

# International sales and marketing

Curriculum



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# Curriculum International Sales and Marketing

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# 1 Programme content

## 1.1 Programme Structure

As a prerequisite for completing the study programme, students must attend and pass educational elements equivalent to a total workload of 90 ECTS credits. A full-time semester encompasses educational elements, corresponding to 30 ECTS credits.

The programme comprises compulsory educational elements equivalent to 50 ECTS credits, electives equivalent to 10 credits, an internship equivalent to 15 credits and a bachelor project equivalent to 15 ECTS credits.

Educational Elements		1 <sup>st</sup> year	2 <sup>nd</sup> year
Key subject areas	The Background for a Company's Sales (30 ECTS)	30 ECTS	
	Business Development with an International Perspective (20 ECTS)	20 ECTS	
Electives		10 ECTS	
Internship			15 ECTS
Bachelor project			15 ECTS
<b>In total</b>	(50 ECTS)	<b>60 ECTS</b>	<b>30 ECTS</b>

The sum of all educational elements and other study activities may not exceed the prescribed 90 ECTS credits. All educational elements, including the bachelor project, are assessed and evaluated according to the subsection on examinations in this curriculum, cf. chapter 5, and where the outcome of the assessment is either 'passed' or at a minimum the grade 02, the educational element concerned is perceived as passed. For more information on examinations, please read chapter 5 and [institutionens eksamenskatalog].

## 1.2 Key Subject Areas

The programme covers a number of overarching subject areas to which the educational elements are related. The subject areas comprise educational elements corresponding to 50 ECTS credits. The contents of the subject areas as well as the distribution of ECTS credits have been determined collaboratively by the institutions of higher education approved to offer the particular programme. The subject areas include the following:

<b>Business Development with an International Perspective</b>
<b>Work load:</b> 20 ECTS
<b>Content:</b> <ul style="list-style-type: none"> <li>• Strategy development focusing on customers, relations, products, incentives, sales organisation and presentations, activity-based costing and value chain optimisation</li> <li>• Evaluation of the contribution of the sales department</li> <li>• Management of the sales department</li> </ul>
<b>Learning objectives:</b> <b>Knowledge</b> The graduate will:

- Have knowledge and understanding of relevant theories and models to analyse a company's competencies, customer base, development of the customer portfolio and profitability assessments
- Be able to understand the tools for assessment of the customer portfolio surrounding profitability, commitment and credit
- Be able to understand the rules of international trade with goods and services including knowledge of EU competition law and marketing law
- Have knowledge of employment clauses and EU employment law concerning employment contracts and posted employment
- Have knowledge of the EU Service Directive
- Have knowledge of international conflict management
- Have knowledge of international patent and trademark law
- Be able to relate to and implement relevant theories and models of the competitive position in the marketplace
- Be able to understand benchmarking theory for comparisons within industry
- Have established knowledge of the economic effects of globalisation
- Have understanding of relevant models for assessment of growth and developmental possibilities
- Have knowledge of different models of strategic handling of product and concept development processes in business
- Understand theory of a company's innovative platform, creative processes and value-based management
- Understand essential implications of innovative projects on a company's supply chain

### **Skills**

The graduate will:

- Be able to assess the customer base including the individual customer in relation to company and a sales competencies and business model
- Be able to analyse and assess an internationally focused company's choice of supply chain with involvement of relevant theories
- Be capable of implementing an economic analysis, assessment and prioritisation of a customer portfolio
- Be able to analyse and assess a company's competitive position
- Be able to benchmark a company against a competitor or industry
- Be able to apply relevant models to the implementation of product and concept development in business including assessing the economic consequences
- Be able to assess various options to secure the purchase sum

### **Competences**

The graduate will be able to:

- Enter into in a company's work with marketing intelligence with a focus on collection and assessment of information about the competitive position in the marketplace
- Involve relevant data for the assessment of a company's customer care and customer development structure including the ability to implement the sales assignment
- Assess and identify areas for improvement in a company's supply chain
- Make a basis for decision as support for an economic assessment of customer base and external influences

- Assess a company's innovative starting point and be able to enter into a company's work in order to plan and implement product and concept developmental processes
- Analyse and assess legal issues in relation to international trade
- Apply and assess different forms of distribution
- Assess the compliance of marketing measures with EU law on misleading and comparative advertising

### **Business Development with an International Perspective**

**Work load:** 20 ECTS

**Content:**

- Strategy development focusing on customers, relations, products, incentives,
- Sales organisation and presentations, activity-based costing and value chain optimisation
- Evaluation of the contribution of the sales department
- Management of the sales department

**Learning objectives:**

**Knowledge**

The graduate will:

- Have an understanding of and be able to reflect upon central theories and models for the development of a company's sales base
- Have a general and broad knowledge about the management theories which can support the development of a company's sales base
- Have knowledge and understanding of theories and models which support and develop the tactical and operational sales performance
- Have knowledge of tools and models for customer follow-up
- Have knowledge of situation-specific management in the sales department
- Have knowledge and understanding of tools for measurement and management of the effectiveness in the company's supply chain

**Skills**

The graduate will:

- Be able to develop, assess and implement international sales strategies for different business types
- Be able to substantiate and communicate the chosen strategies in a sales plan to relevant parties
- Be able to choose and apply theories and models for the planning of the tactical and operational sales performance based upon the chosen sales strategy
- Be able to draw up a balanced scorecard for a sales department and sales territory including making suggestions for follow-up
- Be able to assess and apply methods and tools for a company's supply chain to benefit the sales performance
- Be able to assess the marketing mix against customers generally and the individual customer specifically
- Be able to make suggestions for possible changes in strategy and operations

**Competences**

The graduate will:

- Be able to handle and manage the development of the sales strategy starting from different complex situations and with the involvement of relevant parties
- Develop an organisational plan of action which ensures the implementation of the sales plan
- Be able to develop the economic foundation for a sales strategy in a practical context for a specific company
- Be able to participate in the sales work in a company at the tactical and operational level
- Be able to make his/her own balanced scorecard in relation to a company's primary strategy and plan and secure ongoing follow-up
- Be able to enter into a dialogue with the sales department about the optimisation of a company's total sales activities

### 1.3 Compulsory Educational Elements

The key subject areas cover a range of educational elements that correspond to 50 ECTS credits. This part of the curriculum has been determined collaboratively by the institutions of higher education approved to offer the particular programme, and these educational elements are mandatory. The compulsory educational elements are all concluded with an examination and include the following:

*Schematic presentation of the educational elements divided by semester*

Educational elements distributed on semesters	1st semester	2nd semester	3rd semester	ECTS
	ECTS	ECTS	ECTS	
<b>Key Subject Areas and Compulsory Educational Elements</b>				<b>50</b>
<b>The Background for a Company's Sales</b>				<b>30</b>
The Customer as Starting Point	15			15
Industry and Competitors	5			5
Innovation	5			5
Theory and Methods	5			5
<b>Business Development with an International Perspective</b>				<b>20</b>
Developing the Sales Base		10		10
Tactical and Operational Sales		5		5
Implementation and Follow-up		5		5
<b>Elective Educational Elements</b>				<b>10</b>
Electives		10		10

<b>Internship and Bachelor Project</b>				<b>30</b>
Internship and Project			15	15
Bachelor Project			15	15
<b>Total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>90</b>
<b>Examination (1<sup>st</sup> semester)</b>				<b>30</b>
The Background for a Company's Sales	25			25
Theory and Methods	5			5
<b>Examination (2<sup>nd</sup> semester)</b>				<b>30</b>
Business Development with an International Perspective		20		20
Electives		10		10
<b>Examination (3<sup>rd</sup> semester)</b>				<b>30</b>
Internship Examination			15	15
Bachelor Project Examination			15	15

In the following, the compulsory educational elements will be elaborated on.

