



Marketing Management 2009-2011

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Common Part

1. The Programme

1.1. Objective

The objective of the programme is to qualify the student to independently perform work functions of analysing, planning and implementing solutions widely related to marketing in national and international commercial, production and service companies.

The AP Graduate in Marketing Management will be able to combine financial, legal, organisational, cultural, social and technological knowledge in connection with marketing in a global market.

Furthermore, the graduate will be able to participate in cooperation with people having various educational, language and cultural backgrounds.

1.2. Extent

The prescribed period of study is 2 student full time equivalents or 120 ECTS credit points. One full time equivalent corresponds to the work of one full-time student for one year. The work load thus includes scheduled instruction, preparation for instruction, in-depth studies, written assignments, other activities in connection with the instruction, study visits, work placement and projects in companies as well as preparation for and attendance at examinations. The programme is full-time and shall be completed no later than 4 years after study start.

1.3. Aim of Learning Outcome

The aim of the learning outcome includes the knowledge, skills and competencies that an AP Graduate in Marketing Management shall acquire on the programme, cf. the ministerial order.

Knowledge

The graduate will have knowledge of

- 1) The strategic and financial structure of the business
- 2) Fundamental socio-economic conditions
- 3) Concluding the sale
- 4) Business legal matters including legislation on marketing and competition
- 5) Methods for solving complex and practice-based problems within marketing management

Skills

The graduate will be able to

- 1) Conduct an international market assessment
- 2) Assess and implement problem-oriented projects within marketing-related subjects
- 3) Communicate practice-based problems and solution proposals in Danish and English
- 4) Draw up relevant solution proposals within marketing-related problems on an analytical basis
- 5) Assess business and socio-economic conditions
- 6) Assess business legal problems in relation to national and international trade
- 7) Assess organisational, logistic and management problems

Competencies

The graduate will be able to:

- 1) Participate in professional and interdisciplinary cooperation in the development of the marketing strategy and internationalisation of the business
- 2) Handle development-oriented situations on a national and international level within sales and marketing
- 3) Handle the planning of marketing and sales for the business as well as participate in the implementation in this connection
- 4) Acquire skills and new knowledge as regards what was achieved on the programme
- 5) Handle the opportunity for action for the economic development of a business in consideration for the socio-economic conditions, and
- 6) Participate in professional and interdisciplinary cooperation with a professional approach in Danish, English and possibly another foreign language in writing and orally

1.4. Title

On completion and passing of the programme, the graduate will achieve the Academy Profession Degree AP and will be awarded the title AP Graduate in Marketing Management.

2. Programme Content and Structure

The programme consists of 4 semesters, which altogether will provide the AP Graduate in Marketing Management with the profile of competencies mentioned in section 1. At the same time, each semester constitute a complete and defined learning process with own examinations. It is thus possible for the student to replace a semester with documented equivalent learning and examination at another Danish or foreign institution.

Similarly, international students can complete one or more semesters on the programme.

The programme consists of four core areas, two optional educational elements, work placement and final examination project. The programme content and extent of ECTS credit points on core areas appear from the table on the following page.

Programme structure appears from below model

	International Marketing and Sales	Economics	Communication, Organisation and Management	Business Law	Optional Subjects
1st semester: The Company's Strategic Situation	10 ECTS A: Strategic Analysis of the Company and the Surrounding World B: Introductory Statistics	5 ECTS A: Company Analysis B: Microeconomics	10 ECTS A: Communication B: Organisational Structure C: Making and Analysing the Supply Chain	5 ECTS A: Sources of Law B: Contract Law C: Security of Credit D: The Legal Conditions of the Company	
2nd semester: Making Strategies	10 ECTS A: Market Analysis B: Growth Strategy C: Internationalisation D: Market Selection and Penetration Strategy	5 ECTS A: Investment and Finance B: Descriptive Economics and Trade Theory	5 ECTS A: Managing the Supply Chain B: Culture Analysis C: Innovation	5 ECTS A: Damages outside Contract B: Danish and International Rules on Buying and Selling Goods C: Rules Regulating the Market	5 ECTS A: Statistics or B: Second language or C: Other
3rd semester: Implementing Strategies	10 ECTS A: Strategic Marketing B: Sales and Negotiation	10 ECTS A: Macroeconomics B: Budgeting and Optimising Parameters	5 ECTS A: Sales and Project Management B: Organisational Development		5 ECTS A: Business Economics or B: Second language or C: Other
4th semester:	Work Placement 15 ECTS credit points Final examination project 15 ECTS credit points				

3. Learning Aims of the Core Areas

3.1. International Marketing and Sales (30 ECTS credit points)

Content

- Strategic Analysis of the Company and the Surrounding World
- Introductory Statistics
- Market Analysis
- Growth Strategy
- Internationalisation
- Market Selection and Penetration Strategy
- Strategic Marketing
- Sales and Negotiation

The student shall have knowledge of

- Applied theory within marketing management in an international perspective
- Different negotiation theories and models in relation to international sales

The student shall have skills in

- Analysing and assessing international marketing strategies
- Assessing and communicating proposals for strategies and parameter action at a national and international level
- Applying different market analysis methods and applying statistical skills for assessment of data

The student shall acquire competencies to

- Negotiate with professional and personal authority
- Participate in professional and interdisciplinary solutions of practice-based marketing-related problems on the national and international market
- Handle the planning of marketing and sales for the company

3.2. Economics (20 ECTS credit points)

Content

- Company Analysis
- Microeconomics
- Investment and Finance
- Descriptive Economics and Trade Theory
- Macroeconomics
- Budgeting and Optimising Parameters

The student shall have knowledge of

- Basic microeconomics
- The elements in the company's economic management
- The global economic cycle

The student shall have skills in

- Elaborating microeconomic analyses on the market for goods and on the labour market
- Describing and analysing investment and finance alternatives
- Describing and analysing the most essential socio-economic and demographic key figures with a view to assessing the market
- Elaborating relevant budgets for a company and a project
- Conduct a simple optimisation on the basis of known market and cost expectations
- Analyse effects of different politico-economic interventions

