

# Marketing Management

Study curriculum 2019-2021



ERHVERVS  
AKADEMI  
SYDVEST

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# Joint Part

## 1. The programme's goals for learning outcomes

This national part of the curriculum for the Marketing Management programme has been released in accordance with §18, section 1 in the Ministerial Order for technical and commercial Academy Profession Programmes and Professional Bachelor Programmes. This curriculum is supplemented with an institutional part of the curriculum, which is provided by the individual institution that offers the programme.

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

### Knowledge

The graduate will gain knowledge about:

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

### Skills

The graduate will get skills to:

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

### Competencies

The graduate will be learn to:

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

## **2. The programme includes 6 national subject elements**

### ***2.1. Business understanding***

#### **Content**

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

#### **Learning objectives for business understanding**

##### **Knowledge**

The student will gain knowledge about:

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

##### **Skills**

The student will get the skills to:

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

- **communicate practice-orientated issues and solutions in relation to the internal analysis of the company.**

### **Competencies**

**The student will learn to:**

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

### **ECTS weight**

**The subject element business understanding is weighted 10 ECTS credits.**

## ***2.2. Market understanding***

### **Content**

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

### **Learning Objectives for market understanding**

#### **Knowledge**

**The student will gain knowledge about:**

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

#### **Skills**

**The student will get the skills to:**

- **use the key methods and tools of the subject area in relation to an external analysis of the company's situation,**
- **evaluate practice-orientated issues as well as develop and select solutions in relation to the preparation of customer analyses and**

competitor analyses as well as evaluate the company's market potential,

- disseminate practice-orientated issues and possible solutions of the external situation to partners and users.

### **Competencies**

The student will learn to:

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

### **ECTS weight**

The subject element market understanding is weighted 10 ECTS credits.

## **2.3. Market analysis**

### **Content**

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

### **Learning Objectives for market analysis**

#### **Knowledge**

The student will gain knowledge about:

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

## **Skills**

The student will get the skills to:

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

## **Competencies**

The student will learn to:

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

## **ECTS weight**

The subject element marketing analysis is weighted 10 ECTS credits.

## ***2.4. The marketing plan – strategy and tactics***

### **Content**

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

### **Learning objectives for the marketing plan – strategy and tactics**

#### **Knowledge**

The student will gain knowledge about:

- the marketing plan's structure including relevant marketing strategies and the tactical structure of the marketing plan

- and can understand the practical and centrally applied theory and method, and can also understand the marketing plan's content and structure.

### **Skills**

The student will get the skills to:

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

### **Competencies**

The student will learn to:

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

### **ECTS weight**

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

## ***2.5. The marketing plan - implementation***

### **Content**

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

### **Objectives for the marketing plan - implementation**

#### **Knowledge**



**The student will gain knowledge about:**

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

### **Skills**

**The student will get the skills to:**

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

### **Competencies**

**The student will learn to:**

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

### **ECTS weight**

**The subject element marketing plan – strategy and tactics is weighted 10 ECTS credits.**

## ***2.6. Internationalisation***

### **Content**

**This subject element includes the company's internationalisation and internationalisation strategies, including market selection, establishment types as well as the modification of the marketing mix effort. The subject element also includes culture and the significance of this for the marketing**

**mix effort. The subject element also includes trade policy and macroeconomic factors that affect the company's internationalisation. In addition, the subject element includes financing and investment theory.**

### **Learning objectives for internationalisation**

#### **Knowledge**

**The student will gain knowledge about:**

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

#### **Skills**

**The student will get the skills to:**

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

#### **Competencies**

**The student will learn to:**

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

#### **ECTS weight**

**The subject element internationalisation is weighted 10 ECTS credits.**

### ***2.7. The number of exams in the national subject elements***

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

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

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

## **3. Internship**

### **Learning objectives for programme's internship**

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

### **Knowledge**

The student will gain knowledge about:

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

### **Skills**

The student will get the skills to:

- use key theories and concepts linked to employment in the internship's profession,
- evaluate the practice-orientated issues related to the company and outline solution options in relation to the function of the internship,

- **communicate the practice-orientated issues and give reasons for possible solutions to customers, business partners and users in relation to the internship function.**

### **Competencies**

**The student will learn to:**

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

### **ECTS weight**

**The internship is worth 15 ECTS credits.**

### **Number of exams**

**The internship is completed with 1 exam.**

## **4. Requirements for the final exam project**

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

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

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

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

### **Exams for the final exam project**

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

**ECTS weight**

The final exam project is weighted 15 ECTS credits.

