

# Marketing Management

Curriculum 2017



ERHVERVS  
AKADEMI  
SYDVEST

## Contents

### Joint Part:

<b>1. THE PROGRAMME FRAMEWORK .....</b>	<b>3</b>
1.1. COMMENCEMENT OF THE CURRICULUM .....	3
1.2. TRANSITIONAL SCHEMES.....	3
1.3 CURRENT LEGISLATION FOR THE CURRICULUM.....	5
1.4 COMPETENCY PROFILE FOR A MARKETING MANAGER .....	5
<b>2. THE PROGRAM CONTENT.....</b>	<b>7</b>
2.1 THE PROGRAMME’S STRUCTURE .....	7
2.2 CORE AREAS.....	8
2.3 COMPULSORY PROGRAMME COMPONENTS .....	13
2.4 INTERNSHIP .....	21
2.5 REQUIREMENTS FOR THE FINAL EXAM PROJECT .....	22
<b>3. CREDIT AND RULES FOR PROGRAM .....</b>	<b>23</b>
3.1 CREDIT AND PROGRAMME CHANGES .....	23
3.2 PRIOR CREDIT APPROVAL .....	23
3.3 RULES OF EXEMPTION .....	23

### Institutional Part:

<b>4. EXAMS.....</b>	<b>24</b>
4.1 DESCRIPTION OF EXAM RULES .....	24
4.2 OUTLINE OF TESTS AND EXAMINATIONS.....	26
4.3 COMPULSORY TESTS AND EXAMINATIONS.....	28
4.4 REGISTER FOR TESTS AND EXAMINATION.....	31
<b>5. OPTIONAL EDUCATIONAL ELEMENTS.....</b>	<b>32</b>
5.1 OPTIONAL ELEMENTS (ELECTIVES) .....	32
5.2 EXAMS IN OPTIONAL ELEMENTS (ELECTIVES) .....	41
<b>6. OTHER PROVISIONS .....</b>	<b>42</b>
6.1 RULES FOR THE COMPLETION OF WORK PLACEMENT.....	42
6.2 INTERNATIONALISATION .....	42
6.3 REQUIREMENTS FOR WRITTEN ASSIGNMENTS AND PROJECTS .....	42
6.4 APPLIED INSTRUCTION AND WORK TYPES.....	43
6.5 RULES ON THE STUDENTS’ OBLIGATION TO PARTICIPATE IN THE INSTRUCTION .....	43

# Joint Part

## 1. The programme framework

### 1.1. Commencement of the curriculum

This curriculum is valid for students starting 01.09.2017

### 1.2. Transitional schemes

Transitional schemes from the old curriculum to the second semester with the new curriculum:

As there are significant changes in content and structure, we recommended that students who have completed the 1st or 2nd semester according to the previous curriculum and whom have since been delayed follow the programme course as described for this curriculum.

Students who have completed the first semester on the previous curriculum:

It is recommended that students be transferred to the new curriculum.

Alternative programme course: If students admitted to one of the previous curricula, wish to complete their programme according to this, the following specially planned programme courses for the following subjects have been prepared.

	Programme course for students doing the second semester of the old curriculum	Programme course for students doing the third semester of the old curriculum
<b>Module on the old curriculum</b>	<b>International marketing</b>	<b>International marketing</b>
Will be met with the following learning activity on the new curriculum	Analytical methods, data collection and data processing	Parameter mix and service marketing
Will be met with the following learning activity on the new curriculum	Segmentation, positioning and target audience choice	Marketing plan, B2B and B2C
<b>Module on the old curriculum</b>	<b>Organisation and SCM</b>	<b>Economics</b>
Will be met with the following subject on	Cultural theories and methods	Budgeting and parameter optimisation

the new curriculum		
Will be met with the following subject on the new curriculum	-	Pricing strategies and pricing methods
<b>Module on the old curriculum</b>	<b>Economy</b>	<b>Sales- and project management, and organizations development</b>
Will be met with the following subject on the new curriculum	Investerings theory and metode	- Project management
Will be met with the following subject on the new curriculum	-Macro economy	- Organization
<b>Module on the old curriculum</b>	<b>Business Law</b>	-
Will be met with the following subject on the new curriculum	Legal methods	-
Will be met with the following subject on the new curriculum	Rules for the collection and processing of personal data	-
		<b>NB! The students must not take the following subjects during the third semester:</b>
		Investment and financing
		Trade theory and trade policy interventions
		Internationalisation

### Re-registration

Students who are re-registered on the marketing management programme, are generally registered according to the newest curriculum.

### **1.3 Current legislation for the curriculum**

The following current legislation applies to the programme:

- Ministerial Order no. 935 of 25/08/2014: Ministerial Order for business academies of higher education
- Ministerial Order no. 1147 of 23/10/2014: Ministerial Order for business academies and professional bachelor programmes (LEP-law).
- Ministerial Order no. 1521 of 16/12/2013: Ministerial Order for business academies and professional bachelor programmes (LEP-law).
- Ministerial Order no. 1519 of 16/12/2013: Ministerial Order for examinations in higher educational business programmes
- Ministerial Order no. 248 of 13/03/2015: Ministerial Order for admission to business academies and professional bachelor courses
- Ministerial Order no. 114 of 03/02/2015: Ministerial Order for marking scales and other assessment criteria
- Ministerial Order no. 829 of 04/07/2015: Ministerial Order for business academy programmes within international trade and marketing (AP in Marketing Management)

The Ministerial Orders and legislation can be found at [www.retsinfo.dk](http://www.retsinfo.dk) (only in Danish)

### **1.4 Competency profile for a marketing manager**

The purpose of the Business Academy Programme in international trade and marketing is to qualify the graduate to independently carry out work within analysing, planning and implementing solutions that broadly relate to marketing in trade, production and service companies nationally and internationally.

#### **Knowledge**

The student will gain knowledge about

- 1) The strategic and financial foundation of the company,
- 2) The basic socio-economic conditions,
- 3) Concluding the sale,
- 4) Legal business matters, including legislation on marketing and competition and
- 5) Methods for solving complex and real-life issues in marketing

#### **Skills**

The student will get the skills to

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

## Competencies

The student will learn to

- 1) Participate in professional and interdisciplinary collaboration in the development of the company's marketing strategy and internationalisation,
- 2) Manage development-orientated situations nationally and internationally in sales and marketing,
- 3) Manage the planning of marketing and sales for the company and participate in the execution thereof,
- 4) Acquire new skills and new knowledge within the profession,
- 5) Analyse a company's economic development taking the socio-economic conditions into account in order to act and
- 6) Participate in academic and interdisciplinary collaboration with a professional approach in English, both written and orally.

## 2. The Program content

The curriculum's joint national part includes, according to § 17 rules for the following:

1. Core areas according to the programme's Ministerial Order, including:
  - a. Content
  - b. ECTS weight
  - c. Learning objectives
2. Compulsory programme elements within the programme's core areas, including:
  - a. Content
  - b. ECTS weight
  - c. Learning objectives
  - d. Number of exams
3. Internship, including
  - a. ECTS weight
  - b. Learning objectives
  - c. Number of exams
4. Requirements for the Final exam project, respectively bachelor project.
5. Rules on credit, cf., § 18, including an indication of any credit agreements regarding the programme elements, which are covered by the curriculum's joint national part.

### 2.1 The programme's structure

The Marketing Management programme requires passing programme elements equivalent to a workload of 120 ECTS. A full-time programme for one semester consists of core areas, which take the form of cross-disciplinary programme elements, including an internship.