The student shall acquire competencies in

- Assessing the economic development of a company and using budgeting in the economic management
- Placing any line of business in a market structure as well as assessing the consequences in this connection by including price and income elasticity
- Conducting a calculation of the profitability of an investment and accounting for choice of financing concept
- Including the socio-economic conditions in relation to analysis and assessment of a market

3.3. Communication, Organisation and Management (20 ECTS credit points)**Content**

- Analysis of communication concepts and strategies as well as cultural context
- Application of the English language in business-related contexts
- Analysis of the company's structure, management, values, processes, motivational factors and culture
- Innovation and Organisational Development
- Sales Management
- Project Management
- Analysis and assessment of the company's supply chain
- Analysis and assessment of supply chain management

The student shall have knowledge of

- Concepts, theories and practical problems within communication/culture, organisation, management and logistics
- Methods and theories within sales management

- Elements and strategic opportunities in the supply chain and logistic efficiency
- Theories and methods for implementation of organisational and innovative development projects, including concepts and methods for project management
- Communication theories, problems and strategies, verbal as well as non-verbal means, and cultural diversity
- Different written communication products and concepts relevant to the business

The student shall have skills in

- Analysing an organisation's structure, processes, culture, management on the basis of relevant theoretical and practical organisation principles
- Analysing strengths, weaknesses and consequences of the organisation and management of the sale
- Analyse the company's supply chain as well as identify key strengths and weaknesses on the basis of the essential theoretical and practical concepts within SCM
- Assessing, suggesting and communicating proposals for strategies, projects and action in organisation, management and logistics
- Applying relevant IT tools for project management
- Analysing innovation types and models in practice
- Using English in writing but primarily orally with consideration for different cultural and business contexts as well as developing messages targeted at the target group and working creatively with personal communication

The student shall acquire competencies to

- Prepare suggestions for and participate in the implementation of solutions for a new organisational structure, management and motivation factors as well as optimised supply chain
- Include and apply important theories and practical experiences from organisational and logistic contexts in analyses, assessments and suggestions for action
- Plan and manage different types of projects
- Handle innovation models and tools for practical idea development and innovation as competitive parameter
- Introduce receiver-oriented products, projects, ideas, proposals and opinions in an effective and independent manner both in English and in Danish
- Participate in and handle the organisation and management of the sale

3.4. Business Law (10 ECTS credit points)

Content

- Sources of law and the judicial system
- Contract law, including the insurance legal aspects
- Employment law
- Insolvency law
- Security and collateral
- Law of torts
- International private law
- The law pertaining to the sale of goods
- Competition and marketing law

The student shall have knowledge on

- The legal system, i.e. the Danish and international sources of law, the court system and the EU institutions
- The more special aspects of entering a contract, i.e. invalidity, statement of insurance information and the right of cancellation
- The overall rules on holiday
- The rules on composition
- The more special rules on provision of security, i.e. guarantee, security in assets in the motor vehicles register, floating charge and security in claims, including according to the law of instrument of debt
- Product liability developed in legal practice
- Basic rules in international private law
- Basic rules within the law of intellectual property rights
- The rules of the Danish Competition Act on distortion of competition and abuse of dominant position

The student shall have skills in

Assessing business legal problems in relation to

- Compensation, including product liability
- E-commerce
- Contract law, including entering of international contracts and the rules of agency
- Rules of liability in various types of business organisation
- Employment law, in particular the salaries employees law
- Insolvency law
- Retention of title
- Purchase and financing as well as registration of rights in rem in immovable property

The student shall acquire competencies in

Handling development-oriented situations within the legal aspects of

- Marketing management
- Danish and international sales, including the use of INCOTERMS 2000

4. The Programme's Compulsory Educational Elements

The programme consists of compulsory educational elements with a total extent of 95 ECTS credit points, optional educational elements with an extent of 10 ECTS credit points as well as a final examination project of 15 ECTS credit points. The distribution is as follows:

<p><u>1st semester:</u> <i>Compulsory educational elements:</i> International Marketing and Sales (10 ECTS) Economics (5 ECTS) Communication, Organisation and Management (10 ECTS) Business Law (5 ECTS)</p>	<p><u>2nd semester:</u> <i>Compulsory educational elements:</i> International Marketing and Sales (10 ECTS) Economics (5 ECTS) Communication, Organisation and Management (5 ECTS) Business Law (5 ECTS) <i>Optional educational element (5 ECTS)</i></p>
<p><u>3rd semester:</u> <i>Compulsory educational elements:</i> International Marketing and Sales (10 ECTS) Economics (10 ECTS) Communication, Organisation and Management (5 ECTS) <i>Optional educational element (5 ECTS)</i></p>	<p><u>4th semester:</u> Compulsory work placement (15 ECTS) Final examination project (15 ECTS)</p>

4.1 Learning Aims and Content of the Compulsory Educational Elements on the First Semester

4.1.1 INTERNATIONAL MARKETING AND SALES (10 ECTS CREDIT POINTS)

Content:

- Strategic Analysis of the Company and the Surrounding World
- Introductory Statistics

Aim of the learning outcome:

The student shall have knowledge of:

- marketing ideas and concepts, both in Danish and in English
- and understand relevant theories and models on the company's internal and external situation

The student shall have skills in

- Applying the company's strategic platform including mission, aim and strategies
- Assessing the company's product/market portfolios, competencies and resources
- Identifying the company's stakeholders and assessing the company's customer relations and the purchasing behaviour of the customers

- Identifying and analysing the company's micro and macro surrounding world
- Communicating the company's strengths and weaknesses and opportunities and threats and possibilities to partners and users
- Processing a specific market analysis by the use of statistical tools
- Using IT tools in connection with the study (IMS)
- Making hypothesis tests and confidence intervals
- Making tests for goodness of fit
- Making test number tables

The student shall acquire competencies to

- Participate in interdisciplinary cooperation with a view to analyse and assess the strategic situation of a specific company
- Contribute to an assessment of the basis of the company in order to start international activities
- Independently assess a statistically treated market analysis