### **The Customer as Starting Point**

**Key subject area:** The Background for a Company's Sales

**Timing:** 1<sup>st</sup> semester

**Work load:** 15 ECTS

#### **Content:**

- An analysis of current and potential customers, their strategic situation, needs and wants as a basis for an assessment of a company's total efforts
- Assessment of a company's business model and competencies
- Analysis of relations and marketing mix
- Analysis of effectiveness in a company's supply chain with a view to determining the company's core competencies and ability to satisfy the customers' needs
- Assessment of choice of geographical positioning of centres of production and know how, including partnerships and outsourcing
- A company's strategic foundation and focus
- The organisation of the sales department – strategically, tactically and operationally
- Organisational analysis of the sales team and buy centre in relation to a sales assignment
- The relation of the sales department to other departments, including business partners
- Competency analysis
- The rules for international agreement contracts and international sales of goods and services
- EU employment law concerning employment contracts and posted employment
- International conflict management
- The economic and financial foundation of the sale

- Activity-based costing
- Customer profitability, including credit assessment

**Learning goals:**

**Knowledge**

The graduate will:

- Have knowledge of and be able to understand relevant theories and models for analysis of a company's competencies, customer base, development of the customer portfolio including profitability assessment
- Have knowledge and understanding of relevant models and theories of business models with the sale as the starting point
- Be able to understand practical international examples in connection with current theory in the discipline
- Have knowledge of general strategic perceptions and models within the structuring and organising of the sale, competence assessment, customer organisation, assessment of ability to implement plans, and relations to other departments and partners
- Be able to understand tools for assessment of the customer portfolio surrounding profitability, commitment and credit
- Have knowledge of how to apply to employment clauses in connection with employment in exporting countries and knowledge of EU rules concerning posted employment, employment contracts and social insurance
- Have knowledge of the Brussels Regime (EU rules regulating jurisdiction in the EU and EFTA) and various international conflict management methods, including the rules concerning venue, pros and cons of court orders compared with arbitration and mediation
- Have knowledge of the EU Service Directive

**Skills**

The graduate will:

- Be able to assess the customer base as well as the individual customer in relation to a company's and sale's competencies and business model.
- Be able to analyse and assess these relations between a customer and a company
- Be able to assess the customer's profitability and projected future earning potential along with the relevance of either a resource-based or market-oriented approach
- Be able to analyse and assess an internationally focused company's choice of supply chain with the use of relevant theory from the discipline. This analysis will focus on the connection between:
  - He organisation of the sale
  - Development of partnerships
  - Securing customer satisfaction and experience of quality
- Be able to analyse and perform an assessment of a company's strategic position
- Be able to analyse and assess the organisation of a sale seen from a customer point of view, including relations to other departments in a company
- Be able to analyse the organisation of a sale
- Be able to use customer analysis to analyse and assess the competencies and requirements of the sales department

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- Be capable of implementing an economic analysis, assessment and prioritisation of a customer portfolio
- Be capable of assessing various ways of securing the purchase sum in connection with export transactions, including the use of delivery clauses, letters of credit, export credit schemes, various types of banker's guarantees, factoring/forfeiting and retention of ownership

### Competencies

The graduate will:

- Be able to participate in multidisciplinary teams in marketing intelligence, focusing on the customer
- Be able to extract relevant data for the assessment of a company's customer care and customer development structure
- Assess a company's competencies and ability to match the customers' expectations to the sales department
- Be able to identify legal regulations that are relevant for sales agreements
- Be able to analyse and assess the legal consequences of an international sales agreement
- Be able to make a basis for decision which supports an economic assessment of the customer base
- Be able to use and assess the need for and the legal consequences of conditions of sales and delivery
- Be able to analyse and assess questions in relation to international trade with goods and services, including choice of law and international contract rules with the main focus on the Global Sales Law (CISG)
- Be able to apply the rules concerning the different forms of distribution to an analysis with a view to choosing form of distribution in connection with export transactions, including direct sales, sales agents, sales through branches, sales through subsidiaries, franchising, joint venture/strategic alliances and e-commerce

### Examination and assessment:

- 1<sup>st</sup> semester: External examination graded according to the 7-point grading scale (1<sup>st</sup> External examination/The background for a Company's Sales)

### Industry and Competitors

**Key subject area:** The Background for a Company's Sales

**Timing:** 1<sup>st</sup> semester

**Work load:** 5 ECTS

### Content:

- Analysis of the increasing complexity of forms of competition
- Analysis of competitors, clustering, and applications of benchmarking
- Benchmarking of a company's supply chain
- Ethics and social responsibility including corporate social responsibility
- Regulation of competition
- An analysis and assessment of international economic environment relations
- Financial and economic benchmarking

**Learning goals:**

**Knowledge**

The graduate will:

- Be able to relate to and extract relevant theories and models about the competitive position in the marketplace
- Be able to identify and analyse specific competitors
- Have knowledge about different benchmarking models
- Have knowledge about basic benchmarking theory and models including supply chain management
- Have knowledge about business ethics and corporate social responsibility
- Have knowledge of international competition law with the main focus on EU competition law
- Have knowledge of the ICC Advertising and Marketing Code
- Have basic knowledge of the economic effects of globalisation
- Have an understanding of international trade movements in the area
- Be able to understand economic and financial benchmarking theory for comparisons within an industry

**Skills**

The graduate will:

- Be able to analyse and assess the company's competitive position as a basis for preparation of the company's marketing mix with a focus on the sales effort. In relation to this the student will be able to benchmark a company against both the industry and its actual competitors with reference to strategic, tactical and operational level
- Be able to involve relevant theories and models in relation to benchmarking the supply chain of an internationally-oriented medium-sized company
- Understand a company's ethical dimension
- Be able to benchmark a company against a competitor or industry with the involvement of relevant economic theory

**Competencies**

The graduate will:

- Be able to carry out marketing intelligence with a focus on compilation and assessment of information about the competitive position in the marketplace
- Be able to assess and identify areas of improvement in a company's supply chain based on benchmarking
- Be able to handle an economic assessment of the external influences on a company from both the industry and international environment
- Be able to assess whether certain marketing measures comply with the EU rules concerning misleading and comparative advertising

**Examination and assessment:**

1<sup>st</sup> semester: External examination graded according to the 7-point grading scale (1<sup>st</sup> External examination/The Background for a Company's Sales). For more information on examinations, please read chapter 5.