**Examination form**

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

## **5. Rules on credit**

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

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

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

The decision is taken according to an academic assessment.

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

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

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

## **6. Commencement and transitional schemes**

### **Commencement**

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

### **Transitional scheme**

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

# Institutional Part

## 7. Exams

### *7.1 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 BEK no. 1500 of 2/12/2016 (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 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**

## 7.2 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
Exam in business understanding, market understanding and market analysis (1st internal exam)	Internal	Joint	June  Or January  Written/or al			
Exam in the marketing plan – strategy, tactics and implementation (1st 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 elements (3rd internal exam)	Internal	Institution al			Dec/Jan Or May/June Written or oral	
Exam in the internship (4th internal exam)	Internal	Joint				Spring or Autumn Written or oral
Exam in final project (2nd external exam)	External	Joint				Spring or Autumn Written or oral

### ***7.3 Compulsory Tests and Examinations***

**The examination in business understanding, market understanding and market analysis (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

The examination in marketing plan – strategy, tactics and implementation  
(1st external exam)

1st External 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 length of the paper is maximum 24.000 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)**

**The exam consists of two 2-hour cross-disciplinary individual written exams in the compulsory programme elements taught during the third semester.**

**The written exam in Internationalisation is split up into two sub-exams concerning finance and international marketing, respectively, and is based on a case about a specific company, which addresses the topic of internationalisation. The case is handed out 24 hours before the written exam. The first exam concerns economics and the second international marketing. There will be a 1-hour break between the two exams.**

**The case describes a scenario for a company/an industry with information about:**

- **The company and the products involved**
- **Various sources**

**The learning objectives of the second internal exam are identical to the learning objectives of the compulsory programme element: Internationalisation.**

**The length of the paper in Economics is maximum 9.000 keystrokes incl. spaces, footnotes, figures and tables but excluding the cover page, table of contents, list of sources and appendices. The length of the paper in International Marketing is maximum 14.000 keystrokes incl. spaces, footnotes, figures and tables but excluding the cover page, table of contents, list of sources and appendices.**

**Both grades will be included in the diploma. The exam has to be passed combined.**

### **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 (or another hand in format according to agreement) of max. 21.000 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 will have an extent of:

- 1 student: 80.000-100.000 strokes
- 2 students: 120.000-150.000 strokes
- 3 students: 160.000-200.000 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.**

**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.**

**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.**

#### ***7.4 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.**

## 8. Optional Educational Elements

### 8.1 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 market and sales related problem
- Assess specific probability calculations in connection with marketing and sales issues
- Assess descriptive statistics of marketing and sales issues
- 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

Digital Marketing
<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>

## **8.2 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 3rd 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 3rd 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 3rd 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 3rd 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 3rd semester. The grade will appear on the final diploma. The grade will be a combination of the report and the oral exam.**

**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 3rd semester. The grade will appear on the final diploma. Approval of digital product is a requirement to join the oral exam.**

**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 3rd 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 3rd semester. The grade will appear on the final diploma.**

**30 min. oral exam based on a project**

## **9. Other provisions**

### ***9.1 Rules for the completion of work placement***

**On the work placement, the student is assigned a supervisor from the department and a supervisor from the company. The student and the supervisor 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.**

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

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

### ***9.2 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.**

### ***9.3 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. All projects are made in teams from 3-5 students.

#### ***Project 1: Project in theme 1 – Business understanding***

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 students. Teams are created by the Academy.

The hand in will be approx. 6 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 – Market understanding***

A project based on a case description focusing on International Marketing, Economics and Business Law. The project will focus on an external analysis of a company chosen by the Academy. Teams are created by the students.

The hand in will be approx. 12 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 3: Project in theme 3 – Market understanding***

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. Teams are created by the students.

