

Marketing Management

Study curriculum 2021-2023



ERHVERVS
AKADEMI
SYDVEST

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National 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 – implementation is weighted 10 ECTS credits.

2.6. Internationalisation

Content

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

Learning objectives for internationalisation

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

ECTS weight

The subject element internationalisation is weighted 10 ECTS credits.

2.7. The number of exams in the national subject elements

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

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

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

3. Internship

Learning objectives for programme's internship

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

Knowledge

The student will gain knowledge about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

ECTS weight

The internship is worth 15 ECTS credits.

Number of exams

The internship is completed with 1 exam.

4. Requirements for the final exam project

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

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

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

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

Exams for the final exam project

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

ECTS weight

The final exam project is weighted 15 ECTS credits.

Examination form

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

5. Rules on credit

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

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

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

The decision is taken according to an academic assessment.

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

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

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

6. Commencement and transitional schemes

Commencement

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

Transitional scheme

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

Institutional Part

1. Exams in general

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 Oral			
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	Institutional			Dec/Jan Or May/June Written or oral	
Exam in the internship (4th internal exam)	Internal	Joint				Spring or Autumn Written
Exam in final project (2nd external exam)	External	Joint				Spring or Autumn Written and oral

Joining the semester, the education element, etc. is also a registration for the corresponding exams.

Deregistration from an exam is only possible in special circumstances such as illness (documented with a medical certificate), death in the family or exceptional circumstances that influences the student's well-being. Exemption can be granted if the student is an elite athlete. Deregistration shall be provided to the manager before the beginning of the exam or as soon as possible. Documentation in writing need to be submitted before the attempt can be cancelled, cf. section 11.

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.

2. Scope and criteria for examinations

Participation in the exams on the study program requires that the student has been approved for the required learning activities. The learning activities appear in the institutional part of the curriculum.

To be able to join the exams, it is a prerequisite that all exams in the previous semester have been passed. This means as an example, that to be able to register for exams on the 3rd semester, you must have passed all exams in the 2nd semester. Finally, all exams in the 2nd and 3rd semester of the program, as well as exams in internships, must have been passed in order to be able to join the exam in the final exam project.

2.1 The examination in business understanding, market understanding and market analysis (1st internal exam)

1st Internal consists of 1 exam 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. 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 excluding potential appendices as well as cover page and bibliography. The scope of the appendices should be limited. A standard page is 2400 keystrokes including appendices.

The oral examination by two teachers, who represents each of their subjects. The teachers will be combined randomly and can change during the exam day. 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

2.2 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 2. Semester. 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, which are to be answered methodologically 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.

2.3 Examination in internationalization (2nd 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 must be passed combined.

3. Local and elective educational elements

3.1 Elective elements

The elective 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 3rd semester. The student will put together the optional package to reach at least 20 ECTS.

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

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

Content:

- 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:**

- Proactive law and mediation
- International sales contracts including sales- and delivery terms
- International employment law and applications/c.v.
- Insolvency law
- A firm's liability and securing the purchase price
- Data protection law

Learning objectives:*Knowledge*

The student must have knowledge about:

- International sales and employment contract
- How to navigate in an insolvency
- How to handle personal information

Skills

The student must have the skills to be able to:

- Understand the process leading up to signing a contract / proactive law
- Analyze sales-and delivery terms
- Understand the rules surrounding employment and employment contracts
- Have a basic understanding of insolvency and its consequences
- Understand when and how to use mediation and arbitration

Competence

The student must acquire competence to:

- Understand the process leading up to signing a contract and the understanding of the different elements in a contract and its consequences. Both sales – and employment contract.
- Legally understand the consequences of a company's construction and how to secure its assets.

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.

Digital Marketing

Weighing: 5 ECTS

Content:

- Background and trends which affects digital marketing and social media
- The global social media platforms
- The digital macro environment
- Online market place
- Concept development for digital platforms, including mobile units
- Digital marketing strategy and adapting to other strategies of the company
- Digital marketing tools: Google, Canva, Mailchimp a.o.
- Digital marketing activities: Influencers, user involvement, Web site optimization a.o.
- Critical success factors, including measurement and value of digital marketing and social media presence
- Digital concepts: CTR, CPC, bounce rate a.o.