4.1.2 ECONOMICS (5 ECTS CREDIT POINTS)

Content:

- The basis of companies' profits and resource utilisation including break-even analyses
- Assessment of costs based on activities
- Company analysis
- Market conditions, use and demand
- Pricing on the market of goods in different types of competition

Aim of the learning outcome:

The student shall have knowledge of

- Companies' market and cost components
- The company's costs including fixed and variable costs as well as the cost driver concept
- The company's marketing mixes as basis of income
- The companies' financial management area including targeting and tasks
- Basic accounting principles and legislation
- Companies' financial information systems and on this basis interpret information
- The company's cash flows
- The companies' supplementary reporting including balanced scorecards and green accounts
- Pricing on the consumer and producer's market including producer and consumer profits
- The significance of price and income elasticity
- Different market structures and their influence on efficiency
- External impacts and different market interventions

The student shall have skills in

- Assessing different types of cost and their characteristics
- Analysing the contribution margin with a view to break-even analyses and financial management
- Analysing and assessing company accounts in relation to profitability, cash generating ability, capital adjustment, financial position, liquidity and cash flow as well as stock related key figures
- Communicating financial information and stating reasons for development tendencies to stakeholders
- Analysing the cost concepts, utility value and demand
- Analysing the price mechanism in different marked structures
- Analysing the effects from intervention in pricing
- Applying consumer and producer profits to analyse the efficiency in society

The student shall acquire competencies to

- Assess which factors influence the company's costs and revenue
- Indicate where there may be a basis for cost reduction in the value chain
- Analyse the economic development of a company in a structured manner with a view to finding opportunities for action
- Place any line of business in a market structure as well as assess the consequences in this connection
- Include price and income elasticity in the socio-economic analysis

4.1.3 COMMUNICATION, ORGANISATION AND MANAGEMENT (10 ECTS CREDIT POINTS)**Content:**

- Analysis and assessment of the supply chains
- The company's core values, management structures and motivation factors
- Communication structures and strategies
- Using the English language in different business contexts

Aim of the learning outcome:**The student shall have knowledge of**

- The elements in the supply chain and their interrelationship
- Strategically possibilities, creating value and core competencies within supply chain management
- Concepts, theories and models concerning organisation structure, management processes, cooperation, management, the individual and motivation
- Relevant examples from practice within the professional area
- Communication models and theories
- Internal and external communication problems

- Communication models and strategies, including verbal and non-verbal means
- Different business relevant written communication products and structures
- Strategies for meetings
- The principle rules within problem-oriented project work (COM)

The students shall have skills in

- Analysing the supply chains as well as identifying their core strengths and weaknesses
- Analysing the company's logistic structure and sub-elements, the creation of value through the supply chain and identification of core competencies
- Analysing an organisation's set-up, structure, management levels, management structures, processes and culture and the significance in this connection on the company's strategy
- Finding and assessing the value of important players' experiences within organisational structures, management, motivation and company culture
- Applying the English language in a business context both in writing and orally
- Applying relevant IT tools for communication, including working creatively with personal communication
- Developing messages targeted at the target group, including aesthetic expressions
- Studying academic material (COM)
- Applying methods for the development of the personality (COM)

The student shall acquire competencies in

- Assessing practical logistic problems and make relevant solution proposals to promote logistic efficiency and agility
- Establishing relevant opportunities for action and solutions for new organisational, motivation and management structures in the company
- Analysing and assessing the significance of the organisation's structure, processes and staff policy on the company's aims, strategy and positioning
- Participating in professional and interdisciplinary cooperation in English
- Introducing messages in an effective and independent manner in both Danish and English
- Acquiring and applying skills and new knowledge as regards the professional area
- Introducing material in writing and orally (COM)

4.1.4 BUSINESS LAW (5 ECTS CREDIT POINTS)**Content:**

- Sources of law and the judicial system
- Contract law, including
 - Entering of contract in general and entering of insurance contracts
 - Power of attorney
 - Invalidity

- Consumer contracts
- The company's legal aspects, including
 - Types of business organisation
 - Employment law, including holiday
 - Insolvency law, including company breakdown
- Security of credit, including
 - Guarantee
 - Retention of title
 - Security in movable property, claims and real property

Aim of learning outcome:

The student shall have knowledge of

- The sources of law
- The judicial system
- The consequences of stating wrongful information when entering an insurance contract as well as the rules on causing the insurance event in an intentional and negligent manner
- Invalidity and right of cancellation
- The rules of the Danish Holiday Act on acquiring and spending holiday
- Composition and voluntary arrangement
- Guarantee
- Security in movable property, including motor vehicles and floating charge as well as acts of perfection
- The possibilities for achieving security in claims, including the rules of the law of instrument of debt on acts of perfection

The student shall have skills in

Assessing business legal problems as regards

- Contract law, including
 - Entering of contract, including international purchase contracts
 - Rules of agency
- Liability rules on various types of business organisation
- Employment law, including the rules in the Danish Salaried Employees Act on notices of termination, expulsion and compensation
- Individual and universal prosecution, including
 - The minimum amount exempt from execution
 - Suspension of payments
 - Bankruptcy, including in particular the insolvency claim, avoidance and order of priority
- The Danish Credit Agreements Act on retention of title
- Financing in purchase/mortgage of real property, including the rules in the Danish Registration of Property Act on
 - Priority order
 - Acts of perfection
 - Validity
 - Property constituents and fixtures security

4.2 Learning Aims and Content of the Compulsory Educational Elements on the Second Semester

4.2.1 INTERNATIONAL MARKETING AND SALES (10 ECTS CREDIT POINTS)

Content:

- Market Analysis
- Growth Strategies
- Internationalisation
- Market Selection and Penetration Strategy

Aim of learning outcome:

The student shall have knowledge of

- And understand and be able to reflect on various market analysis methods
- And understand the segmentation criteria/variables, differentiation possibilities and positioning strategies
- And understand various growth strategies
- And understand internationalisation theories, models and strategies
- Danish and English terminology concerning the topics of the semester
- The fundamental theories on formation of groups and team work (IMS)