<b>Innovation</b>
<b>Key subject area:</b> The Background for a Company's Sales
<b>Timing:</b> 1 <sup>st</sup> semester
<b>Work load:</b> 5 ECTS
<b>Content:</b> <ul style="list-style-type: none"><li>• Analysis of growth basis of businesses</li><li>• Analysis of product and concept development strategies and processes</li><li>• Consequences of innovation for a company's supply chain</li><li>• Assessment of the innovative platform along with a company's innovative processes and incentives</li><li>• International/EU incorporeal law</li><li>• Project management and measurement systems</li></ul>
<b>Learning goals:</b>
<b>Knowledge</b> <p>The graduate will:</p> <ul style="list-style-type: none"><li>• Have an understanding of the relevant models for assessment of growth and development possibilities</li><li>• Have knowledge about different models for strategic handling of product and concept developmental processes in a company</li><li>• Understand practical implications of innovative products on a company's supply chain</li><li>• Understand theory about a company's innovative platform and creative processes along with value-based management</li><li>• Understand economic theory related to project management and assessment</li><li>• Have knowledge of the rules concerning intellectual property rights, including international patents and EU trademarks</li></ul>
<b>Skills</b> <p>The graduate will:</p> <ul style="list-style-type: none"><li>• Be able to apply relevant models to the implementation of product and concept development in a company</li><li>• Be able to apply relevant models to the development of solutions for a company's supply chain in relation to innovative projects</li><li>• Be capable of assessing the innovative structures, processes and incentives of the organisation of sales</li><li>• Be able to analyse the economic consequences of a particular policy of innovation for a company</li></ul>
<b>Competencies</b> <p>The graduate will:</p> <ul style="list-style-type: none"><li>• Be able to enter into a company's work with planning and implementing product and concept development</li><li>• Be able to form part of multidisciplinary teams with a view to solving challenges in a company's supply chain in relation to implementation of innovative projects</li><li>• Be able to assess a company's innovative basis</li><li>• Be able to apply the rules of protection of incorporeal rights</li></ul>

- Be able to define Key Performance Indicators for a company's innovative work in relation to the sales effort

**Examination and assessment:**

1<sup>st</sup> semester: External examination graded according to the 7-point grading scale (1<sup>st</sup> External examination/The Background for a Company's Sales). For more information on examinations, please read chapter 5.

**Theory and Method**

**Key subject area:** The Background for a Company's Sales

**Timing:** 1<sup>st</sup> semester

**Work load:** 5 ECTS

**Content:**

- Theory and Methods refers to the specific subject area's considerations of its existence as an academic discipline
- Illustration of what consequences the choice of scientific paradigms have for choice of method and what it ultimately means for the analysis and assessment of practice
- A foundation for academic work
- Research into the central methodological approach within the disciplines of business economics
- Systematization of the ability of the approach to produce knowledge
- Understanding and command of the academic challenges encountered in modern society

**Learning goals:**

**Knowledge**

The graduate will:

- Gain insight into important perspectives in knowledge, perceptions and recognition
- Have a solid grasp of what knowledge means in the context of social science and have a grasp of what role the knowledge plays in a business economic perspective
- Have a basic knowledge of essential theoretical problems and schools within a social-science perspective and in particular within the core areas of marketing, organisation/management and economics
- Have knowledge about the theory's theoretical hypotheses and methodological approaches which support the production of knowledge
- Have knowledge and understanding of central paradigm shifts within the disciplines of business economics
- Have understanding of the application of methodology in project and report writing following the principles of academic work

**Skills**

The graduate will:

- Be able to relate critically to empirical-analytical theory and among other things be able to discuss what knowledge is, how it is generated and how it relates to practice
- Be able to reflect upon and enter into discussions about business economic perspectives in academic contexts

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- Be able to work with theoretically and methodologically based problems and integrate understanding of academic work and methods professionally in project and report writing
- Be able to collate, adapt and interpret quantitative and qualitative data along with relating critically to existing or new data materials, including having knowledge about measuring scales and being able to judge the relevance, topicality, validity, reliability and scope for generalisation of data
- Be able to prepare problem analysis and perform problem definition, put forward problems and hypotheses, along with being able to perform methodological considerations and substantiate choice of research methods
- Be able to structure and analyse following the principles of academic work

### Competencies

The graduate will:

- Be able to prepare scholarly reports and projects, including arranging research results and suggested solutions in a clear and easy-to-read report which contains a clear formulation of the problem, methodological consideration along with an assessment of the reliability and validity of the results and conditions
- Be able to draw up a research plan along with assessing the strong and weak points of alternative research methods
- Be able to substantiate choice of method along with relating critically to the method

### Examination and assessment:

1<sup>st</sup> semester: Internal examination graded according to the 7-point grading scale (1<sup>st</sup> Internal examination/Theory and Methods).

## Developing the Sales Base

**Key subject area:** Business Development with an International Perspective

**Timing:** 2<sup>nd</sup> semester

**Work load:** 10 ECTS

### Content:

- Development of international sales strategies
- Development of CRM strategies from attracting new customers to retaining and developing existing customers. Includes key account management (KAM) and global account management (GAM)
- Development of sales plans
- Development of international strategies for a company's supply chain to support sales strategies and plans
- Adaptation of action parameters
- Organisational development and innovation management
- Personal development, including self-leadership and stress management
- Team building
- Competence development plans
- Management of partnerships
- Strategic behaviour and game theory
- Economic value added and Weighted Average Costs of Capital (WACC)

- Forecasting models
- Implementation power

### **Learning goals:**

#### **Knowledge**

The graduate will:

- Have an understanding of and be able to reflect upon central theories and models for the development of a company's sales base based on as well relational as transactional approaches
- Understand the theoretical tools in relation to a company's supply chain for development of an international sales base including the basic agent theory
- Have a general and broad knowledge about management theories which can support the development of a company's sales base including the development of competency planning, partnerships and the sales team
- Understand basic sales strategy models and their applications

#### **Skills**

The graduate will:

- Be able to develop, assess and implement international sales strategies for different business types (industry, sizes, resources etc.)
- Be able to substantiate and arrange the chosen strategies into a sales plan for relevant parties
- Be able to develop and assess the company's action parameters in relation to the individual customer
- Be able to collate relevant data for the assessment and development of plans for a company's supply chain plans which support the sales base
- Be able to identify areas of development in the organisation of sales, including international agencies
- Be able to develop competency plans for the sales team including self- leadership and stress management
- Be able to prepare a plan for the development of an organisation in relation to aspects of a company's culture and values
- Be able to apply taught theory in relation to the assessment of alternative sales plans
- Be able to assess the sales department's implementation power in connection with sales measures

#### **Competencies**

The graduate will:

- be able to handle and manage the development of the sales strategy starting from different complex situations and with involvement of relevant stakeholders
- be able to identify their own learning needs, including necessary knowledge and constant skills development
- be able to ensure the involvement of theories and methods for a company's supply chain for the development of a commercial plan for the sale
- develop an organisational plan of action which secures the implementation of the sales plan
- be capable of identifying and constructing personal networks

- be able to apply the rules of different distribution types in an analysis with reference to choice of distribution type
- be able to assess and develop the company's ability to implement the sales activity

**Examination and assessment:**

2<sup>nd</sup> semester: External examination graded according to the 7-point grading scale (2<sup>nd</sup> External Examination/Business Development with an International Perspective).