The data results are presented in a report of approx. 15 pages. The report is presented at a meeting with an opposing team.

***Project 4: Project in theme 4 - Marketing plan - strategy and tactics***

A project based on a former exam assignment (1. external). All subjects are including. Teams are created by the students.

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 - Marketing plan - Implementation***

A project based on a case description focusing on Economics, Sales and Market Communication. Teams are created by the students.

The results are presented in a presentation of approx. 10 slides at an oral group exam of 30 minutes duration, where 2 teachers participate. Students present their results and a sales situation is simulated.

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

A project based on a former exam assignment (2. internal) focusing on International Marketing and Economics. Teams are created by the students.

A rapport of approximately 10 pages are handed in. Each teacher evaluates his/her part of the project and gives individual feedback and grade.

***9.4 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.

## ***9.5 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/absence**

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. If absence reach an unacceptable level the student will be called for a meeting with the contact teacher. The student will receive a warning and will have to explain the behaviour. An assessment will be made regarding the students ability to continue at the program.

If the student continue to have absence after several warnings, the student will be called for a meeting with the head of the program. 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 the stay. Prolonged illness 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.



## Appendix 1: Description of content in each subject

### 1. Business understanding

#### **International Marketing (2 ECTS)**

- Business models
- Market orientation vs. business orientation
- Business mission and vision
- The company´s core competences and value creation
- Product evaluation and development
- Strategy and growth strategies

#### **Economics (3 ECTS)**

- Income
- Costs (variable and fixed)
- Annual report (income statement and balance sheet)
- Analysing company accounts
- Profitability analysis
- Cash flow
- Earning capacity analysis
- Capital adjustment analysis
- Solvency and liquidity analysis

#### **Organization and SCM (4 ECTS)**

- Business models
- Innovation
- Individuals/personal profiles
- Motivation theory
- Leadership theory
- Organizational structure
- Organizational culture

#### **Business law (1 ECTS)**

- Legal method and sources of law – including the EU system and its legal power – and the courts and the basic principles of procedural law
- Company types and the influence this has on liability

## **2. Market understanding**

### **International Marketing (5 ECTS)**

- The marketing environment analysis
- Competitive industry structure
- Company capability profiles
- Benchmark analysis
- Consumer behavior including customer journey
- Consumer trends
- Marketpotential
- Analysis of the company´s strengths, weaknesses, possibilities and threats

### **Economics (2 ECTS)**

- National income accounting (value added, total demand and balance of payments)
- Cycle analysis and potential GDP
- Demographics
- Labour market and business structure

### **Organization and SCM (2 ECTS)**

- Supply chain structure
- Supply chain optimization (value creation, logistic efficiency/strategy/coordination)
- Tools for optimizing value creation in SCM
- Managing the flow of goods (planning principles, inventory management, distribution etc.)
- Relationship, cooperation, selecting supply chain partners

### **Business law (1 ECTS)**

- Contract law and consumer contracts

### **3. Market analysis**

#### **International Marketing (4 ECTS)**

- The marketing research process
- Primary- and secondary data collecting methods and forms of analysis
- Problem definition and design of analysis
- Internal sources and external sources
- Qualitative- and quantitative data collection methods
- Interview methods
- Marketing research validity and reliability
- Creating the research design /questionnaire design
- Data analysis and interpretation
- Presentation of data collected and use of data
- Triangulation method

#### **Statistics (2 ECTS)**

- Descriptive statistics
- Goodness of Fit
- Test for dependency (Contingency tables)
- Confidence intervals

#### **Economics (1 ECTS)**

- Macroeconomic targets (no macroeconomic models – placed at 3. semester)
- Macroeconomic reports (secondary sources and databases)
- Generally, it will be obvious, that students search in secondary sources and databases

#### **Organization and SCM (2 ECTS)**

- Project management
- Project planning
- Project management tools (Risk analysis, Stakeholder analysis etc.)
- Project management in practice
- Groups/Teams/team development

#### **Business Law (1 ECTS)**

- Tort law – including employers' liability and product liability
- Personal data protection law

