. The application must be accompanied by a medical certificate, a statement from e.g. an institute for speech, hearing, dyslexia or for the blind, or other evidence of the student's health-related condition or relevant specific impairment.

26. Academic misconduct during exams

The examinee must submit his/her written work through WISEflow™ and thereby confirms that the assignment was made without undue help.

26.1 Use of own work and the work of others – plagiarism

The rules for use of one's own or other people's work – plagiarism – can be found at www.ucn.dk/english in the Examination Regulations for UCN's Undergraduate Programmes.

26.2 Disciplinary actions in events of academic misconduct and disruptive behaviour during examinations

Regulations on disciplinary actions in the event of academic misconduct and disruptive behaviour during exams can be found on www.ucn.dk/english in the Examination regulations for UCN's undergraduate programmes.

27. Complaints about exams and appeals against decisions

The rules on complaints about exams and appeals against decisions can be found at www.ucn.dk/english in the Examination Regulations for UCN's Undergraduate Programmes.

28. Exemption

The educational institution may grant an exemption from those rules in this institutional part of the Curriculum that were laid down exclusively by the educational institution, when such exemption is granted on the grounds of exceptional circumstances. The educational institutions co-operate on a uniform exemption practice.

29. Effective date and transition regulations

This institutional part of the curriculum is valid from 1 February 2021 and applies to all students who enrol on the programme as of that date.

The institutional part of the curriculum 1 September 2019 is terminated from 31 January 2021. Students enrolled at the programme before 1 February 2021 is transferred on the 1 February 2021 to this institutional part of the curriculum. However, any examinations commenced before 31 August 2020 must be concluded in accordance with the institutional section of this Curriculum and not later than 30 June 2021.

Appendix - Distribution of ECTS credits on compulsory educational components

	Compulsory educational components							No. of ECTS credits
	1st semester			2nd semester		3rd semester		
	Tema 1	Tema 2		Tema 3		Tema 4		
	Business understanding	Market understanding	Market analysis	The marketing plan - strategy and tactics	The marketing plan - implementation	Internationalisation		
Marketing	2	5	6	6	2	4	25	
Economics	3	2	1	6	3	5	20	
Organisation and Supply Chain management	4	2	2	2			10	
Business law	1	1	1	2			5	
Sales				1	3		4	
Market communication				3	2	1	6	
Total ECTS	10	10	10	20	10	10	70	
Examination	1 exam			1 exam		1 exam		