The programme consists of compulsory programme components equivalent to 70 ECTS, 20 ECTS for elective programme components, 15 ECTS for the internship and a Final exam project of 15 ECTS.

The programme's structure		1st year	2nd year	
Core areas	International Marketing (25 ECTS)	20 ECTS	5 ECTS	
	Economics (20 ECTS)	15 ECTS	5 ECTS	
	Sales and Marketing Communication (10 ECTS)	10 ECTS		
	Organisation and Supply Chain Management (10 ECTS)	10 ECTS		
	Business Law (10 ECTS)	5 ECTS		
Elective programme elements			20 ECTS	
Internship			15 ECTS	
Final exam project			15 ECTS	
<b>Total ECTS</b>	(70 ECTS)	<b>60 ECTS</b>	<b>60 ECTS</b>	

All programme elements, including the main project, are evaluated and assessed according to the section on the programme examinations. When a minimum mark of 02 is achieved, the programme element is considered passed.

### Number of exams on the programme, and their timing:

There are 7 exams on the programme.

Exam name	Programme element	Stated on the diploma	Evaluated	Semester
1 <sup>st</sup> Internal	Business understanding, methodology and market understanding 30 ECTS	X	7-point scale	1
1 <sup>st</sup> External	Tactical and operational marketing B-C Tactical and operational marketing B-B 30 ECTS	X	7-point scale	2
2 <sup>nd</sup> Internal	Internationalisation 10 ECTS	X	7-point scale	3
3 <sup>rd</sup> Internal	Elective element 1, 10 ECTS	X	7-point scale	3
4 <sup>th</sup> Internal Internal	Elective element 2, 10 ECTS	X	7-point scale	3
5 <sup>th</sup> Internal	Internship, 15 ECTS	X	Pass/fail	4
2 <sup>nd</sup> External	Main project, 15 ECTS	X	7-point scale	4

## 2.2 Core areas

The programme includes five core areas comprising 70 ECTS

<b>Core area 1: International marketing</b>
<b>Weight: 25 ECTS</b>
<p><b>Content:</b> The core area 'International Marketing' covers three semesters and enables the student to understand a company's internal and external situation as well as to act operationally on a strategic foundation on both the B2B and B2C markets.</p> <p>By applying existing data and theory as well as their own qualitative and quantitative analyses, the student will gain the skills to do segmentation, identify target audiences and apply positioning for both the Danish and the export markets.</p> <p>Based on the above, and with an understanding of sound business practices and skills in applying marketing related trade parameters, the student will be able to prepare and implement marketing plans on an operational level.</p>
<p><b>Learning objectives:</b> <b>Knowledge and understanding</b> The student will gain knowledge about:</p> <ul style="list-style-type: none"> <li>• various types of business models for B2C and B2B as well as both analogue and digital models</li> <li>• theories and models for data collection and processing and statistical calculations</li> <li>• practical theories and models for analysing the company's strategic situation with focus on both internal and external conditions</li> </ul>



- theories and models about buying behaviour for B2C and B2B
- trade parameters in different business models
- the company's strategic opportunities for growth with particular focus on growth via internationalisation

### Skills

The student will get the skills to:

- assess theoretical and real-life marketing issues in regard to the company's strategic platform, competency and resources
- implement qualitative and quantitative market analysis methods in specific marketing connections – both B2B and B2C including the use of relevant statistical analysis as well as establish and disseminate results in professional way
- apply models and theories for segmentation and target group choice and positioning
- apply models and theories for preparing proposals for business parameters based on knowledge of the company and the market
- apply models and theories to identify growth potential nationally and internationally

### Competencies

The student will learn to:

- demonstrate good business sense in a development-orientated context for a company
- find professional and interdisciplinary solutions for real-life and marketing issues on the national and international market
- manage marketing planning for the company, including the economic implications of this

## Core area 2: Economics

**Weight: 20 ECTS**

### Content:

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

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

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

### Learning objectives:

#### Knowledge and understanding

The student will gain knowledge and understanding about:

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

**Skills**

The student will get the skills to:

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

**Competencies**

The student will learn to:

- participate in structuring the company's earning quality on core activities, including understanding the costs, assets and liabilities
- manage the accounts, and will be able to understand the importance of special posts for development
- participate in the preparation of activity budgets, including sales forecasts and marketing budgets as well as structuring and managing a budget control and analysing the possibility for change for changed income objectives
- participate in the assessment of the effect of macroeconomic policies.

**Core area 3: Sales and Marketing Communication**

**Weight: 10 ECTS**

**Content:**

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

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

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

**Learning objectives:**
**Knowledge and understanding**

The student will gain knowledge and understanding about:

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

**Skills**

The student will get the skills to:

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

**Competencies**

The student will learn to:

- manage the preparation of a communication strategy and sales plan based on a company's marketing strategy
- participate in the preparation of and operationalise a campaign plan with a strategic starting point, including analogue and digital media
- in a structured way, implement sales and marketing communication in international markets, taking account of cultural barriers and differences
- keep up to date with current developments especially within the digital area, including identifying the need to develop own competencies

**Core area 4: Business Law**

**Weight: 5 ECTS**

**Content:**

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

**Learning objectives:**

Knowledge and understanding

The student will gain knowledge and understanding about:

- legal methods, information retrieval and legal sources including their interrelationship hierarchy
- competition law topics
- the rules for marketing, including e-commerce
- the rules for the collection and processing of personal data in relation to customers
- the rules for making contracts, including concluding digital contracts, interpretation and invalidity
- the rules for trade purchases
- the Consumer Protection Act's rules on consumer sales, including rights to cancel an agreement
- business forms
- the Product Liability Act and various laws concerning product liability

**Skills**

The student will get the skills to:

- assess legal business problems in relation to:
  - marketing law
  - contract law
  - sale of goods, including
    - transfer of risk

- delivery
- non-compliance of merchant and consumer sales
- E-commerce
- liability for various company forms

### Competencies

The student will learn to:

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

## Core area 5: Organisation and Supply Chain Management

**Weight: 10 ECTS**

### Content:

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

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

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

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

### Learning objectives:

#### Knowledge and understanding

The student will gain knowledge and understanding about:

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

#### Skills

The student will get the skills to:

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

**Competencies**

The student will learn to:

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

### 2.3 Compulsory programme components

The following describes content, ECTS weight, learning objectives and the exams for each of the six compulsory components included in the course of study.

**Table: The distribution of ECTS for the compulsory programme components**

Compulsory programme components							
Core areas	1st semester			2nd semester		3rd semester	Total ECTS
	Understanding of business	Methodology	Market understanding	Tactical operational marketing B2C	Tactical operational marketing B2B	Internationalisation	
Int. Marketing	1	6	6	5	2	5	25
Economics	1	2	2	6	4	5	20
Sales and Marketing Communication			2	5	3		10
Business Law			2	3			5
Organisation and Supply Chain Management	3	2	3	1	1		10
<b>ECTS in total</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>10</b>	<b>10</b>	
<b>Exams</b>	<b>1st exam</b>			<b>1st exam</b>		<b>1st exam</b>	<b>70</b>