## **4. Marketing plan – strategy and tactics**

### **International Marketing (6 ECTS)**

- Contents and structure in the marketing plan
- Company objectives
- Segmentation (b2b and b2c)
- Target marketing
- Positioning
- Branding
- Product vs. Service
- Price strategies
- Distribution strategies
- Marketing-mix

### **Economics (6 ECTS)**

- Supply and demand
- Market forms
- The consumer (incl. consumer surplus)
- The producer (incl. producer surplus)
- Elasticities
- The company's costs
- Government intervention (maximum pricing, minimum pricing and tax per unit)
- Price formation methods (practically, theoretical and mathematical)
- Budgeting (income statement- and market costs budget)

### **Organization and SCM (2 ECTS)**

- Channel design and optimization (tasks, value creation, structure)
- Concept management
- Retail trade optimization (Concepts, tasks, value creation)
- Offline, online, omnichannel
- Sales strategy
- Sales planning

### **Market communication (3 ECTS)**

- Communication strategies
- Media habits and touchpoints of the target group
- Communication objectives
- Message
- Media landscape
- Media planning

**Business law (2 ECTS)**

- Marketing law – including unsolicited approach to consumers
- Trademark law – including protection
- E-commerce law
- Sale of goods – including reservation of title and securing the purchase sum

**5. Marketing plan - implementation****International Marketing (2 ECTS)**

- Implementation of the marketing plan
- Briefing of internal and external stakeholders and suppliers
- Evaluation and performance review
- Tools for implementing the company's digital marketing

**Economics (3 ECTS)**

- Budgeting (liquidity budget and balance sheet budget)
- Budget control

**Sales (3 ECTS)**

- Communications tool (including CRM)
- Personality types
- Sales- and negotiation technique
- Sales psychology
- Social selling

**Market communication (2 ECTS)**

- Developing (minimum) one concrete communication element and/or product
- Communication budget (budget and prices of media/clicks etc.)
- Measuring effects of communication efforts (including reaching communication objectives within the budget)

## **6. Internationalization**

### **International Marketing (4 ECTS)**

- Internationalization and export motives
- Market screening and market selection
- Entry modes incl. Foreign Direct Investment
- Identification of international partners
- International marketing strategy
- Standardization or adaptation of the international marketing-mix

### **Market communication (1 ECTS)**

- Cultural understanding
- Cultural analysis and comparison of cultures

### **Economics (5 ECTS)**

- Investment (including critical values and sensitivity analysis)
- Financing (including balance sheet structure, generation of capital and types of loans)
- Macroeconomic targets (in order to make a market assessment)
- Macroeconomic models (goods market, money market, currency market and labour market)
- Economic policies
- Classical trade theories and international trade policy (trade barriers and trade agreements)

## Appendix 2: ECTS-distribution

	1. sem				2. sem			3. sem		Total
	Business understanding	Market understanding	Market analysis	Total	Marketing plan - strategy and tactics	Marketing plan - Implementation	Total	Internationalization	Total	subjects
<b>International Marketing</b>										
Marketing	2	5	4	11	6	2	8	4	4	23
Statistics			2	2						2
<b>Total</b>	<b>2</b>	<b>5</b>	<b>6</b>	<b>13</b>	<b>6</b>	<b>2</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>25</b>
<b>Sales and Market Communication</b>										
Sales					1	3	4			4
Market Communication					3	2	5	1	1	6
<b>Total</b>					<b>4</b>	<b>5</b>	<b>9</b>	<b>1</b>	<b>1</b>	<b>10</b>
<b>Economics</b>										
Financial Management	3			3	6	3	9	2	2	14
Global Economics		2	1	3				3	3	6
<b>Total</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>6</b>	<b>3</b>	<b>9</b>	<b>5</b>	<b>5</b>	<b>20</b>
<b>Business Law</b>	1	1	1	3	2		2			5
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>		<b>2</b>			<b>5</b>
<b>Organization and SCM</b>										
Org/innovation/project	4		2	6						6
SCM		2		2	2		2			4
<b>Total</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>8</b>	<b>2</b>		<b>2</b>			<b>10</b>
<b>Total combined</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>30</b>	<b>40</b>	<b>20</b>	<b>60</b>	<b>20</b>	<b>20</b>	<b>70</b>

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