The student shall have skills in

- Applying different market analysis methods with a view to collecting and processing information
- Applying statistical skills in assessing the validity and reliability of the market analysis
- Elaborating practice-based solution possibilities for the company's choice of target groups and positioning strategy
- Elaborating solution possibilities for the company's growth
- Elaborating solution possibilities for the company's internationalisation, including market screening, market choice and penetration strategies on international markets
- Understanding his/her own role as regards the group work (IMS)

The student shall acquire competencies to

- Handle the completion of market analyses for the company
- Participate in professional and interdisciplinary cooperation in the development of the company's marketing strategy
- Participate in professional and interdisciplinary cooperation in the development of the company's internationalisation
- Work in teams/groups (IMS)

4.2.2 ECONOMICS (5 ETCS CREDIT POINTS)

Content:

- Basic investment theory
- Basic financing and selection criteria from means of financing
- Trade theory and politico-commercial interventions
- Descriptive economics

Aim of the learning outcome:

The student shall have knowledge of

- Methods for stating capital requirements and payment flows as basis for stating investment estimates
- Methods for assessing different investment suggestions and profitability by the use of capital value, annuity method as well as repayment period and internal interest
- Sources for providing borrowed and own capital
- Criteria for selecting means of financing
- Classical and more recent trade theories
- The development in the international trade and knowledge of the most important international organisations

The student shall have skills in

- Assessing prerequisites for and making calculations as the basis of decisions on investment
- Comparing different means of financing
- Describing and analysing the requirement for financing of current and fixed assets
- Assessing the conditions on choice of financing via own or borrowed capital
- Describing and analysing the development of population and the significance in this connection on society and the marketing-related consequences
- Describing and analysing the most important economic key figures with a view to market assessment
- Analysing the effects from politico-commercial interventions
- Assessing the advantage and disadvantages of globalisation

The student shall acquire competencies to

- Elaborate a calculation of the profitability of an investment and be able to account for choice of means of financing

4.2.3 COMMUNICATION, ORGANISATION AND MANAGEMENT (5 ECTS CREDIT POINTS)

Content:

- Analysis and assessment of the structure of the supply chain
- Innovation
- Culture Analysis
- Company culture
- Analysis and assessment of the company's culture, processes and players
- Using the English language in a business context in different cultural contexts

Aim of the learning outcome:

The student shall have knowledge of

- The logistical sub-elements and activities, e.g. distribution, stock, production, purchase and information systems in the company's supply chain
- Innovation models and concepts as well as innovative processes in practice, cultural theories and models, analysis of national cultures
- Cultural differences, nationally and internationally as well as the opportunities and restrictions of Danish culture in international cooperation
- Concepts as cultural values, cultural identity and cultural behaviour, culture as competitive parameter
- Concept and theories concerning company culture
- Current organisational and cultural problems and players
- The ability to create constructive relationships with others (COM)

The student shall have skills in

- Including practical experiences in supply chain management and analysing and assessing problems, as e.g. choice of production principle, purchase policy, relationships with suppliers, etc.
- Identifying and assessing cultural symbols and their consequences in practice
- Understanding the consequences of culture in a business/communicative context
- Using English in writing and orally with consideration for the various cultural contexts
- Applying innovation models and defining innovation types in practice
- Cooperating across cultures (COM)

The student shall acquire competencies to

- State relevant opportunities for action/new suggestions and assess the consequences in this connection on the company's supply chain
- Suggest, understand and assess the consequences of changes in the company's various logistic sub-systems and the significance on logistic efficiency and competitive power

- Acquire skills and new knowledge as regards the subject area and include it in logistic problems
- Apply innovation models and tools for practical idea development, identification of innovation types and assess innovation as competitive parameter
- Defining, analysing and assessing company culture and the significance on the company's strategy and competitiveness
- Produce receiver-oriented messages in English, both in writing and orally

4.2.4 BUSINESS LAW (5 ECTS CREDIT POINTS)

Content:

- Compensation outside Contract, including
 - Compensation conditions
 - Vicarious liability
 - Product liability
- Danish and international law on sale of goods, including international private law
- The company's legal market aspects, including
 - Marketing law
 - Law on E-commerce
 - Law on intellectual property rights
 - Law on competition

Aim of the learning outcome:

The student shall have knowledge of

- Product liability developed in legal practice
- Venue and choice of law in international conflicts
- The rules of the Danish Competition Act on prohibition of anti-competitive contracts and abuse of dominant position
- Design, copyright, patent and trademark law

The student shall have skills in

Assessing business legal problems as regards

- Compensation, including
 - Conditions for compensation
 - Vicarious liability
 - Product liability as provided in the product liability act
- E-commerce

The student shall acquire competencies to

Handle development-oriented situations nationally and internationally within the legal aspects of

- Marketing
- Danish and international sales, including
 - Transfer of risk
 - Delivery
 - Breach of contract
 - Breach of contract in Danish consumer sales
 - Incoterms 2000

4.3 Learning Aims and Content of the Compulsory Educational Elements on the Third Semester**4.3.1 INTERNATIONAL MARKETING AND SALES (10 ECTS CREDIT POINTS)**

The instruction will be conducted in English.