Learning objectives:

Knowledge

The student must have knowledge of:

- Central theories and methods to develop digital marketing and social media
- Different theories and methods, which contributes in realizing the company's digital marketing strategy, including social media strategy
- Digital marketing, choosing activities and how to behave online.
- Requirements and opportunities for dialogue and commitment in digital marketing including social media.

Skills

The student must have the skills to be able to:

- Set up objectives and key areas for the digital marketing strategy of the company
- Evaluate the relevant digital marketing on platforms and social media based on needs and behavior of the target group
- Plan and implement digital marketing activities, like user involvement and use of social media platform
- Evaluate the potential and opportunities for sale and service of the company's products through digital marketing.

Competencies

The student must acquire competence to:

- Understand and have insight in digital marketing and social medias communication abilities across the company departments
- Understand and have insight in digital marketing and social medias communication both internal and external
- Transform knowledge and skills to practical solutions within in digital marketing and social media activities
- Participate in the development and implementation of a digital marketing strategy

Human Resource Management

Weighing: 5 ECTS

Content:

- Understand the elements in HR Management, including knowledge about methods and theories of recruitment, development and settlement of employees.
- Understand which physical and mental factors affects the work environment, including employee satisfaction.
- Understand how managers can contribute to support motivation, creativity, wellbeing, performance and learning of employees.
- 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.
- Insight in new tendencies within HR Management, including coaching and work psychology.

Learning objectives:

Knowledge

The student must have knowledge of:

- HRs organization and place, as well as intercation with other functions.
- HR processes about motivation and management.
- Optimal use of human resources.
- HR development programs.
- Personal and professional development of competencies.
- How to make the hard choice – lay off employees.
- Relevant models to identify own competencies and preferences.
- Relevant models to set up own personal development objectives.

Skills

The student must have the skills to be able to:

- Identify the need for HR actions.
- Analyze the company's need and identify the correct employee competencies.
- Analyze the company's need for HR support and development.
- Develop HR programs.
- Handle situation based communication.
- Use relevant models and methods to identify own competencies and preferences.
- Use relevant models to set up own personal development objectives.

Competencies

The student must acquire competence to:

- Develop concrete solutions to HR challenges in a company.
- Cooperate with the company's other functions around HR assignments.
- Implement HR activities in the company.
- Identify own competencies and preferences.
- Set up own personal development objectives.

Event Management**Weighing:** 5 ECTS**Content:**

- Gantt Chart
- Work Breakdown Structure
- Marketingplan (based on market analysis)
- Financial management of events
- Event marketing and positioning
- Distinction between B2C and B2B events
- Risk Management
- Co-creation and authenticity

Learning objectives:*Knowledge*

The student must have knowledge of:

- The definition of event management and which role events and event management has in both a regional and global context.
- Organizational structures used in various event organizations.
- Various types of meaning events can have for a city, a region or a country.
- The concepts of co-creation and authenticity and the impact they have on events.

Skills

The student must have the skills to be able to:

- Distinguish and classify different types of events and their meaning for the society.
- Carry out marketing research used in the planning of events.
- Explain and calculate basic financial measurements within the event industry.
- Evaluate risks related to events and realize which consequences these will have for the experience of the event.
- Plan development, implementation and closing of events by using various planning tools.

Competencies

The student must acquire competence to:

- 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.

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

3.2 Exams in elective elements

Exam in Statistics (3rd 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 (3rd 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 Law (3rd internal exam)

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

2 hour written test.

Exam in Experience Economy (3rd 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 (3rd 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.

15 min. group presentation and 15. min. individual oral exam based on a project.

Exam in Digital Marketing (3rd 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 Resource Management (3rd 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 (3rd 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

4. Internship

4.1 Rules and expectations for the completion of internship

The internship allows the student to work with relevant issues and gain knowledge about relevant job functions. The relation between theoretical learning and actual practice forms the basis for the student's objectives for the internship period.

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 internship can be compared to a full-time job, with demands regarding working hours, work to be done, involvement and flexibility that correspond to those that an AP Graduate in Marketing Management can expect to face on his/her first job.

4.2 Examination in internship (4th internal examination)

An individual internship project is developed, based on a problem area of the internship company, chosen by the intern. This problem is managed using both secondary and primary data research.

Besides this the student must include an evaluation of the internship and reflection on the learning objectives, regarding academic and personal development during the internship.