<b>Compulsory programme element: Understanding of business</b>
<b>Weight: 5 ECTS - 1st semester</b>
<p><b>Content:</b> The programme element ensures that the students will have an understanding of good business sense and will be able to analyse a company's business model and on the basis of this, develop innovative alternatives</p>
<p><b>Learning objectives:</b></p> <p><b>Knowledge and understanding</b> The student will gain knowledge and understanding about:</p> <ul style="list-style-type: none"> <li>• different types of business models and concepts - offline and online.</li> <li>• theories and models about the company's value creation</li> <li>• the company's accounting matters, including the Annual Report and the financial reporting forms, as well as additional reports</li> <li>• the company's revenue base and costs, including fixed costs and variable costs</li> <li>• concepts and theories in organisational structure and organisational culture</li> <li>• concepts and theories of supply chain structure</li> <li>• theory of innovation, sources of innovation and the innovative organisation</li> <li>• how the company's competencies originate and develop through many different activities, functions, processes, relationships, etc.</li> </ul> <p><b>Skills</b> The student will get the skills to:</p> <ul style="list-style-type: none"> <li>• analyse the company's strategic platform</li> <li>• assess the company's competencies and resources focussing on their efficiency in value creation</li> <li>• evaluate the company's internal strategic situation and its ability to deliver added value</li> <li>• be able to assess the basic financial reporting in the annual report</li> <li>• assess the company's structure and organisation as the company's competency base</li> <li>• identify significant resources in the company's supply chain and assess how the supply chain relationships are included in the company's competency base</li> <li>• participate in innovation processes and use innovation tools both in product innovation and in organisational innovation</li> </ul> <p><b>Competencies</b> The student will learn to:</p> <ul style="list-style-type: none"> <li>• participate in the company's innovation processes in interaction with others</li> <li>• manage the structuring and analysis of significant economic posts in the annual report.</li> </ul>

<b>Compulsory programme element: Methodology</b>
<b>Weight: 10 ECTS - 1st semester</b>
<p><b>Content:</b> The programme element ensures that the students can methodically apply the relevant analysis tools and on this basis, draw up and disseminate the basis of decisions within sales, marketing and economics.</p>
<p><b>Learning objectives:</b></p> <p><b>Knowledge and understanding</b> The student will gain knowledge and understanding about:</p> <ul style="list-style-type: none"> <li>• various marketing analysis methods - including desk and field research.</li> <li>• economic analysis tools to assess the company's internal economic situation</li> <li>• concepts, theories and practical problems within team cooperation</li> <li>• methods for project management and control</li> </ul> <p><b>Skills</b> The student will get the skills to:</p> <ul style="list-style-type: none"> <li>• use various marketing analysis methods in order to collect and process information, both desk-and field research</li> <li>• use both qualitative and quantitative methods and combinations of these to strengthen the quality of marketing analysis (method triangulation)</li> <li>• evaluate the quality of the marketing analysis based on qualitative criteria within quantitative and qualitative analyses</li> <li>• use qualitative analysis methods and be able to identify and present the main conclusions</li> <li>• identify and present the results of quantitative data analysis using statistical tools (descriptive statistics)</li> <li>• determine statistical relationships between variables in connection with surveys (cross-tabulation)</li> <li>• assess and analyse company accounts in terms of profitability, earnings, capital adjustment, solvency, liquidity and cash flow and equity-related ratios</li> <li>• compare the company's or the industry's economic situation based on external information including the Annual Report</li> <li>• evaluate the different types of costs and their impact on the company's accounting, including analyses of contribution margin and break-even</li> <li>• use appropriate tools and models for project management - including IT tools</li> <li>• draw up reports with a thesis statement, reasoned methods, as well as analyses that comply with formalities and are adapted to the recipient. This includes the use of digital tools.</li> </ul> <p><b>Competencies</b> The student will learn to:</p> <ul style="list-style-type: none"> <li>• to participate in the company's data-gathering and-analysis</li> <li>• in a structured context, relate and reflect on their own and other others' perspectives in order to achieve results in cooperation with others</li> <li>• manage the planning, implementation and evaluation of a project</li> <li>• produce a professional report according to the given framework (formalities)</li> </ul>

<b>Compulsory programme element: Market understanding</b>
<b>Weight: 15 ECTS - 1st semester</b>
<p><b>Content:</b>            This programme element ensures that the student will be able to develop, implement and apply analyses to gain an overall understanding of marketing.            On the operational level, the students will get the competencies to implement sales for the company's customers.            In this programme element, law is included as an important component to understand the regulations the company will meet in the market.</p>
<p><b>Learning objectives:</b></p> <p><b>Knowledge and understanding</b>            The student will gain knowledge and understanding about:</p> <ul style="list-style-type: none"> <li>• relevant theories and models concerning the company's external situation</li> <li>• the company's market conditions including micro- and macroeconomic conditions affecting the company's business decisions.</li> <li>• different types of markets and their impact on efficiency</li> <li>• population development, the labour market and income</li> <li>• legal methods, information retrieval and legal sources including their interrelationship hierarchy</li> <li>• rules for the formation of contracts, including digital contracts, intermediaries and invalidity</li> <li>• basic liability conditions, employer liability, the Product Liability Act and product liability developed through case law</li> <li>• liability related to various company forms</li> <li>• knowledge of relational types and SCM collaboration</li> <li>• cultural theories and models</li> <li>• cultural values and cultural behaviour, including cultural barriers</li> <li>• trend Analysis</li> </ul> <p><b>Skills</b>            The student will get the skills to:</p> <ul style="list-style-type: none"> <li>• assess the company's strategic position:</li> <li>• assess the company's product/market portfolio in relation to customers and competitors.</li> <li>• identify the company's customers and be able to assess the company's customer relations and the customer's buying behaviour – both B2B and B2C.</li> <li>• assess the main national key performance indicators in relation to the company's market situation</li> <li>• assess population trends, labour market and income in relation to the market situation,</li> <li>• assess the importance of culture in a commercial and communicative context</li> <li>• assess the effect of various market interventions, including commercial policy interventions on the company's activities</li> <li>• use legal methods, information retrieval and legal sources including their interrelationship hierarchy</li> <li>• assess legal business problems in relation to contract law</li> <li>• use market segmentation, select target groups and position the company and its products or services</li> <li>• analyse and evaluate the company's relation types and SCM collaboration according to strengths and weaknesses</li> </ul>



**Competencies**

The student will learn to:

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

**Compulsory programme element: Tactical and operational marketing B2C**

**Weight: 20 ECTS - 2nd semester**

**Content:**

This programme element will ensure that the student will be able to participate in the preparation and implementation of a marketing campaign on the B2C market.

**Learning objectives:**
**Knowledge and understanding**

The student will gain knowledge and understanding about:

- the company's parameter mix, for both service and manufacturing companies
- service marketing
- the content and application of the marketing plan - online and offline
- marketing and sales budgets
- the company's market communication and marketing objectives in a national and international perspective
- the impact of the marketing mix on market communication
- various media platforms/genre - offline and online
- effect measurements
- basic parameter optimisation for a product in one market
- the budget's impact on the management of a company's economy and basic budget control
- price formation for the consumer and producer market including producer and consumer surplus
- the price and income elasticity in connection with the pricing of a product
- pricing strategies and pricing methods
- regulations for marketing, including e-commerce and trademark protection
- sale of goods
- rules for the collection and processing of personal data in relation to customers
- the Product Liability Act and product liability through case law
- instruments in omnichannels including space management, range management, distribution and partner management

**Skills**

The student will get the skills to:

- assess the company's parameter mix according to the company's target market/s - online and offline
- prepare proposals for adapting the company's parameter mix and assess its profitability
- assess the economic impact of different parameter efforts
- prepare a marketing budget including estimates of revenues and expenses and their impact on the profit budget