Content:

- Strategic Marketing
- Sales and Negotiation

Aim of the learning outcome:**The student shall have knowledge of**

- The design brief's structure and content
- And be able to reflect on parameters for action both on the domestic market and on international markets
- And understand the content and application of the marketing plan
- Marketing and sales budgets
- And understand different sales strategies
- Different negotiation theories and models
- The significance of international competencies

The student shall have skills in

- Applying a design brief for cooperation with designers on the company's product development
- Stating practice-based solution possibilities for the company's development of the action parameters on a strategic, tactical and operational level both on the domestic market and on international markets
- Using budgets for the assessment of the economic consequences of the solution possibilities
- Stating and communicating the marketing plan to partners and users
- Assessing different possible strategies in connection with the sale being conducted from selection of topics to the final sale and follow up

- Using different negotiation theories and models in order to be able complete a specific negotiation in English
- Completing educational elements in English (IMS)

The student shall acquire competencies to

- Handle the planning of marketing and sales for the company
- Participate in the organisation, implementation and follow up on marketing and sales steps
- Negotiate with professional, personal and language authority
- Work in international teams/groups

4.3.2 ECONOMICS (10 ECTS CREDIT POINTS)

Contents:

- Basic price optimising
- Budgeting and budget models
- Income generating models
- Theory on economic trends
- Unemployment and inflation
- Money and currency market
- Economic policy
- Wage formation

Aim of the learning outcome:

The student shall have knowledge of

- Basic parameter optimising for a product on a market
- The significance of the budget on the management of a company and the finance of a project
- Basic budgetary control
- The labour market and the basis of demand and supply for labour
- The financial cycle and the socio-economic relations
- Various types of financial policy
- Different causes for unemployment and inflation
- Interest and currency formation
- The monetary cooperation within the EU
- Different financial theories' perception of cyclical fluctuations

The student shall have skills in

- Assessing the economic consequence of different parameter activities
Preparing a profit budget and cash budget of several periods for a company and a project
- Accounting for the consequences on the profit and cash budget on changes in the budget forecast
- Preparing a balance sheet budget

- Conducting a simple price optimisation on the basis of known market and cost expectations
- Analysing wage formation on the labour market
- Applying the income formation models for analysis of the socio-economic contexts and cyclical fluctuations
- Analysing and assessing the connection between unemployment and inflation
- Analysing and assessing the reasons for interest and currency changes
- Analysing the effects from various politico-economical interventions

The student shall acquire competencies to

- Make budgets as part of the company's financial management as well as be able to conduct budget control
- Include the socio-economic conditions in relation to the market analysis and assessment
- Use the socio-economic analyses and prognoses in the professional work
- Assess socio-economic contexts and include relevant solution possibilities.

4.3.3 COMMUNICATION, ORGANISATION AND MANAGEMENT (5 ECTS CREDIT POINTS)

Content:

- Project Management
- Sales Organisation and Management
- Organisational Development

Aim of the learning outcome:

The student shall have knowledge of

- Concepts and methods and IT tools for planning and management of projects
- Theories on organisational development and methods for implementation of organisational development projects
- Methods and theories within sales organisation and management

The student shall have skills in

- Applying relevant IT tools for project management
- Assessing the consequences of the sale's organisation and management
- Establishing contact with relevant partners on various projects
- Including and assessing the value of the experiences of important players in e.g. organisational development and project management
- Communicating ideas, suggestions and projects in the organisation, organisational development and sales management

The student shall acquire competencies to

- Plan, manage and participate in/complete various types of projects, such as practical events and development-oriented projects
- Assess the organisation's developmental process and direction as well as the significance of the organisational development
- Analyse and assess the consequences of different actions and changes of the sale's organisation and management
- Establish, participate in and develop professional and social networks
- Acquire and apply skills and new knowledge as regards the professional area

4.4 Learning Aims and Content of the Optional Educational Elements

The optional elements are offered on the second and third semesters and provide the opportunity for the students to tone their degree according to their own interests and future career choice. The optional educational elements consist of two subjects offered in common on all locations where the programme is offered and are described in the common part of the curriculum as well as other optional educational elements that are offered and conducted by each academy and described in the institutional part of the curriculum.

4.4.1 STATISTICS – SECOND SEMESTER (5 ECTS CREDIT POINTS)**Content:**

- Probability theory
- Stochastic variables and probability distributions
- Regression analysis
- Variance analysis

Aim of the learning outcome:**The student shall have knowledge of**

- Descriptive statistics and probability theory
- Stochastic variables and probability distributions
- Scaling
- Regression analysis
- Variance analysis

The student shall have skills in

- Calculating and interpreting different aims of central tendency and variation
- Making probability calculations for stochastic variables/probability distributions
- Stating, conducting and analysing a regression model with one or more explanatory variables, including a dummy variable

The student will acquire competencies to

- Independently interpret a regression model with one or more explanatory variables for a specific market and sales-related problem
- Assess specific probability calculations in connection with market and sales-related problems
- Assess descriptive statistics of market and sales-related problems

4.4.2 BUSINESS ECONOMICS – THIRD SEMESTER (5 ECTS CREDIT POINTS)**Content:**

- Basis for and extended understanding of the cost structures, cost calculations and choice from different alternatives, including alternative costs
- Basis for and extended understanding of the marketing-related significance of pricing based on marketing and cost-related conditions in different market structures
- Basis for and extended understanding of investment decisions with belonging sensitivity analyses/break-even analyses before and after taxes
- Basis for and extended understanding of means and types of financing, including leasing and criteria of comparison and selection both before and after taxes

Aim of the learning outcome:**The student shall have knowledge of**

- Connections between activating production factors and production of goods and services
- The influence of different market structures on the parameter activity
- The classical cost distribution systems as well as activity-based cost systems (ABC costing)
- Stating ordinary cost and profitability calculations in the short and long run
- Investments in connection with choice of more investment possibilities considering before and after taxes
- Economically optimum lifetime and time for replacement in connection with investments
- Stating investment calculations as basis of choice for action alternatives with a long-term timeframe
- The significance of means of financing on the choice of solution proposals

The student shall have skills in

- Applying core cost concepts related to taking decisions
- Optimising the parameter action based on cost and marketing conditions
- Optimising by marketing in part on a market with price sensitivity and an additional market with constant sales price and a market with price sensitivity
- Conducting sensitivity analyses in connection with investment considerations
- Conducting calculations of the capital requirement and payment flows as basis of a statement of investment calculations both of fixed assets and current assets

- Conducting calculations of the effective interests of various loans and credits before and after taxes
- Stating reasons for choice of means of financing including own capital and borrowed capital used in connection with investments in fixed assets and current assets
- Introducing and communicate financial solution possibilities

The student will acquire competencies to

- Independently assess economic consequences of planned marketing activities
- Independently identify and analyse investment and finance opportunities qualitatively and economically as regards specific planning assignments

5. Work Placement (15 ECTS credit points)

The purpose of the placement on the two-year programme is to provide the student with the opportunity to qualify his/her study and employment skills through specialisation and by putting subjects widely related to the aim of the programme into perspective.