**The Tactical and Operational Sales Performance**

**Key subject area:** Business Development with an International Perspective

**Timing:** 2<sup>nd</sup> semester

**Work load:** 5 ECTS

**Content:**

- Implementation of sales strategies and sales plans
- Coordination and cooperation in a company's supply chain
- Preparation of back-up plans
- Recruitment and selection of sales personnel
- Incentive strategies
- Coaching
- Conflict management
- Management of the sales department including stress management
- Activity-based costing and value-chain optimisation
- Foreign currency and option theory

**Learning goals:**

**Knowledge**

The graduate will:

- Have knowledge and understanding of theories and models which support and develop the tactical and operational sales performance
- Have basic understanding of problems, theory and models in a company's supply chain which are linked to the tactical and operational sales performance
- Have knowledge and understanding of different methods for recruitment of sales personnel
- Be able to understand and reflect upon the meaning of different theories of motivation for the preparation of incentive strategies
- Have knowledge and understanding of different conflict styles and problem-solving possibilities
- Have knowledge of situation-specific management in the sales department
- Understand basic theory and models in the area

**Skills**

The graduate will:

- Be able to choose and apply theories and models to the planning of the tactical and operational sales performance based on the chosen sales strategy
- Be able to develop a company's strategy starting from unique customer relations and be able to communicate this to relevant parties

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- Be able to assess and apply methods and tools for a company's supply chain to support the tactical and operational sales performance
- Prepare suggestions for the recruitment plan
- Prepare strategies for the motivation of sales personnel
- Have an understanding of the relevance of coaching in relation to sales personnel
- Prepare suggestions for conflict management in a company
- Have an understanding of situation-specific management in the organisation of sales
- Be able to apply the taught theory to actual international sales assignments

### Competencies

The graduate will:

- Be able to participate in the tactical and operational sales performance in a company at the tactical and operational levels
- Be able to identify problems and solutions in a company's supply chain for planning the tactical and operational sales performance
- Be able to manage and develop solutions surrounding complex situations within international sales management
- Be able to assess the economic consequences of a given international sales effort including risk assessment and limitation

### Examination and assessment:

2<sup>nd</sup> semester: External examination graded according to the 7-point grading scale (2<sup>nd</sup> External Examination/Business Development with an International Perspective).

### Implementation and Follow-up

**Key subject area:** Business Development with an International Perspective

**Timing:** 2<sup>nd</sup> semester

**Work load:** 5 ECTS

#### Content:

- Customer follow-up tools
- MIS (Marketing Intelligence Systems)
- CRM software
- Measuring effectiveness of a company's supply chain
- Evaluation of the sales department's efforts, including personal, professional, cultural and social competencies
- Preparation of analysis of employee satisfaction
- Balanced scorecard
- Variable analysis with basis in the marketing mix

#### Learning goals:

##### Knowledge

The graduate will:

- Have knowledge of tools and models for customer follow-up
- Have knowledge and understanding of tools for measuring effectiveness of a company's supply chain

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- Have knowledge and understanding of tools for measuring colleague satisfaction and criteria for evaluation of the sales department's efforts
- Have understanding of general economic reporting methods and their application in Danish commerce

### Skills

The graduate will:

- Be able to assess marketing mix for a company's customers generally and the individual customer specifically and be able to make suggestions for possible changes in strategy and efforts
- Be able to prepare a follow-up plan for measuring effectiveness of a company's supply chain
- Be able to perform a measurement of sales efforts and subsequently put forward commercial suggestions based upon the measured results
- Be able to draw up a balanced scorecard for a sales department and sales area along with suggestions for follow-up

### Competencies

The graduate will:

- Be able to enter into work assessing a company's combined efforts along with individual efforts in relation to sales work for its customers. In relation to this the student will be able to identify their own learning needs to be able to develop and maintain relevant competencies for this work
- Be able to enter into a dialogue with the sales department about optimisation of a company's total sales efforts from the perspective of effectiveness in the whole supply chain
- Be able to develop and implement an evaluation of personal, professional, cultural and social competencies and employee satisfaction
- Be able to create their own balanced scorecard in connection with a company's primary strategy and plan, and secure on-going follow-up
- Be able to be part of multidisciplinary teams in connection with the company's marketing intelligence with the customer as starting point

### Examination and assessment:

2<sup>nd</sup> semester: External examination graded according to the 7-point grading scale (2<sup>nd</sup> External Examination/Business Development with an International perspective

Semester	Name of the examination	Educational element	Noted on the final diploma	ECTS
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<b>1<sup>st</sup> semester</b>	1 <sup>st</sup> External Examination (The Background for a Company's Sales)	The Customer as Starting Point, Industry and Competitors and Innovation	One grade	25 ECTS
	1 <sup>st</sup> Internal Examination (Theory and Methods)	Theory and Methods	One grade	5 ECTS
<b>2<sup>nd</sup> semester</b>	2 <sup>nd</sup> External Examination (Business Development with an International Perspective)	Developing the Sales Base, Tactical and Operational Sales and Implementation and Follow-up	One grade	20 ECTS
	2 <sup>nd</sup> Internal Examination (Electives)	Electives	One grade	10 ECTS
<b>3<sup>rd</sup> semester</b>	3 <sup>rd</sup> Internal Examination (Internship Examination)	Internship and project	One grade	15 ECTS
	3 <sup>rd</sup> External Examination (Bachelor Project Examination)	Bachelor project	One grade	15 ECTS

### 1.4 Internship

The Bachelor's Degree Programme in International Sales and Marketing includes both theory and practical experience with the purpose of supporting the student's continuous learning process and contributing to the fulfilment of the learning objectives specified for the study programme. During the internship, students are faced with professionally relevant issues, just as they become familiarised with relevant job functions. Students must actively and independently seek a placement with one or more private or public companies, and Business Academy Southwest (BASW) ensures that the internship settings are satisfactory.

The internship is unpaid.

<b>Internship</b>
<b>Timing:</b> 3 <sup>rd</sup> semester
<b>Work load:</b> 15 ECTS
<b>Purpose:</b> The course's internship will create a connection between the studied theory and the profession's vocational relations. The internship will ensure closeness to practice and the development of professional and personal competencies for independent participation in business. The internship assists the student in converting the studied knowledge into practical experience.
<b>Learning objectives:</b>
<b>Knowledge</b>

The graduate will possess knowledge of:

- Have knowledge of the profession's theory and methods along with practice
- Be able to understand terms and methods along with reflecting upon the application
- Have experiences of participating in the solution of practical work assignments

### **Skills**

The graduate will be able to:

- Be able to convert the studied knowledge into practice within business
- Be able to assess theoretical and practical problems and draw up suggested solutions
- Be able to apply and arrange relevant theories to the solution of assignments in the workplace

### **Competences**

The graduate will be able to:

- be able to see their own professional role in relation to actual assignments
- be able to enter into professional as well as interdepartmental cooperation

### **Examination and assessment:**

- 3<sup>rd</sup> semester: Internal examination graded according to the 7-pointgrading scale (3<sup>rd</sup> Internal Examination/Internship examination)

## **1.5 The Bachelor Project**

The bachelor project, concluding the Bachelor's Degree Programme in International Sales and Marketing, must document the students' abilities to understand and analyse a practice-based problem related to their respective fields of study by means of relevant theory and methodology. Thus, central subjects from the programme should be covered by the project, and a problem statement, which must be key to not only the programme but also the respective type of industry/profession, has to be formulated by the student, and if desired in cooperation with a private or public company. BASW will subsequently approve the problem statement.