- prepare a profit budget and a cash budget for a company
- assess the marketing plan's liquidity effect
- prepare a break even calculation for the marketing plan
- assess and explain the consequences of any changes in budget assumptions to the profit and cash flow budgets, as well as basic budget control
- make a simple cost optimisation based on known market and cost expectations
- assess price formation for different market forms
- assess pricing strategies and pricing methods
- assess business legal problems in relation to:
  - marketing law, including e-commerce
  - contract law
  - sale of goods, including
    - transfer of risk
    - delivery
    - securing the purchase sum through retention of title
    - non-compliance of commercial and consumer sales
- apply rules for the collection and processing of personal data in relation to customers
- establish marketing and communication objectives in relation to the chosen target group
- establish a brand positioning statement
- run analyses and evaluations of media plans and creative presentations
- apply updated techniques and tools for designing the company's internal and external communication
- assess the importance of appropriate values in a marketing context
- apply theoretical and practical tools for planning and implementation of marketing communication tasks
- assess and optimise the organisation's use of promotional resources
- evaluate and use rhetorical strategies based on brand positioning, target audience and media that was used
- analyse and evaluate the company's opportunities within omnichannels including space management, range management, distribution

### **Competencies**

The student will learn to:

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

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

<b>Compulsory programme element: Internationalisation</b>
<b>Weight: 10 ECTS - 3rd semester</b>
<p><b>Content:</b> This programme element ensures that the student can participate in professional and interdisciplinary collaboration in the development of the company's growth and internationalisation.</p>
<p><b>Learning objectives:</b></p> <p><b>Knowledge and understanding</b> The student will gain knowledge and understanding about:</p> <ul style="list-style-type: none"> <li>• different growth strategies</li> <li>• internationalisation theories, market selection, as well as establishment forms</li> <li>• international parameter strategies</li> <li>• terminology concerning the programme's compulsory element subjects</li> <li>• correlation between growth and investment</li> <li>• investment theory and methods</li> <li>• financing options including equity as well as debt capital</li> <li>• classical and recent commerce theories</li> <li>• the development of international trade and knowledge of the most important international organisations</li> <li>• causes of inflation and the consequences of these</li> <li>• exchange-rate formation</li> <li>• cyclical theory</li> </ul> <p><b>Skills</b> The student will get the skills to:</p> <ul style="list-style-type: none"> <li>• propose possible solutions for the company's internationalisation, including market screening, market selection and entry strategies into international markets</li> <li>• use international parameter strategies</li> <li>• assess and establish prerequisites for investment and make calculations as a basis for investment decisions</li> <li>• set relevant multi-period cash flows, based on, for example, estimated budgets of planned marketing initiatives</li> <li>• assess and compare the measures envisaged on the basis of a calculation of the net present value, internal rate of return and sensitivity. Calculate and evaluate effective interest rates</li> <li>• describe and analyse the main national economic indicators for the purpose of export market assessment</li> <li>• analyse and assess the impact of trade policy interventions on export markets</li> </ul> <p><b>Competencies</b> The student will learn to:</p> <ul style="list-style-type: none"> <li>• participate in the preparation of the company's international growth and marketing strategies, taking into account the economic consequences of macroeconomic measures and the company's economy</li> </ul>

## 2.4 Internship

<b>Internship</b>
<p><b>Content</b></p> <p>The internship must ensure real-life competencies and the independent development of professional and personal vocational competencies. The student must be able to solve practical problems on a methodical basis with the inclusion of relevant theories and models and thus contribute to the implementation of value-adding activities in the company.</p>
<p><b>Weight: 15 ECTS - 4th semester</b></p>
<p><b>Learning objectives:</b></p> <p><b>Knowledge</b></p> <p>The student will get:</p> <ul style="list-style-type: none"> <li>• in depth knowledge about the industry/profession</li> <li>• experience from participating in practical work within the business economics field</li> </ul> <p><b>Skills</b></p> <p>The student will get the skills to:</p> <ul style="list-style-type: none"> <li>• apply a comprehensive range of technical, creative and analytical skills related to employment within the profession</li> <li>• use collected information to independently solve a task</li> <li>• apply the programme's methods and theories in participation in the resolution of the company's tasks</li> <li>• communicate professionally with colleagues, customers and/or other stakeholders</li> </ul> <p><b>Competencies</b></p> <p>The student will learn to:</p> <ul style="list-style-type: none"> <li>• in a structured context, reflect on and independently relate the application of theory and methods in practice</li> <li>• manage their own professional and personal roles in relation to the concrete tasks and participate in disciplinary and interdisciplinary cooperation</li> <li>• in a structured context, acquire new knowledge, skills and competencies in relation to the profession</li> </ul>
<p><b>Exams</b></p> <p><b>1 exam</b></p>

## 2.5 Requirements for the Final exam project

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

<b>Final exam project</b>
<p><b>Content:</b> The purpose of the final exam project is that the student methodologically prepares an independent, interdisciplinary and practice-orientated assignment that demonstrates knowledge, skills and competencies that are based on the general learning objectives for the programme given in the introduction to this curriculum. The project is prepared in cooperation with a specific company and takes as its starting point any current issues for this company.</p>
<p><b>Weight: 15 ECTS - 4th semester</b></p>
<p><b>Learning objectives:</b></p> <p><b>Knowledge</b> The student will gain knowledge about:</p> <ul style="list-style-type: none"> <li>• methods for the identification and solution of complex and real-life issues within the profession on the basis of business economics</li> </ul> <p><b>Skills</b> The student will get the skills to:</p> <ul style="list-style-type: none"> <li>• identify developmental needs and potential for a company</li> <li>• assess theoretical and practical issues and justify the selected methods for the solution of the problem</li> <li>• apply methods and tools for the systematic collection and analysis of both primary and secondary data</li> <li>• apply value-adding activities and draw up proposals, on the basis of the chosen problem</li> <li>• establish and communicate proposals which include economic impact calculations and implementation plans</li> <li>• apply and disseminate new perspectives on the basis of a concrete problem</li> </ul> <p><b>Competencies</b> The student will learn to:</p> <ul style="list-style-type: none"> <li>• participate in disciplinary and interdisciplinary, holistic and practice-based teamwork</li> <li>• disseminate and justify the practice-based issues and proposed solutions to relevant stakeholders</li> <li>• manage development-orientated situations nationally and internationally within sales and marketing</li> <li>• participate in academic and interdisciplinary collaboration with a professional approach</li> </ul>
<p><b>Exam</b> <b>1 exam</b></p>

## 3. Credit and rules for Program

### ***3.1 Credit and programme changes***

Passed programme elements are equivalent to the corresponding programme elements at other educational institutions offering the programme.

The student is required to disclose completed programme elements from any other Danish or foreign higher education institution if they are likely to give credit. The educational institution approves credit for each case based on the completed programme elements and activities that meet the goals for the subjects, programme elements and the internship. The decision is made based on an academic assessment.

### ***3.2 Prior credit approval***

Students may apply for prior credit approval. With prior credit approval for study in Denmark or abroad, students are required to document each approved and completed programme element when they have completed each programme element. In connection with applying for prior credit approval, the students give permission that the institution can obtain the necessary information after the completion of their study.

Upon approval of the prior credit approval, the programme element is considered completed if it is passed according to the rules of the programme.

### ***3.3 Rules of exemption***

The educational institution can deviate from what the institution or the institutions themselves have stated in the curriculum if this is justified by exceptional circumstances. Institutions that provide the Marketing Management programme collaborate on a uniform exemption practice.

# Marketing Management

Institutional Part 2017



ERHVERVS  
AKADEMI  
SYDVEST



# Institutional Part

## 4. Exams

### 4.1 Description of Exam rules

All rules and regulations on examination have been worked out with the point of departure of the executive order on tests and examination in higher education, executive order no 714 of 27/06/2012 governing from (the Examination Executive Order).