The placement is conducted on the fourth semester of the programme and it links the instruction on the common part with the independent final examination project, and is thus characterised by individual choices and more independent study activity. The placement awards 15 ECTS credit points.

Aim of the learning outcome:

Knowledge

- Shall have knowledge of the professional area's applied theory and method as well as of practice
- Shall understand concepts and methods as well as reflect on the application of concepts and methods within the chosen problem

Skills

- Shall be able to apply a comprehensive set of technical, creative and analytical skills attached to employment within the industry
- Shall be able to assess practice-based problems and state solution possibilities
- Shall be able to communicate practice-based problems and solution proposals

Competencies

- Shall be able to acquire skills and new knowledge as regards the profession in a structured context.

6. Tests

The learning outcome of the programme is documented on each semester through tests, which may consist of oral or written examinations, assessment of assignments and projects, participation on seminars, exercise series, etc.

The tests are either external or internal. At the external tests, an external examiner appointed by the Danish Ministry of Education will be present. At the internal tests, the assessment is carried out by one or more teachers chosen by the educational institution. The examination regulations of each test provide whether the test is internal or external, and who will take part in the assessment.

Participation in the tests on the programme may require that the student has had one or more compulsory assignments/activities assessed as approved in the particular subject or project.

6.1. Outline of Tests and Examinations

The programme includes the following tests divided onto semesters.

Examination tests	First semester	Second semester	Third semester	Fourth semester
Multidisciplinary test in International Marketing and Sales, Economics, Communication, Organisation and Logistics as well as Business Law (first internal test)	January Written			
Multidisciplinary project examination in International Marketing and Sales, Economics, Communication, Organisation and Logistics as well as Business Law (first external examination)		June Oral Project examination		
Test in optional subject (second internal examination)		June Written or oral		
International Marketing and Sales (second external examination)			Dec./Jan. Oral	
Economics (third external examination)			Dec./Jan. Written	
Communication, Organisation and Logistics (third internal examination)			Dec./Jan. Oral based on projects	
Test in optional subject (fourth internal examination)			Dec./Jan. Written/oral	
Test in work placement (fifth internal examination)				Spring written/oral
Test based on final examination project (fourth external examination)				June Written and oral

All tests shall be assessed as passed.

6.2. Compulsory Tests and Examinations

Multidisciplinary test in International Marketing and Sales, Economics, Communication, Organisation and Logistics as well as Business Law (first internal test)

At the end of the first semester, a 3-hour internal test is held in each of the below-mentioned subjects.

A grade is given according to the 7-point grading scale and the average of the grades shall be minimum 02. The subjects are given equal importance. One grade is given for the first semester, which will be entered on the diploma.

If the grade average achieved is 02 or higher no test can be retaken. If the average is below 02, only non-passed tests can be retaken.

Problems are within the learning aims of the first semester on the subjects:

- International Marketing and Sales
- Economics
- Communication, Organisation and Management.
- Business Law

Interdisciplinary project examination in International Marketing and Sales, Economics, Communication, Organisation and Logistics as well as Business Law (first external examination)

The test is held at the end of the second semester and is an individual oral examination based on group work made and handed in prior to the examination.

The project is interdisciplinary and shall include problems within the subjects International Marketing and Sales, Economics, Communication, Organisation and Management as well as Business Law.

The project is made in groups of 3 to 5 persons. The examination period is 30 minutes. The grade is awarded on the basis of the oral presentation at the examination. A grade is awarded according to the 7-point grading scale to be entered on the diploma.

The test is within the learning aims of the second semester in the subjects International Marketing and Sales, Economics, Communication, Organisation and Management as well as Business Law.

International Marketing and Sales (second external examination)

A 30-minute oral test is held at the end of the third semester. The examination is conducted in English.

Preparation time for the student is 60 minutes.

The test is within the learning aims of the third semester in International Marketing and Sales.

A grade is awarded according to the 7-point grading scale to be entered on the diploma.

Economics (third external examination)

A four-hour written examination is held in the subject Economics at the end of the third semester.

The test is within the learning aims of the third semester of Economics.

A grade is awarded according to the 7-point grading scale to be entered on the diploma.

Communication, Organisation and Logistics (third internal examination)

The test is held at the end of the third semester and is an oral test of 20 minutes' duration.

The test is based in two assignments handed in on the third semester in the subject "Communication, Organisation and Logistics".

The test is within the learning aims of the third semester of Communication, Organisation and Logistics, i.e. with weight on project management and organisational development.

The grade is awarded on the basis of the oral presentation at the oral examination.

A grade is awarded according to the 7-point grading scale. This grade will be entered on the diploma.

Test in the work placement (fifth internal semester)

The placement is tested in writing or orally. The test is assessed pass/fail.

Test based on the final examination project (fourth external examination)

Based on the written report, the student is examined in an individual oral examination of 45 minutes' duration including discussion of the performance. The assessment is carried out according to the 7-point scale.

The student receives one grade in all for the project according to the 7-point scale on the basis of an overall assessment of the written work and oral presentation. In the grade statement, the written part of the main project weighs two thirds and the oral presentation one third when the final grade is assessed for the project. No sub-grade will be announced.

When a product made in a group is included in the basis of assessment at the oral test, it must appear which parts the examinee has made himself/herself. The parts of the product made by the examinee will form the basis of the assessment of the written part of the performance.

If the overall assessment awards a grade lower than 02, the student shall make a new project in order to register again for the final examination project.

6.3. Tests in Optional Educational Elements

Test in optional subject (second internal examination): STATISTICS

The test in the one optional subject is held at the end of the second semester. A grade is awarded and entered on the diploma.