The bachelor project is conducted as an external examination, which, together with the internship report and other programme examinations, should document that the programme's learning objectives and requirements are met. The examination comprises a written part and an oral part that result in a single joint grade. The examination can only take place after the student has passed all other educational elements. For more information about the bachelor project see the specific manual for the bachelor project.

### **Bachelor project**

**Timing:** 3<sup>rd</sup> semester

**Work load:** 15 ECTS

**Purpose:** The project will take the central topics of the course as its starting point and will contain elements from the internship. The problem proposal for the project is prepared by the student and as much as possible in cooperation with a company. The project's problem proposal must be approved by the institution.

**Learning goals:**

**Knowledge**

The graduate will:

- Have knowledge about the profession's and subject area's applied theory and methods along with practice
- Be able to understand theory and methods along with being able to reflect upon the profession's application of theory and methods

**Skills**

The graduate will be able to:

- Apply methods and tools for collation and analysis of information and will master the skills related to employment in the profession
- Assess theoretical and practical problems and substantiate the chosen actions and solutions
- Communicate practical and professional problems and solutions for colleagues and users

**Competences**

The graduate will be able to:

- Handle complex and development-oriented situations in relation to work and study
- Independently enter into academic and interdisciplinary cooperative work and take on responsibility within the settings of professional ethics
- Identify their own learning needs and, in relation to the profession, develop their own knowledge and skills

**Assessment:** A single grade according to the 7-point grading scale.

## 1.6 Credit Transfer

In some cases, BASW may be able to transfer credits for educational elements, or parts hereof, completed at other educational institutions, provided that the elements in question correspond to elements included in this curriculum.

BASW bases the decision about a possible credit transfer on an assessment of the element's content, level etc.

A transferable educational element from a stay abroad will be regarded as successfully completed, if the student has passed the element in accordance with the rules and regulations in effect at the educational institution at which the element was taken.

Students are obliged to notify BASW of any previously passed educational elements at a higher educational level, which includes both Danish and foreign higher educations, presumed to be transferable. BASW handles all applications for credit transfer after these rules.

## 2 Individual educational elements

The student is required to achieve 10 ECTS in individual educational elements. 5 ECTS are required from period 1 and 5 ECTS from period 2. An additional 4 ECTS will be achieved by choosing the SDU Merit Module.

### 2.1 Electives

#### **Elective no. 1: Internet Sales Optimization**

The elective includes a combination of presentations and project work. The lecturers hold a counseling role in the elective subjects, which involves helping the group or individual structure the chosen subject into requirements and determine which parts of the ordinary subjects can be used to initiate a deeper understanding.

Weighting: Elective 1 has a weight of 5 ECTS

Learning Objectives: The learning objectives will be determined in cooperation with the individual study group and students as they depend on the selected element.

Position within the program: The elective is placed on the 2nd semester

#### **Elective no. 2: German market**

This elective requires the student to spend 2 weeks at a German partner university. The German market elective takes place in the partner school HS Harz, and is run as a combination of presentations, lectures, company visits and project work.

The lectures hold a counselling role in the elective, which involves helping the group or individual structure subjects into requirements and determine which parts of the ordinary subjects can be used to initiate a deeper understanding.

Weighting: Elective has a weight of 5 ECTS

Learning Objectives: The learning objectives will be determined in cooperation with the individual study group and students as they depend on the selected element.

Position within the program: The elective is placed on the 2nd semester

#### **Elective package (SDU merit module)**

This package will give access to Master programme at SDU.

Content:

- Microeconomics
- Accounting, posting and book-keeping methods
- Business economic planning models
- Business controlling

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- Financing
- Applied quantitative analysis

Weighting: Elective package has a weight of 14 ECTS

Note: Parts of this elective package will be available as 5 ECTS points electives as alternatives to electives no. 1 and 2. This is a work under progress!

### **2.2 Internal Exams at the Business Academy**

#### **Exam in the Educational Element Science and Methodology (Internal Exam):**

The subject is assessed using a written project. The project must be passed

#### **2.3 Exam in the Elective Educational Element (Internal Exam):**

The element is assessed using an oral individual exam, where the student presents and is examined in the result of his or her immersion and a written project which is handed in before the examination. Generally, the project counts for 70% and the oral performance 30%, but in special cases, the balance of assessment can be adjusted.

The students will be notified of changes in the assessment form in advance.

The elective element is graded using the 7-point scale. The student receives one grade for each elective.

#### **2.4 Exam in Company Internship (internal exam)**

The company internship is completed by an evaluation of a written report where the supervisor assess the student's learning benefit of the internship compared to the learning objectives set up. The student must pass the learning benefit of the internship in order to register for the bachelor project exam.

## **3 Written assignments and projects**

### **3.1 Compulsory educational elements**

The compulsory assignments and projects must be approved for the student to be allowed to take the formal exams in the relevant semester.

#### **Compulsory educational element 1: The Customer as Starting Point.**

The students must participate in a 48-hour case competition in week 41 focusing on strategy development for small companies. The case competition involved an external company decided by BASW.

#### **Compulsory educational element 2: Industry and Competitors.**

The student must participate in the 6-hour test exam at BASW.

#### **Compulsory educational element 3: Innovation**

The student must participate in the innovation week, week 47.

**Compulsory educational element 4: Theory and Methods**

The student must hand in and pass a written project decided and assessed by the lecturer at Syddansk Universitet (SDU).

**Compulsory educational element 5: Developing the Sales Base**

The student must participate in the local case competition week 8-10

**Compulsory educational element 6: The Tactical and Operational Sales Performance**

The student must participate in a sales role-play

**Compulsory educational element 7: Implementation and Follow-up**

The student must hand in a Balanced Scorecard group project.

**Semester Project – 2nd Semester**

On the 2nd semester students, prepare a project focusing on evaluation of an international market. BASW chooses the company. The project must be approved before the oral examination.

**3.2 BA Project**

The bachelor project is usually written individually.

In solving the chosen problem, it is important that the student use relevant theories and methods. Furthermore, the bachelor project must include relevant empirical material for solving the problem in focus.

BASW publishes guidelines including formal requirements regarding the project. These guidelines are distributed to the students in due time before the project starts.

**4 Applied forms of learning and working**

**4.1 Targeted learning**

The education is organized in 3 semesters, which provides the student with relevant competences.

Furthermore, each semester is organized as one defined learning course with a specified exam. It is therefore possible for a student to replace one semester with a documented equivalent from another Danish or International Institution.

The elements of the program are designed to provide the student with professional and methodological competences to allow them to attack complex practical problems in the area of sales and marketing using a documented theoretical level.

The student must learn to identify and solve individual learning needs as well as participate in personal and complex cross-cultural relations in a flexible, focused and active manner. These relations can involve customers, partners, colleagues or leaders in Denmark or abroad.

The compulsory learning courses reflect the core functions of the profession. Furthermore, the education contain an individual elective where the student has the possibility of individualising their overall competence profile.