In the curriculum there are a total of 3 different examination forms:

- External examination – these are national. Assessed by examiner as well as one or more examiners appointed by the Ministry.
- Internal examination in compulsory educational elements – these are national. Assessed by one or more lecturers or persons within the trade.
- Internal examination in optional subjects – these are specific for the individual institution. Assessed by one or more lecturers or persons within the trade.

All examinations are to be taken during the first coming examination term after the end of the instruction. The student is automatically signed up for the exam.

The student is entitled to 3 attempts at the exam per examination.

All exams must be passed. Exams that have been passed cannot be retaken.

### Cancellation

In case cancellation in due time has not been received, the examination will be considered started with regard to the number of attempts. An examination can be cancelled in time 4 weeks before the exam starts or the exam paper/exam project is handed in.

### Examination due to sickness

A student who has been prevented from carrying through an examination because of documented sickness or for any other unforeseeable reason will get the opportunity to take the examination as soon as possible.

Sickness is to be documented by a doctor's statement. The institution shall have received a doctor's statement at the latest 3 weekdays after the date when the examination will take place. Students who become acutely ill during the completion of the examination must document that the person concerned has been ill on the day in question.

If sickness is not documented according to the above rules, then the student has used one exam attempt. The student is to pay for the doctor's statement

## Aids for the exam

In connection with written examinations the student is allowed to use books and material handed out during lectures, own notes, supplementing material, intranet, internet usb-pen or the like with documents unless something different expressly appears from the exam paper/guide lines.

The student is not allowed to bring or use the below mentioned aids:

- Blue-tooth
- mobile phone
- any other communication equipment allowing the student to communicate with others

In case a student makes illegal use of the above during the examination, this results in immediate expulsion from the examination.

It is not allowed for the student to share aids or lend to co-students during the examination.

Students may in no way communicate with each other after the start of the examination.

Should the student try to get in contact with another examinee or use aids not-allowed, then the student will be immediately expelled from the examination.

## The language used at the examination

The examination is to be presented in understandable Danish/English (dependent on whether it is an English or Danish version of the curriculum).

## Special examination conditions

Students may, where this is justified in physical or psychical functional reduction, apply for extra examination time etc. The application must be handed in to the institution at the latest 4 weeks before the examination takes place. In case of health problems that have suddenly arisen, a dispensation from the application time limit may be granted.

The application must to be accompanied by a doctor's statement, statement from for instance the institute for speech training, auditory centre and institute for the word-blind or blind or any other documentation for health reasons or relevant specific functional reduction.

## Cheating at the examination

If a student gives or gets unlawful help for the solving of an assignment or uses aids not-allowed, the person in question is expelled from the examination.

In case of mitigating circumstances expulsion from the educational institution is a possibility.

When handing in a written assignment an examinee must by means of his/her signature confirm that the assignment has been worked out without unlawful help.

### *Use of own and others' work - plagiarism*

Exam cheating by way of plagiarism involves cases where a written assignment appears totally or partly as not produced by the examinee or the examinees themselves, even if the assignment:

1. includes identical or almost identical reproduction of others' formulations or works, without the reproduced having been marked in quotation marks, put in italics, inserted or any other clear marking with statement of the source, see the institutional requirements for written works.
2. Re-uses own already assessed material without observing the directions in item 1.

When a written assignment is individual it is also considered plagiarism if the assignment contains text sections that have been made jointly by a group of students and these appear identical in more assignments.

## Complaining

In connection with the examination it is possible to complain about:

1. The basis for the examination, including exam questions, assignments and the like
2. The course of the examination
3. The assessment
4. Legal matters.

The complaint must be in writing and reasoned and forwarded at the latest 2 weeks after the assessment of the examination in question has been announced.

## Duty of participation/attendance

In order for the learning objectives/-benefits to be achieved, duty of participation/attendance is attached to certain study elements in the form of for example

- handing in/presentation of assignments/projects and
- attendance in the form of physical presence

Before the student may submit for an examination, the activities of the semester affected by duty of participation (compulsory activities) have to be approved.

If duty of participation is not complied with and this is a prerequisite for an examination, the lacking compliance will be equated with failure to appear for the examination and the student has used one exam attempt. Signing up for a new examination demands compliance with the original duty of participation.

It appears from the description of the individual examination if there are compulsory activities as prerequisites for the examination

## 4.2 Outline of Tests and Examinations

The program comprises the following tests and examinations by semesters.

Exam	Co-examiner	Basis	1st semester	2nd semester	3rd semester	4th semester
Understanding of Business, Methodology and Market Understanding (1st internal exam)	Internal	Joint	June Or January Written/or al			
Exam in tactical and operational marketing B-C Tactical and operational marketing B-B (1 <sup>st</sup> external exam)	External	Joint		May/June Or December /January Written		

Exam in internationalisation (2nd internal exam)	Internal	Joint			Dec/Jan Or May/June Written	
Exam in elective programme element 1 (3rd internal exam)	Internal	Institutional			Dec/Jan Or May/June Written or oral	
Exam in elective programme element 3 (4th internal exam)	Internal	Institutional			Dec/Jan Or May/June Written or oral	Spring or Autumn Written or oral
Exam in the internship (5th internal exam)	Internal	Joint				Spring or Autumn Written or oral

### **4.3 Compulsory Tests and Examinations**

#### **The examination in Understanding of Business, Methodology and Market Understanding (1st internal exam)**

1st Internal consists of 2 parts at the end of the first semester. The exam consists of an interdisciplinary "resolution proposal" and oral examination based on the decision proposition and a randomly drawn case and questions to curriculum

The interdisciplinary resolution proposal made by a group for a period of 48 hours. The basis for decisions made on the basis of questions and a selected business and market.

The proposal is a prerequisite to go to an oral examination. At the oral examination the student draws a smaller case with the corresponding questions. After 30 minutes of preparation the student is examined in the resolution proposal and case with the corresponding questions.

The resolution proposal and the oral exam tests the broad learning objectives of the compulsory elements in the 1st semester.

The basis for the 48 hours of group work is a short description of the tasks which includes:

The name of the company and the market to be analyzed

Some preliminary links to information about the company and / or the relevant market

A concrete problem statement to be answered adequately and with sufficient documentation

The decision proposition handed in forms the basis for an oral examination.

The proposition should be prepared on the methodological basis, but should not include a description of theory. It is expected that several core areas will be implemented.

The submitted proposal should consist of max. 3 pages including any appendices, but excluding cover page and bibliography. The scope of the appendices should be limited. A standard page is 2100 keystrokes including appendices.

On the day of the exam, the student draws a short case and list of questions/assignments in selected parts of the entire first semester syllabus.

The student receives ½ hour's preparation, after which the oral examination by a known teacher and another teacher from the institution as censor. The exam has a duration of 30 minutes incl. assessment.

The course of the oral examination is as follows:

- 5 minutes: Presentation of group decision proposal; personal reflections are welcome
- 20-25 minutes: examination of the case and posed questions

## **Examination in tactical and operational marketing B2C tactical and operational marketing B-B (1st external exam)**

1st External consists of two parts at the end of the second semester. The test consists of an interdisciplinary case-based examination based on a specific company.

The interdisciplinary case examination is a 6-hour test carried out after 24 hours of preparation. The case examination will widely test the learning objectives of the program elements in Semester 2 - Tactical and operational marketing B2C and B2B. Strong emphasis is placed on the student being able, on a methodical basis, to select and apply the relevant theory from several fields related to solving a specific problem.