Statistics: 3-hour written test.

Test in optional subject (fourth internal examination): BUSINESS ECONOMICS

The test in the other optional subject is held at the end of the third semester. A grade is awarded, which is entered on the diploma.

Business Economics: 3-hour written test.

Institutional Part

7. Optional Educational Elements

The optional educational elements are placed on the second and third semester, and provide an opportunity to aim the education according to interests and prospected career wishes.

7.1. Experience Economy - second semester (5 ECTS credit points)

Content:

- Understand new consumer consumption patterns
- Understand how consumers are engaged and involved in experiences that creates added value
- Understand the elements of an experience
- Determine a useful experience strategy
- Get ideas to improve existing experiences and/or develop new experiences

Aim of the learning outcome:

The student shall have knowledge of

- The development in the society from Agrarian economy, production and service, to experience and transformation economy.
- Important trends, which has caused increased focus on experiences.
- The use of senses, themes, cues and memorabilia related to the design of experiences.
- Relevant steps in the development of new experiences.
- Relevant creative techniques to create ideas for new experiences.
- The expected development within transformation economy.
- The relationship between marketing concepts as branding and value adding.

The student shall have skills in

- Use the experience compass to classify experiences.
- Separating the different experience realms.
- Distinguish between experience and meaningful experience related to the experience process.
- Understand the company's possibility in creating experiences though storytelling and events.
- Could explain the organizational and economical consequences of the company's attempts to create experiences.

The student will acquire competencies to

- Design experiences in different industries, both production companies that add experiences and service organizations, which actively involve the customer.
- Establish a useful business strategy as improvement and/or change related to the planning and implementation of sales tasks within experiences to create a strong market position.

7.2 Foreign language (German) – second and third semester (10ECTS credit points)**2nd foreign language (German) 2nd semester (5ECTS credit points)****Negotiation and export language. Basic level (5ECTS credit points)****Content:**

- negotiation exercises in the phases of sales and purchasing
- written assignments to learn relevant business terminology
- texts and exercises to illustrate the difference between Danish business culture and the foreign business culture
- texts to describe the topical situation in the specific region

Aim of the learning outcome:**The student shall have knowledge of**

- negotiation terminology in the foreign language
- terminology in simple written messages in the foreign language in relation to sales and purchasing
- terminology to describe societal conditions, norms, rules and mores in the region
- cultural and communal conditions in the region

The student shall have skills in

- negotiating in practical situations about purchasing, selling, discounts, payment, and delivery terms, and complaints in the foreign language
- making simple, practical written messages in the language regarding purchasing and sales, discounts, payment and delivery conditions and complaints
- using acquired knowledge about norms and mores in the region in oral and written communication

The student will acquire competencies to

- participate in oral and written communication tasks in relation to marketing and sales in an international company
- cooperate with customers and suppliers with a different cultural and linguistic background

2nd foreign language (German) 3rd semester (5ECTS credit points) Negotiation and export language. Advanced level

Content:

- negotiation exercises in the phases of sales and purchasing
- written exercises to practise relevant business terminology
- texts and exercises to highlight the difference between Danish business culture and business culture in the region
- texts to illustrate the topical situation in the region
- collecting information to assess the opportunities on the market in question for Danish goods or companies

Aim of the learning outcome:

The student shall have knowledge of

- negotiation terminology in the foreign language
- terminology in simple written messages in the foreign language in relation to sales and purchasing
- marketing terminology in the foreign language
- terminology to describe societal conditions, companies and market conditions in the foreign language
- norms and mores in the region
- Business issues and societal issues and cultural issues in the region

The student shall have skills in

- negotiating in practical situations about purchasing and sales, discounts, payment and delivery terms in the foreign language
- making simple, practical written communicative messages relating to sales, discounts, payment and delivery terms in the foreign language
- using acquired knowledge about norms and mores in written and oral communication
- collecting and selecting information about companies in the region
- collecting and selecting information about market conditions, competitive conditions, economic situations, demographic conditions and political conditions
- analysing and assessing information about companies in the region
- analysing and assessing information about market conditions competitive conditions, economic situations, demographic conditions and political conditions
- presenting information about companies in the region in the foreign language
- presenting information about market conditions competitive conditions, economic situations, demographic conditions and political conditions in the foreign language
- describing and assessing and presenting the sales potential of a product and the strategies of this in the region in the foreign language

The student will acquire competencies to

- participating in oral and written communication in relation to marketing and sales in an international company – in the foreign language
- participating in methodological reflections about specific marketing tasks
- participating in decisions about development of new markets and new business connections

7.3. Market communication - 3rd Semester (5 ECTS credit points)**Content:**

- Choose a communication strategy that is based on a specific target group.
- Target group can be both external (customers, partners) and internal (internal management and company communication).
- Could identify important values or elements of importance in the cultural background and adapt the message according to this.
- Choose rhetorical strategies which documents knowledge about the interests and background of the target group.

Aim of the learning outcome:**The student shall have knowledge of**

- Various communication theories and models as a starting point for market communication.
- The semiotic theories about signs and their meaning.
- Different IT based Medias (eg. multimedia, market oriented databases and web pages).

The student shall have skills in

- Choosing and evaluating basic market communicative genres as commercials, press releases, direct mails, websites, banner commercials etc.).
- Evaluate rhetorical tools and strategies.
- Identify the meaning of the cultural context during the creation of communication material

The student will acquire competencies to

- Planning a communication strategy, which is based on the mission of the company, the company strategy and the target group?
- Identifying the communicative characteristics and usefulness of different Medias, and include these in the basic communication strategy.
- Creating a communicative products related to the choice of media and the communicative planning process involved in the subjects "International Marketing and Sales" and "Communication, Organization and Management".

8. Rules for the Completion of the Work Placement

On the work placement, the student is assigned a placement counsellor from the department and a supervisor from the company. The student and the counsellor will establish aims together for the student's learning outcome from the placement period to be subsequently the indicator in connection with the company's planning of the student's work.