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The internship allows the student to test his/her knowledge on real professional problems. The internship should therefore take place in a company relevant to the profession of international sales and marketing.

The bachelor project is developed using relevant companies and functions. The student must document relevant levels of learning through solving a well-defined and relevant problem.

### **4.2 Practice-oriented learning**

However, participation in improving quality and development as well as involvement in company networks and knowledge-sharing organizations including companies and research institutions, the lecturers obtain insight and knowledge about new tendencies in business. This knowledge must systematically be included in teaching.

Through cases/competitions, semester projects, company internships and bachelor projects, the students is in contact with business life and is given the opportunity of combining theory and practice.

### **4.3 Teaching Methods and Structure**

#### **1st and 2nd Semesters**

Learning in the first two semesters focuses on the compulsory subjects within the main themes of The Background for a company's sales, Science and methodology, and Business Development with an International Perspective as well as in the elective element.

The subjects provide the relevant content, but the core themes and compulsive elements govern the learning process. This secures a holistic and cross-disciplinary approach to the practical problems, which characterizes the profession.

#### **Pedagogical platform**

Teaching is organized based on these problems and will include empirical data, cases and best practices from companies in BASWs network.

It is also the aim that lecturers hold practical experience within the area and take actively part in knowledge sharing within both practice and research institutions.

Teaching is organized using lectures, group teaching, exercises, presentations, cases, seminars and projects combined with company visits. In teaching the newest knowledge and examples from national and international research is included

## **5 Rules on the students' obligation to participate**

Participation is required for the compulsory assignments.

## **6 English-language classes and teaching materials**

Classes and material are provided in English. The student is allowed to hand in exams and projects in English or Danish.

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Students are expected to have a prior knowledge of English corresponding to AP in marketing management.

### **7 Rules of exemption**

The Academy can exempt the rules of the curriculum under extraordinary circumstances.

### **8 Provisions on effective date**

The curriculum is effective for student starting the Bachelor in International Sales and Marketing September 2014.

### **9 References to current legislation**

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

- Act No 207 of 31 March 2008 on Academy Profession Degree Programmes and Professional Bachelor Education Programmes
- Executive Order No 636 of 29 June 2009 on Academy Profession Degree Programmes and Professional Bachelor Education Programmes
- Executive Order No 1031 of 3 November 2009 on the Professional Bachelor Education Programme in International Trade and Marketing
- Executive Order No 87 of 7 February 2011 on Admission to Academy Profession Degree Programmes and Professional Bachelor Education Programmes
- Executive Order No 1016 of 24 August 2010 on Tests and Exams on Professional Degree Programmes
- Executive Order No 262 of 20 March 2007 on Grading Scale and Other Forms of Assessment

The acts and orders are accessible under [uvm.dk](http://uvm.dk)

## Appendix A: The course's academic content and educational objectives 1st Semester – The Background for a Company's sales (30 ETCS)

Compulsory Course Element	International Marketing	SCM	Organizational Management	Business Law	Economics
<b>The Customer as Starting Point (15 ETCS)</b>	<p>An analysis of current and potential customers, their strategic situation, needs and wants as a basis for an assessment of a company's total activities</p> <p>Assessment of the selling company's own business model and competencies</p> <p>Analysis of relation- and marketing mix</p>	<p>Analysis of effectiveness in a company's supply chain with a view to determining the company's core competencies and ability to cover the customers' needs</p> <p>Assessment of choice of geographical positioning of production facilities, warehouse location and planning functions, including partnerships and outsourcing</p>	<p>A company's strategic foundation and focus</p> <p>The organisation of the sales department – strategically, tactically and operationally</p> <p>Organisational analysis of the sales team and purchase centre in relation to a sales assignment</p> <p>The relation of the sales department to other departments, including business partners</p> <p>Competency analysis</p>	<p>The rules concerning international contracts and international sales of goods and services.</p> <p>The various forms of distribution, sales and delivery conditions, securing the purchase sum and employment clauses.</p> <p>International conflict management</p>	<p>The economic and financial foundation of the sale</p> <p>Activity-based costing</p> <p>The profitability of customers, including credit assessment</p>
<b>Knowledge</b>	<p>The student will:</p> <ul style="list-style-type: none"> <li>have knowledge of and be able to understand</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>be able to understand practical</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>have knowledge of general strategic perceptions and</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>have knowledge of the applica-</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>be able to understand tools for</li> </ul>

Compulsory Course Element	International Marketing	SCM	Organizational Management	Business Law	Economics
	<p>Relevant theories and models for analysis of a company's competencies, customer base, development of the customer portfolio including profitability assessment</p> <p>Have knowledge and understanding of relevant models and theories relating to business models with the sale as the starting point</p>	<p>International examples in connection with current theory in the discipline</p>	<p>Models within the structuring and organising of the sale, competence assessment, organising the customer, assessment of ability to implement, and relations to other departments and partners</p>	<p>Tion of employment clauses in connection with employment in exporting countries and knowledge of the EU rules concerning employment contracts and social insurance</p> <p>Have knowledge of the Brussels Regime (EU rules regulating jurisdiction in the EU and EFTA) and various international con-</p>	<p>Assessment of the customer portfolio surrounding profitability, commitment and credit</p>

Compulsory Course Element	International Marketing	SCM	Organizational Management	Business Law	Economics
				<p>Effect management methods, including: The rules concerning venue, pros and cons of court orders compared with arbitration and mediation</p> <p>Have knowledge of the EU Service Directive</p>	
<b>Skills</b>	<p>The student will:</p> <ul style="list-style-type: none"> <li>Be able to assess the customer base as well as the individual customer in relation to a company's and sales competencies and business model. The assessment will be based upon the</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>Be able to analyse and assess an internationally focused company's choice of supply chain with involvement of relevant theory from the discipline. This analysis will focus on the connection between:</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>Be able to analyse and perform an assessment of a company's strategic position</li> <li>Be able to analyse and assess the organisation of a sale starting from the customer including: <ul style="list-style-type: none"> <li>relations to other</li> </ul> </li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>Be able to assess various ways of securing the purchase sum in connection with export transactions, including: <ul style="list-style-type: none"> <li>the use of delivery clauses</li> <li>letters of credit</li> <li>export credit schemes</li> <li>various types of</li> </ul> </li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>Be capable of implementing an economic analysis, assessment and prioritisation of a customer portfolio</li> </ul>