The basis for the 24 hours of preparation is a short description of the tasks which include:

- The name of the company to be analyzed
- The general problem to be uncovered
- Some preliminary links to information about the company and/or the relevant market

On the day of the exam, the student will be asked one or more questions based in methodology that are to be answered on the basis of the information collected and any extra information distributed on the exam day.

24 hours before the exam, the students are given a company, a general problem area and relevant case material.

The next day is a 6-hour written examination at the academy where based on the general problem one or more specific questions are to be answered. Additional information related to the questions may be disclosed on the exam day.

The answer must start with an outline mentioning all the disciplines that are relevant. The student is expected to implement several disciplines if they are relevant to the assignment. Areas of particular interest must be fully accounted for and any choices not to include certain disciplines must be justified.

The length of the paper is between 24.000 and 36.000 keystrokes incl. spaces, footnotes, figures and tables but excluding the cover page, table of contents, list of sources and appendices.

## **Examination in internationalization (2<sup>nd</sup> internal examination)**

4-hour interdisciplinary individual written examination in the compulsory components in the 3rd semester.

The written examination is based on a case study about a specific company in which the student must work with internationalization. The case study will be handed out 24 hours before the written test.

The case study is a scenario for a business/industry, which contains information on

- Company and product areas
- Various sources

The assignment consists of two sub-questions, based on the learning objectives of the 3rd semester compulsory course component "Internationalization" with particular emphasis on testing skills and competencies.

The paper must be max. 24,000 keystrokes incl. spaces, footnotes, figures and tables but excluding the cover page, table of contents, list of sources and appendices.

The paper must present arguments for choice of theories and models, but it must not include outright methodology section or problem statement.

### **Examination in internship (5<sup>th</sup> internal examination)**

The student's benefit from the internship is assessed by a written internal examination. The student is in an individual written report of max. 12.000 strokes incl. spacing, footnotes, figures and tables, but excl. front page, list of contents, list of sources and enclosures to document:

- The examination assesses:
- The student's reflections on and achievement of the concrete learning objectives for specialist and personal development during the internship, stated in the internship agreement.
- The student's ability to put into perspective the internship compared to the final project.

The examination is assessed pass/non-pass. The internship is to be passed before the student can sign up for examination in the final exam project.

### **Test based on the final examination project (2<sup>nd</sup> external examination)**

The final examination project may be worked out individually or by 2-3 persons jointly.

The examination project can max. have an extent of:

- 1 student: 100.000 strokes
- 2 students: 150.000 strokes
- 3 students: 200.000 strokes

Strokes are incl. spacing, footnotes, figures and tables, but exclusive front page, list of content, list of sources and appendices.

Based on the written report, the student sits in at an individual oral examination of 45 minutes' duration including the discussion of his/her performance. The assessment is made according to the Danish 7-point scale.

The student is awarded one grade in all for the project on the basis of an overall assessment of the written work and oral presentation. The weight of the written part of the main project is 2/3 and the oral defence 1/3. No sub-grade will be announced. Spelling and formulation skills are included in the overall assessment of the project.

Students with another native tongue than Danish/English may apply for a dispensation from the requirement of spelling and formulation skills being included in the overall assessment. The application is to be sent to the institution at the latest 4 weeks before the examination takes place.

When a group-made project is included in the basis for the assessment at the oral examination, it must appear which parts the examinee has worked out. The parts of the product, which the examinee has worked out, form the basis for the assessment of the written part of the performance.

In case the total assessment gives a grade lower than 02, the student must work out a new project with a new project formulation if possible with point of departure in the same company in order to again sign up for the final examination project.

When a group made project is included in the assessment at the oral examination, it must appear which sections the examinee has made herself / himself. These sections will form the basis of the assessment of the written part of the performance.

If the student is awarded a grade lower than 02 for the overall assessment, the student shall make a new project with a new research question possibly using the same company in order to register again for the final examination project.

#### ***4.4 Register for Tests and Examination***

The student's participation in the tests of the programme presupposes that the institution has approved one or more compulsory assignments/activities in the individual subjects and projects. The compulsory activities can be seen in the institution's section of the curriculum.

To register for an examination it is a prerequisite that all examinations in the previous semester have been passed. This means e.g. that in order to register for examinations in the 3rd semester, the student must have passed all examinations in the 2nd semester. Finally, all examinations in the 2nd and 3rd semesters, as well as the test in internship must be passed in order to register for the final examination project.



## 5. Optional Educational Elements

### 5.1 Optional elements (Electives)

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

There are 20 ECTS of optional elements on the 3<sup>rd</sup> semester. The student will put together the optional package to reach at least 20 ECTS.

The student has to choose 3-4 electives, and the individual grades will appear on the diploma.

Statistics
<b>Weighting:</b> 7,5 ECTS
<b>Content:</b> <ul style="list-style-type: none"> <li>• Probability theory</li> <li>• Random variables and probability distributions</li> <li>• Regression analysis</li> <li>• Analysis of variance</li> <li>• Hypothesis tests, one parameter</li> <li>• Hypothesis tests, two parameters</li> </ul>
<b>Learning objectives:</b> <p><i>Knowledge</i></p> <p>The student must have knowledge of:</p> <ul style="list-style-type: none"> <li>• Descriptive statistics and probability theory.</li> <li>• Random variables and probability distributions.</li> <li>• Scaling.</li> <li>• Regression analysis</li> <li>• Analysis of variance</li> <li>• Position and variance measurements of importance in hypothesis tests</li> <li>• Hypothesis tests, one parameter</li> <li>• Hypothesis tests, two parameters</li> </ul> <p><i>Skills</i></p> <p>The student must have the skills to be able to:</p> <ul style="list-style-type: none"> <li>• Calculate and interpret the various objectives for central tendencies and variability.</li> <li>• make probability calculations for random variables/probability distributions</li> <li>• formulate, implement and analyse a regression model with one or more explanatory variables, including Dummy variables</li> <li>• Calculate and interpret hypothesis tests from critical value-, P-value and the confidence interval methods.</li> <li>• Calculate and interpret hypothesis tests with known or unknown variance for mean value and for difference between two mean values.</li> <li>• Calculate and interpret hypothesis tests for one proportion and for differences between two proportions</li> <li>• Calculate and interpret hypothesis tests for one variance and for differences between two variances</li> </ul>

*Competence*

The student must acquire competence to:

- Independently interpret a regression model with one or more explanatory variables for a specific marketing and sales issue
- Assess specific probability calculations in connection with marketing and sales
- Assess the descriptive statistics of the marketing and sales issues
- Work out an independent interpretation of the results from hypothesis tests for mean value(s), proportion(s) and variance(s)
- To evaluate specific hypothesis tests strength and use related to marketing- and sales issues

**Business economics**
**Weighting:** 7,5 ECTS

**Contents:**

- Basis of and extensive understanding of cost structures, cost calculations and choice between different alternatives including alternative costs
- Basis of and extensive understanding of investment decisions and related sensitivity analyses/break-even analysis before and after tax
- Basis of and extensive understanding of the types of financing and types incl. leasing and criteria for comparison and choice, both before and after tax.