The placement period is completed with an evaluation conversation based on a written report where the student and the counsellor together assess the student's learning outcome of the placement in comparison with the set aims. The student's learning outcomes shall be approved in order for the student to be registered for the examination.

As much as three students can be on placement in the same function and same company.

The work placement is to compare with a full-time job with the requirements of work hours, effort, commitment and flexibility that the AP Graduate in Marketing Management can expect to face on his/her first job.

9. Exams in Optional Educational Elements

To be allowed to go to an exam all previous exams has to be passed. The exams in optional educational elements are:

Exam in Elective Subject (2nd internal exam)

An exam in the first of the elective subjects is held at the end of the 2nd semester. The grade will appear on the final diploma.

2nd foreign language: 3-hour written exam

Experience economy: 30 min. oral exam based on a project

Exam in Elective Subject (4th internal exam)

An exam in the second of the elective subjects is held at the end of the 3rd semester. The grade will appear on the final diploma.

2nd foreign language: 30 min. oral exam and 1 hour preparation

Marketing communication: 30 min. oral exam based on a project

10. Internationalisation

The educational institutions shall through the programme include the international dimensions in the instruction.

The programme consists of modules, i.e. it is possible for the student to attend one semester abroad, as it is possible for international students to attend one semester at the department. Also, the placement on the fourth semester can take place abroad.

11. Requirements for Written Assignments and Projects

11.1. Compulsory assignments

These are organised by the academies. At the Business Academy southwest students have to make four projects and get these approved to be allowed to attend the exams.

Project A: Method project

A team based project in September/October at 1st semester.

The project is based on a problem solving process and has to include the subjects of the semester.

Project B: Project in company analysis

Is a practical project at the end of 1st semester, based on the subjects of the program and the semester theme?

The students write a report in teams. An opposing team is assigned to each report for constructive evaluation.

The project has to include descriptive, communicative and analytical elements.

The project is presented orally using presentation techniques.

Project C: Project in marketing research

The project is based on a problem solving process and is related to the theme of the semester.

Analysis of international markets and societies are conducted. The results are presented at a meeting.

Project D: Project in planning and implementation

The project is based on a problem solving process and is related to the exam of the 2nd external. In teams the student's works out a marketing plan, which might be based on project C.

The results are presented orally at a meeting using presentation technique.

11.2. Final Examination Project (15 ECTS credit points)

The purpose of the final examination project is for the student to document the ability of being able to process a complex and practice-based problem on a methodical basis as regards a specific assignment within the administrative sphere.

Prerequisites

In order to be registered for the final project examination, the student must have passed all examinations on the programme's three previous semesters as well as the placement period on the fourth semester.

Content

The project shall be based on the core problems in the programme and shall contain elements from the study period.

The problem for the project is elaborated by the student and as far as possible in cooperation with a company. The problem of the project must be approved by the department.

Requirements

Each educational institution will prepare a project description stating form requirements, time schedule as well as examination.

The final examination project can be made individually or by two, max three persons together.

12. Applied Instruction and Work Types

The instruction is conducted through lectures, class instructions, dialogue instruction, exercise series, presentations, cases, seminars, guest lecturers from home and abroad, projects as well as company stays.

The instruction includes the most recent knowledge and results from national and international research, experiment and development works from the disciplines attached to the profession.

Furthermore, the instruction includes experiences from practice and knowledge from central tendencies in the profession and methods for developing the professional line of business as well as carrying out quality and development work.

13. Guidelines for Differentiated Instruction

It is aimed to plan the lessons in a way that provide the students a chance to fulfil individual learning objectives, by planning the lessons.

14. Rules on Transfer of Credit

The institution can approve that passed educational elements or parts hereof passed at another institution are equivalent to educational elements or parts hereof in this curriculum. If the relevant subject has been assessed according to the 7-point grading scale at the institution where the test was conducted and it is equivalent to an entire subject in this curriculum, the grade will be transferred. In all other cases the assessment will be transferred as "passed" and will not be included in the calculation of grade average.

The institution can approve that a passed educational element from another Danish or foreign higher education programme replace educational elements included in this curriculum. By approval in this connection, the educational element is considered completed if it has been passed according to the rules on the relevant programme. The assessment will be transferred as "passed".

15. Rules on the Students' Obligation to Participate in the Instruction

Classes

Classes will often be conducted as teamwork as well as traditional class teaching, where relevant subjects are worked through by teaching and exercises. It is important that you prioritize classes, smaller exercises and projects equally high.

The classes have to ensure that you become active and participate. There is no obligation to be present at the program, but if you have substantial absence you will be contacted by the program manager, who will ask for an explanation. Based on your situation will be assessed and your chances of finishing the program will be evaluated.

You will be doing your project and some of the smaller exercises in teams so it is important that you team up with people that share the same level of ambition and the same wish of being competent at what they doing.

Communication

At Business Academy Southwest we have a web-based conference system. The conference has the same function as an Intranet and is our basic form of communication. Here you will find relevant information regarding the classes and their weekly planning, information regarding the project and information from the administration.

Should you miss documents or important information you will find it on the conference. It is important that you check the conference regularly. We make the information available to you, but it is your responsibility to read it.

16. Requirement for Reading of Texts on Foreign Language

A large part of the literature on the programme will be in English and, similarly, several educational elements will wholly or partly be conducted in English.

17. Provisions on Effective Date

The curriculum will come into force and be effective to students commencing the study programme per 1 September 2009.

18. References to Current Legislation

The law applicable to the curriculum is the following legislation and ministerial orders:

Ministerial Order No 766 of 26 June 2007 on Tests and Examinations in Professionally Oriented Programmes

Ministerial Order No 262 of 20 March 2007 on Grading Scale and Other Forms of Assessment

Ministerial Order No 167 of 22 February 2007 on Admission, Registration and Leave of Absence

Ministerial Order on Academy Profession Degree Programme (AP) within International Sales and Marketing Management

The Ministerial Order on Academy Profession Degree Programmes and Professional Bachelor Education Programmes