<b>Compulsoy Course Ele- ment</b>	<b>International Marketing</b>	<b>SCM</b>	<b>Organizational Management</b>	<b>Business Law</b>	<b>Economics</b>
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	<p>Application of methods (including relevant statistical methods) and tools for collecting and analysing information about a company's customers and their behaviour along with internal relationships within a company</p> <ul style="list-style-type: none"> <li>• Be able to analyse and assess relations between a customer and a company</li> <li>• Be able to assess the customer's profitability and projected future earning potential and be able to assess the</li> </ul>	<ul style="list-style-type: none"> <li>• Customer segmentation</li> <li>• Development of partnerships in SC</li> <li>• Securing customer satisfaction and quality of experience in the SC relationship with the customers</li> </ul>	<p>Departments in the company analysis of the organisation of the sale</p> <ul style="list-style-type: none"> <li>• Be able to analyse and assess, distinct from customer analysis, the competencies and requirements of the sales department</li> <li>• Be able to assess the sales department's strength of implementation in connection with previous initiatives in the sales area</li> </ul>	<p>banker's guarantees factoring/forfeiting retention of ownership</p>	
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Compulsory Course Element	International Marketing	SCM	Organizational Management	Business Law	Economics
	Relevance of either a resource-based or market-oriented approach				
<b>Competencies</b>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to participate in multidisciplinary teams in relation to a company's work with marketing intelligence with the customer as the starting point</li> <li>• Be able to extract relevant data for the assessment of a company's customer care and customer development structure</li> </ul>		<p>The student will:</p> <ul style="list-style-type: none"> <li>• Assess a company's competencies and ability to match the customers' expectations to the sales department</li> <li>• Assess a company's ability to implement a sales assignment</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to apply the rules concerning the different forms of distribution to an analysis with a view to choosing the form of distribution in connection with export transactions, including in particular:</li> </ul> <p>Direct sales Sales agents Sales through branches Sales through subsidiaries Franchising Joint ven-</p>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to make a basis for decision which supports an economic assessment of the customer base</li> </ul>

Compulsory Course Element	International Marketing	SCM	Organizational Management	Business Law	Economics
				<p>Ture/strategiv alliances E-commerce</p> <ul style="list-style-type: none"> <li>• Be able to analyse and assess questions in relation to international trade with goods and services, including in particular:</li> </ul> <p>Choice of law International contract rules with the main focus on the Global Sales Law (CISG) and the Danish/Nordic reservations Need for and consequences of international sales and delivery conditions</p>	

## 1<sup>st</sup> Semester - The Background for a Company's Sales (30 ECTS)

Compulsory Course Element	International Marketing	SCM	Organizational Management	Business Law	Economics
<b>Industry &amp; Competitors (5 ECTS)</b>	<p>Complex forms of competition</p> <p>Analysis of competitors</p> <p>Clusters</p> <p>Benchmarking</p>	Benchmarking of a company's supply chain	Ethics and social responsibility including corporate social responsibility	Regulation of competitors in the same market	<p>An analysis and assessment of international economic worldwide relations</p> <p>Financial and economic benchmarking</p>
<b>Knowledge</b>	<p>The student will:</p> <ul style="list-style-type: none"> <li>be able to relate to and implement relevant theories and models about the competitive position in the marketplace</li> <li>be able to identify and analyse specific competitors</li> <li>have knowledge about different benchmarking models</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>have knowledge about basic benchmarking theory and models including supply chain management</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>have knowledge about business ethics and corporate social responsibility</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>have knowledge of international competition law with the main emphasis of EU competition law</li> <li>have knowledge of the ICC Advertising and Marketing Code</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>have basic knowledge of the economic effects of globalisation</li> <li>have an understanding of international trade movements in the area</li> <li>be able to understand economic and financial</li> </ul>

<b>Skills</b>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to apply relevant models to the implementation of product and concept development in a company</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to apply relevant methods and models to the development of solutions for a company's supply chain in relation to innovative projects</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be capable of assessing the innovative structures, processes and incentives of the organization of sales</li> </ul>		<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to analyze the economic consequences of a particular policy of innovation for a company</li> </ul>
<b>Competencies</b>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to enter into a company's work with planning and implementing product and concept development</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to form part of multidisciplinary teams with a view to solving challenges in a company's supply chain in relation to implementation of innovative projects</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to assess a company's innovative starting point</li> </ul>		<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to define key performance indicators for a company's innovative work in relation to the sales effort</li> </ul>

## 2nd Semester - Business Development with an International Perspective:

Compulsory Course Element	International Marketing	SCM	Organizational Management	Business Law	Economics
<b>Developing the Sales Base (10 ECTS)</b>	<p>Development of international sales strategies.</p> <p>Development of CRM strategies from attracting new customers to retaining and developing existing customers. Includes key account management (KAM) and global account management (GAM)</p> <p>Pricing strategy Distribution strategy Promotion strategy Product strategy</p>	<p>Development of international strategies for a company's supply chain to support sales strategies and plans</p>	<p>Organisational development and innovation management</p> <p>Implementation power</p> <p>Personal development, including self- leadership and stress management</p> <p>Team building</p> <p>Competence development plans</p> <p>Management of partnerships</p>		<p>Strategic behaviour and game theory</p> <p>Economic value added and Weighted Average Costs of Capital (WACC)</p> <p>Forecasting models</p>
<b>Knowledge</b>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• have an understanding of and be able</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• understand the theoretical tools in relation</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• have a general and broad knowledge about management</li> </ul>		<p>The student will:</p> <ul style="list-style-type: none"> <li>• understand basic models and their applications</li> </ul>

	to reflect upon central theories and models for the development of a company's sales base based on both relational and transactional approaches	to a company's supply chain for development of an international sales and operation plan	theories which can support the development of a company's sales base including the development of competency planning, partnerships and the sales team be able to assess the implementation power of the sales department in relation to sales measures		
<b>Skills</b>	The student will: <ul style="list-style-type: none"> <li>• Be able to develop, assess and implement international sales strategies for different business types (industry, sizes, resources etc.)</li> </ul>	The student will: <ul style="list-style-type: none"> <li>• Be able to collate relevant data for the assessment and development of plans for a company's supply chain which support the sales base</li> </ul>	The student will: <ul style="list-style-type: none"> <li>• Be able to identify areas of development in the organisation of sales, including international agencies</li> <li>• Be able to develop competency</li> </ul>		The student will: <ul style="list-style-type: none"> <li>• be able to apply taught theory in relation to the assessment of alternative sales plans</li> </ul>

	<ul style="list-style-type: none"> <li>• Be able to develop and adjust the company's action parameters to individual customers</li> <li>• Be able to substantiate and communicate the chosen strategies in a sales plan for relevant parties</li> </ul>		<p>plans for the sales team including self-leadership and stress management</p> <ul style="list-style-type: none"> <li>• Be able to prepare a plan for the development of an organisation in relation to aspects of a company's culture and values</li> </ul>		
<b>Competencies</b>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to handle and manage the development of the sales strategy based on different complex situations and with involvement of relevant stakeholders</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to ensure the involvement of theories and methods for a company's supply plan</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Assess and develop the company's ability to implement the sales task</li> <li>• Develop an organisational commercial plan which secures the implementation of the sales plan</li> </ul>		<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to develop the economic foundation for a sales strategy in practical consideration to an actual company</li> </ul>

	<ul style="list-style-type: none"><li>• Be able to identify his/her own learning needs, including necessary knowledge and constant skills development</li></ul>		<ul style="list-style-type: none"><li>• Be capable of identifying and constructing personal networks</li><li>• Be able to handle and develop solutions surrounding complex situations within international partnerships</li></ul>		
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## 2<sup>nd</sup> Semester - Business Development with an International Perspective:

Compulsory Course Element	International Marketing	SCM	Organizational Management	Business Law	Economics
<b>The Tactical and Operational Sales Performance (5 ECTS)</b>	<p>Implementation of sales strategies and sales plans</p> <p>Relations parameter Product parameter Customer parameter</p>	<p>Coordination and cooperation in a company's supply chain</p> <p>Preparation of back-up plans</p>	<p>Recruitment and selection of sales personnel</p> <p>Incentive strategies</p> <p>Coaching</p> <p>Conflict management</p> <p>Management of the sales department including stress management</p>		<p>Activity-based costing and value-chain optimisation</p> <p>Foreign currency and option theory</p>
<b>Knowledge</b>	<p>The student will:</p> <ul style="list-style-type: none"> <li>Have knowledge and understanding of theories and models which support and develop the sales performance</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>Have basic understanding of problems, theory and models in a company's supply chain which are linked to delivery</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>Have knowledge and understanding of different methods for recruitment of sales personnel</li> <li>Be able to understand and reflect upon the meaning of</li> </ul>		<p>The student will:</p> <ul style="list-style-type: none"> <li>Understand basic theory and models in the area</li> </ul>

Compulsory Course Element	International Marketing	SCM	Organizational Management	Business Law	Economics
		relative to demand	<p>Different theories of motivation for the preparation of incentive strategies</p> <p>have knowledge and understanding of different conflict styles and problem-solving possibilities</p>		

<b>Skills</b>	The student will: <ul style="list-style-type: none"> <li>• Be able to choose and apply theories and models to the planning of the sales performance based on the chosen sales strategy</li> </ul>	The student will: <ul style="list-style-type: none"> <li>• Be able to assess and apply methods and tools for a company's supply chain to optimise the supply chain in relation to the expected sales performance</li> </ul>	The student will: <ul style="list-style-type: none"> <li>• Prepare suggestions for the recruitment plan</li> <li>• Prepare strategies for the motivation of sales personnel</li> <li>• Have an understanding of the relevance of coaching in relation to sales personnel</li> <li>• Prepare suggestions for conflict management in a</li> </ul>		The student will: <ul style="list-style-type: none"> <li>• Be able to apply the taught theory to actual international sales assignments</li> </ul>
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<b>Compulsory Course Element</b>	<b>International Marketing</b>	<b>SCM</b>	<b>Organizational Management</b>	<b>Business Law</b>	<b>Economics</b>
			company have an understanding of situation-specific management in the organisation of sales		

<b>Competencies</b>	The student will: <ul style="list-style-type: none"> <li>• Be able to participate in sales in a company with responsibility at middle-management level</li> </ul>	The student will: <ul style="list-style-type: none"> <li>• Be able to identify problems and solutions in a company's supply chain to secure delivery according to demand</li> </ul>	The student will: <ul style="list-style-type: none"> <li>• be able to manage and develop solutions surrounding complex situations within international sales management</li> </ul>		The student will: <ul style="list-style-type: none"> <li>• Be able to assess the economic consequences of a given international sales effort including risk assessment and limitation</li> </ul>
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**2<sup>nd</sup> Semester - Business Development with an International Perspective:**

<b>Compulsory Course Element</b>	<b>International Marketing</b>	<b>SCM</b>	<b>Organizational Management</b>	<b>Business Law</b>	<b>Economics</b>
<b>Implementation &amp;</b>	Customer follow-up tools in relation to	Measuring effectiveness of a	Evaluation of the sales department's efforts,		Balanced scorecard

<b>Follow-up (5 ECTS)</b>	marketing and sales performance  CRM software  Balanced scorecard	company's supply chain	including personal, professional, cultural and social competencies  Preparation of analysis of colleague satisfaction		Variable analysis
<b>Knowledge</b>	The student will: <ul style="list-style-type: none"> <li>• Have knowledge of tools and models for customer follow-up</li> </ul>	The student will: <ul style="list-style-type: none"> <li>• Have knowledge and understanding of tools for measuring effectiveness of a company's supply chain</li> </ul>	The student will: <ul style="list-style-type: none"> <li>• Have knowledge and understanding of tools for measuring colleague satisfaction and criteria for evaluation of the sales department's efforts</li> </ul>		The student will: <ul style="list-style-type: none"> <li>• Have understanding of general economic reporting methods and their application in Danish commerce</li> </ul>
<b>Skills</b>	The student will: <ul style="list-style-type: none"> <li>• Be able to assess</li> </ul>	The student will: <ul style="list-style-type: none"> <li>• Be able to</li> </ul>	The student will: <ul style="list-style-type: none"> <li>• Be able to</li> </ul>		The student will: <ul style="list-style-type: none"> <li>• Be able to draw up</li> </ul>

	the marketing mix activities directed towards a company's customers generally and the individual customer specifically and be able to make suggestions for possible changes in strategy and efforts	prepare a follow-up plan for measuring effectiveness of a company's supply chain	perform a measurement of sales efforts and subsequently put forward commercial suggestions based upon the measured results		a balanced scorecard for a sales department and sales area along with suggestions for follow-up
<b>Competencies</b>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to enter into work assessing a company's combined activities along with individual efforts in relation to sales work towards its customers.</li> <li>• Be able to participate in multidisciplinary teams in marketing</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to enter into a dialogue with the sales department about optimisation of a company's total sales efforts from the perspective of optimum exploitation of the supply</li> </ul>	<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to develop and implement an evaluation of personal, professional, cultural and social competencies and colleague satisfaction</li> </ul>		<p>The student will:</p> <ul style="list-style-type: none"> <li>• Be able to create their own balanced scorecard in connection with a company's primary strategy and plan, and secure ongoing follow-up</li> </ul>

	<p>intelligence, focusing on the customer</p> <ul style="list-style-type: none"><li>• In relation to this the student will be able to identify his/her own learning needs to be able to develop and maintain relevant competencies for this work</li></ul>	<p>chain</p>			
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## Appendix B: Schematic overview of the Bachelor of International Sales and Marketing Management

Core Component 1: The Background for a Company's Sales				
	Compulsory Course Element 1	Compulsory Course Element 2	Compulsory Course Element 3	Compulsory Course Element 4
1 <sup>st</sup>  Semester 30  ECTS	The Customer as Starting Point 15 ECTS	Industry and Competitors  5 ECTS	Innovation  5 ECTS	Theory and Methods  5 ECTS
	Compulsory Assignment	Compulsory Assignment	Compulsory Assignment	Assignments as described by the institution
	Compulsory Semester Project			
	External written exam - 6 hours - 7 point scale			Oral exam ½ hour - or - Written exam 4 hours Internal - 7 point scale
Core Component 2: Business Development with an International Perspective				
	Compulsory Course Element 5	Compulsory Course Element 6	Compulsory Course Element 7	Elective Course Element
2 <sup>nd</sup>  Semester 30  ECTS	Developing the Sales Base 10 ECTS	The Tactical and Operational Sales 5 ECTS	Implementation and Follow-up 5 ECTS	7 point scale 10 ECTS
	Compulsory Assignment	Compulsory Assignment	Compulsory Assignment	Internal Exam
	(Compulsory Semester Project)			
	External oral exam - ½ hour - 7 point scale			
3 <sup>rd</sup>  Semester 30	Company Internship 15 ECTS		BA Project 15 ECTS	
	Evaluation discussion based upon written report		Usually individual project in cooperation with a company	
	Internal exam - Pass/Fail		External oral exam - ¾ hour, written report 70%, oral 30% - 7 point scale	

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