**Learning objectives:**
*Knowledge*

The student must have knowledge of:

- The establishment of general cost and profitability calculations in the short and long term
- The traditional cost accounting systems as well as activity-based costing systems (Activity Based Costing)
- Correlations between factors of production and the production of goods and services (LP)
- Investments in connection with choice between several investment opportunities in a before and after-tax approach
- Economic optimum life and replacement time in investments
- Establishment of investment calculations, as the basis for the choice of alternatives with a longer time horizon
- The impact of financial forms on the choice of solutions

*Skills*

The student must have the skills to be able to:

- Use Excel as a tool for comprehensive economic analysis
- Apply key cost concepts related to decision making
- Analyze how "descriptors" (drivers) to an activity-based cost-allocation system (Activity Based Costing) can be determined
- Optimize parameter efforts in costs and market conditions (LP)
- Perform sensitivity analyses for investment considerations
- Make capital requirement calculation and payment flows as the basis for formulating investment calculations both for installation and current assets
- Perform calculations of various loans and credit minute yields before and after tax
- Justify the choice of financing including equity and loan capital in connection with investments in fixed and current assets
- Present and communicate economic solutions

*Competence*

The student must acquire competence to:

- Independently develop less analysis in Excel spreadsheet models
- Independently assess the economic impact of planned marketing activities
- Independently prepare profitability using a business budget/accounting function based on activity-based costing system (Activity Based Costing)
- Independently identify and analyze investment and financing opportunities qualitatively and economically in relation to specific planning tasks

**Business Law****Weighting:** 5 ECTS**Content:**

- Enhanced legal method
- Enhanced agreement and Agency
- Enhanced national purchase
- International purchase
- Extended tort
- Credit agreements and claims
- Tax Law

**Learning objectives:***Knowledge*

The student must have knowledge about:

- Other Agency than administrators
- Basic tax

*Skills*

The student must have the skills to be able to:

- Rules for international process and private
- Rules for the International Sale of Goods
- Credit agreements and property shall hold
- General rules for claims
- Voluntary assignment
- Tort including other basis of liability than standard of fault

*Competence*

The student must acquire competence to:

- National agreement and purchase rights
- Formulation of written answers to legal tasks using ordinary legal methods

## Experience Economy

**Weighting:** 5 ECTS

### Contents:

- 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

### Learning objectives:

#### *Knowledge*

The student must 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.

#### *Skills*

The student must have the skills to be able to:

- 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 financial consequences of the company's attempts to create experiences.

#### *Competence*

The student must acquire competence 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.

**Entrepreneurship****Weighting:** 5 ECTS**Contents:**

- Knowledge of entrepreneurship in Denmark and internationally
- Knowledge of the innovation process
- Methods to develop, analyse, evaluate and present innovative business ideas
- Funding - including investor search

**Learning objectives:***Knowledge*

The student must have knowledge of:

- The possibilities of starting their own business in Denmark and internationally
- Innovation process in general
- The business model
- The business plan's content and structure
- Investors and other funding opportunities

*Skills*

The student must have the skills to be able to:

- Develop innovative business ideas
- Develop innovative business model's
- Writing a business plan
- Presenting business ideas
- Implement an entrepreneurial project

*Competence*

The student must acquire competence to:

- Developing, analysing, evaluating, describing and presenting innovative business ideas
- Collaboration in innovative projects with different roles and competencies
- Create network in relation to a specific business project

<b>Digital Marketing</b>
<b>Weighing:</b> 5 ECTS
<p><b>Content:</b></p> <ul style="list-style-type: none"> <li>• Background and trends which affects digital marketing and social media</li> <li>• The global social media platforms</li> <li>• The digital macro environment</li> <li>• Online market place</li> <li>• Concept development for digital platforms, including mobile units</li> <li>• Digital marketing strategy and adapting to other strategies of the company</li> <li>• Digital marketing tools: Search engine optimization (Google, Yahoo, Bing, Adwords)</li> <li>• Digital marketing activities: Bloggers, user involvement, banners and bandits Viral</li> <li>• Communication (non-paid marketing activity)</li> <li>• Construction of communities</li> <li>• Critical success factors, measurement, value and effort of digital marketing and social media presence</li> </ul>
<p><b>Learning objectives:</b></p> <p><i>Knowledge</i></p> <p>The student must have knowledge of:</p> <ul style="list-style-type: none"> <li>• Central theories and methods to develop digital marketing and social media</li> <li>• Selection between different theories and methods, which contributes in realizing the company's digital marketing strategy, including social media strategy</li> <li>• How to deal with digital marketing, choosing activities and how to behave online.</li> <li>• Requirements and opportunities for dialogue and commitment in digital marketing including social media.</li> </ul> <p><i>Skills</i></p> <p>The student must have the skills to be able to:</p> <ul style="list-style-type: none"> <li>• Set up objectives and key areas for the digital marketing strategy of the company</li> <li>• Evaluate the relevant digital marketing on platforms and social media based on needs and behavior of the target group</li> <li>• Plan and implement digital marketing activities, like user involvement and use of social media platform</li> <li>• Evaluate the potential and opportunities for sale and service of the company's products through digital marketing.</li> </ul> <p><i>Competencies</i></p> <p>The student must acquire competence to:</p> <ul style="list-style-type: none"> <li>• Understand and have insight in digital marketing and social medias communication abilities across the company departments</li> <li>• Understand and have insight in digital marketing and social medias communication both internal and external</li> <li>• Independently transform knowledge and skills to practical solutions within in digital marketing and social media activities</li> <li>• Participate in the development and implementation of a digital marketing strategy</li> </ul>

<b>Human Ressource Management</b>
<b>Weighing:</b> 5 ECTS
<p><b>Content:</b></p> <ul style="list-style-type: none"> <li>• Understand the elements in HR Management, including knowledge about methods and theories of recruitment, development and settlement of employees.</li> <li>• Understand which physical and mental factors affects the work environment, including employee satisfaction.</li> <li>• Understand how managers can contribute to support motivation, creativity, wellbeing, performance and learning of employees.</li> <li>• As a participant in the HR Management elective your own professional and personal development will be in focus. It will be supported through classes, different tests, project work and through participation in a personal development procedure.</li> <li>• Insight in new tendencies within HR Management, including coaching and work psychology.</li> </ul>
<p><b>Learning objectives:</b></p> <p><i>Knowledge</i></p> <p>The student must have knowledge of:</p> <ul style="list-style-type: none"> <li>• HRs organization and place, as well as intercation with other functions.</li> <li>• HR processes about motivation and management.</li> <li>• Optimal use of human resources.</li> <li>• HR development programs.</li> <li>• Personal and professional development of competencies.</li> <li>• How to make the hard choice – lay off employees.</li> <li>• Relevant models to identify own competencies and preferences.</li> <li>• Relevant models to set up own personal development objectives.</li> </ul> <p><i>Skills</i></p> <p>The student must have the skills to be able to:</p> <ul style="list-style-type: none"> <li>• Identify the need for HR actions.</li> <li>• Analyze the company's need and identify the correct employee competencies.</li> <li>• Analyze the company's need for HR support and development.</li> <li>• Develop HR programs.</li> <li>• Handle situation based communication.</li> <li>• Use relevant models and methods to identify own competencies and preferences.</li> <li>• Use relevant models to set up own personal development objectives.</li> </ul> <p><i>Competencies</i></p> <p>The student must acquire competence to:</p> <ul style="list-style-type: none"> <li>• Develop concrete solutions to HR challenges in a company.</li> <li>• Cooperate with the company's other functions around HR assignments.</li> <li>• Implement HR activities in the company.</li> <li>• Identify own competencies and preferences.</li> <li>• Set up own personal development objectives.</li> </ul>



<b>Event Management</b>
<b>Weighing:</b> 5 ECTS
<p><b>Content:</b></p> <ul style="list-style-type: none"> <li>• Gantt Chart</li> <li>• Work Breakdown Structure</li> <li>• Marketingplan (based on market analysis)</li> <li>• Financial management of events</li> <li>• Event marketing and positioning</li> <li>• Distinction between B2C and B2B events</li> <li>• Risk Management</li> <li>• Co-creation and authenticity</li> </ul>
<p><b>Learning objectives:</b></p> <p><i>Knowledge</i></p> <p>The student must have knowledge of:</p> <ul style="list-style-type: none"> <li>• The definition of event management and which role events and event management has in both a regional and global context.</li> <li>• Organizational structures used in various event organizations.</li> <li>• Various types of meaning events can have for a city, a region or a country.</li> <li>• The concepts of co-creation and authenticity and the impact they have on events.</li> </ul> <p><i>Skills</i></p> <p>The student must have the skills to be able to:</p> <ul style="list-style-type: none"> <li>• Distinguish and classify different types of events and their meaning for the society.</li> <li>• Carry out marketing research used in the planning of events.</li> <li>• Explain and calculate basic financial measurements within the event industry.</li> <li>• Evaluate risks related to events and realize which consequences these will have for the experience of the event.</li> <li>• Plan development, implementation and closing of events by using various planning tools.</li> </ul> <p><i>Competencies</i></p> <p>The student must acquire competence to:</p> <ul style="list-style-type: none"> <li>• Plan and implement various events and evaluate the meaning these have for the society, both economically, politically and socially, as well as part of city- and societal development, based on marketing research.</li> </ul>

## **5.2 Exams in optional elements (Electives)**

### **Exam in Statistics (3<sup>rd</sup> or 4<sup>th</sup> internal exam)**

An exam is held at the end of the 3<sup>rd</sup> semester. The grade will appear on the final diploma.

4 hour written test

### **Exam in Business Economics (3<sup>rd</sup> or 4<sup>th</sup> internal exam)**

An exam is held at the end of the 3<sup>rd</sup> semester. The grade will appear on the final diploma.

4 hour written test

### **Exam in Law (3<sup>rd</sup> or 4<sup>th</sup> internal exam)**

An exam is held at the end of the 3<sup>rd</sup> semester. The grade will appear on the final diploma.

4 hour written test

### **Exam in Experience Economy (3<sup>rd</sup> or 4<sup>th</sup> internal exam)**

An exam is held at the end of the 3<sup>rd</sup> semester. The grade will appear on the final diploma.

30 min. oral exam based on a project

### **Exam in Entrepreneurship (3<sup>rd</sup> or 4<sup>th</sup> internal exam)**

An exam is held at the end of the 3<sup>rd</sup> semester. The grade will appear on the final diploma.

30 min. oral exam based on a project

### **Exam in Digital Marketing (3<sup>rd</sup> or 4<sup>th</sup> internal exam)**

An exam is held at the end of the 3<sup>rd</sup> semester. The grade will appear on the final diploma.

30 min. oral exam based on a project

### **Exam in Human Ressource Management (3<sup>rd</sup> or 4<sup>th</sup> internal exam)**

An exam is held at the end of the 3<sup>rd</sup> semester. The grade will appear on the final diploma.

30 min. oral exam based on a project

### **Exam in Event Management (3<sup>rd</sup> or 4<sup>th</sup> internal exam)**

An exam is held at the end of the 3<sup>rd</sup> semester. The grade will appear on the final diploma.

30 min. oral exam based on a project

## 6. Other provisions

### **6.1 Rules for the completion of 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.

### **6.2 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 the 3rd semester abroad or participate in a course of shorter duration 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.

### **6.3 Requirements for written assignments and projects**

These are organised by the academies. At the Business Academy Southwest students have to make a number of projects and get these approved to be allowed to attend the exams.

#### ***Project 1: Project in theme 1 – Understanding of business***

A team based project focusing on International Marketing, Economics and Organization and Supply Chain Management in the beginning of the 1st semester. The project focus on internal analysis of a specific company, chosen by the Academy. Teams are created by the Academy.

The hand in will be 3 pages, which will be presented during a test. The evaluation will be based on the presentation technique and the content of both hand in and presentation.

#### ***Project 2: Project in theme 2 - Methodology***

The project is based on a problem solving process, focusing on International Marketing and Organization and Supply Chain Management, where the students work in teams and conduct marketing research and present the data results by using statistics. Reflections about teamwork and the use of personality types are included. The data results are presented in a report of approx. 15 pages

The report is presented at a meeting with an opposing team.

**Project 3: Project in theme 3 – Market understanding**

A project based on a case description focusing on International Marketing, Economics, Business Law and Sales and Marketing Communication. Follow the 1<sup>st</sup> internal exam, so the students have a 48 hour preparation and a hand in report of approx. 10 pages.

Oral test is individual and has the duration of 20 minutes. 2 teachers will participate in the exam.

**Project 4: Project in theme 4 – Tactical and operational marketing B2C**

A project based on a former exam assignment (1. external). All subjects are including. A rapport of approximately 20 pages are handed in.

Each teacher evaluates his/her part of the project and gives individual feedback and grade. The contact teacher will calculate the combined grade for the project.

**Project 5: Project in theme 5 – Tactical and operational marketing B2B**

A team based project focusing on International Marketing, Economics and Organization and Supply Chain Management. The results are presented in a presentation of approx. 10 slides.

Oral group exam of 30 minutes duration. 2 teachers will participate. Students present and answer questions before the final evaluation.

**Project 6: Project in theme 6 - Internationalization**

A project based on a former exam assignment (2. internal) focusing on International Marketing and Economics. A rapport of approximately 10 pages are handed in.

Each teacher evaluates his/her part of the project and gives individual feedback and grade. The contact teacher will calculate the combined grade for the project.

**6.4 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.

**6.5 Rules on the students' obligation to participate in the instruction****Duty of participation**

In order for the learning objectives/benefits to be achieved a duty of participation/attendance has been attached to certain study elements in the form of for instance

- Handing in/presentation of assignments/projects and
- Attendance in the form of physical presence

Before the student is allowed to take an exam, the activities in the semester included in the duty of participation/attendance (compulsory activities) must be approved.

If the duty of participation/attendance is not complied with and it is a prerequisite for the examination, the lacking compliance is equated with failure to show at the examination, and the student has used one exam attempt.

The compulsory activities are not considered tests or examinations but part of the learning process that is to document that the student is study active.

Activities with duty of participation/attendance:

Prerequisite for 1st internal examination.

1st semester: Project 1, 2 and 3

Prerequisite for 1st external examination.

2nd semester: Project 4 and 5

Prerequisite for 3rd semester examination in compulsory subjects: Project 6

## **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 the student prioritize classes, smaller exercises and projects equally high.

Because of this there is compulsory attendance at school and the student's absence will be recorded. At 30 and 50 lessons of absence per semester the student will receive a warning from the program manager.

If the student passes 60 lessons of absence the student can be declared study inactive, which means that the SU will be revoked and the student is not allowed to take the examinations. If the student is here on a visa, Danish Immigration will be informed and the visa will be revoked. If the student is an exchange student, the home university will be informed and the student might not receive credit for your stay. Prolonged illness that results in more than 60 lessons absence must be documented and will lead to a subjective assessment of the student's ability to finish the semester.

## **Communication**

Business Academy Southwest has a web-based conference system.

The conference has the same function as an Intranet and is the basic form of communication. Here the student will find relevant information regarding the classes and their weekly planning, information regarding the project and information from the administration.

Should the student miss documents or important information it can be found on the conference. It is important that the student check the conference regularly. Teachers make the information available, but it is the student's responsibility to read it.

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