The project is handed in as an individual written report of max. 25.000 strokes incl. spacing, footnotes, figures and tables, but excl. front page, list of contents, list of sources and enclosures. Reflection part can be handed in as a video per agreement.

This examination is an internal written exam, based on the internship report. Evaluation is graded according to the 7-point grading scale.

The internship must be passed before the student can sign up for examination in the final exam project.

5. Final examination project

Requirements regarding the final exam project as well as learning objectives can be found in the national study section of the curriculum for the Marketing Management program.

5.1 Prerequisites for the exam

The written report, on which the examination and appraisal are based, is to:

- Meet all formal requirements for the final exam project, cf. joint study section of the Curriculum, and
- Be submitted on time, cf. examination schedule available on Moodle.

Note that failure to submit the written project correctly means that the student will not be allowed to sit the exam, and that one examination attempt will have been spent.

The examination in the final project cannot be held until the internship exam and all other exams in the education have been passed.

5.2 Exam in the final examination project (2nd 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 based on 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 defense 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 an improved project with a new project formulation if possible based on the same company (unless other agreement is made) in order to sign up for the final examination project again.

6. Educational elements completed abroad

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.

The student can – with prior approval – obtain credit for any of the educational elements that have been taken abroad. In such cases the student must, after completion of his/her studies abroad, document the educational elements that have been taken. In connection with prior approval, the student must agree that the school is entitled to secure any necessary information about the educational elements.

With prior acceptance of credits, the specific educational element will be considered as being completed if the student has passed the course according to existing and relevant rules for the education

7. Teaching methods

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.

8. Credits for elective and local educational elements

Any elective and local educational element that has been passed is considered to be equivalent to the corresponding educational element offered by other educational institutions offering the education.

The student is to apply for prior approval if credit is wished for educational elements that are not included in the education.

9. Language

English is the language used in the international Computer Science programme. Skills in other languages are not required.

9.1 Examinations

Examinations are to be submitted/presented in understandable English or Danish. Students with other native languages can seek exemption from the fact that formulation and spelling skills can influence the evaluation of the final examination project or any exam for which the curriculum specifies that such skills are included in the evaluation. Application for exemption should be sent to the head of department at least four weeks prior to the examination.

10. Criteria for evaluating student activity and participation

For the student to be considered study active, the student must participate actively in lessons and participate in the compulsory activities.

10.1 Definition of student activity

At the program there are several cross-curricular compulsory learning activities, consisting of projects and special activities, which must be approved to be allowed to attend the exams and to be considered study active.

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.

A report is submitted in a presentation of approx. 15 slides (excluding front page and source list) in an oral test of a duration of 40 minutes, in which 2 teachers participate. The students present their results (15 minutes) followed by a discussion (15 minutes), after which there will be voting for 10 minutes. One overall grade is given to the group. All group members must actively participate in the presentation.

The evaluation will be based on the presentation technique, the content of both hand in and presentation and the discussion.

Project 2: Project in theme 2 – Market understanding

A project based on a company case chosen by the academy, which focuses on market understanding and external analysis. All subjects from the theme are included. A report is submitted in report form of max. 48000 characters (approx. 20 pages). There are requirements for project definition and conclusion in the assignment.

Each subject teacher evaluates his/her part of the project and gives individual feedback and grade.

Project 3: Project in theme 3 – Market analysis

The project is based on a problem-solving process, focusing on International Marketing and Organization and Supply Chain Management and Business Law, where the students work in teams and conduct marketing research of a specific company and present the data results by using statistics. In addition, an external analysis of the specific company is made. Reflections about teamwork and the use of personality types are included. Teams are created by the students.

The results are presented in a report of max. 36000 characters (approx. 15 pages).

The report is presented at a 30. min. 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.

A rapport of approximately 20 pages is 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.

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.

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

Innovation camp

An Innovation camp will be realized within the first study year. The student is obligated to participate in this. Any kind of missing participation results in a written assignment as a substitute.

Trial exams

Trial exams will be carried out on the 1. and 2. semester. The student must participate in these to prepare for the exams.

Each individual teacher can include compulsory learning activities in their respective subjects as hand in assignments. These must be clearly indicated in the syllabus placed in Moodle.

10.2 Duty of participation

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

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 student's ability to continue at the program.

If the student continues 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.

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 as well as the trial exam in 1st internal.

Prerequisite for 1st external examination.

2nd semester: Project 4 and 5 as well as the trial exam in 1st external.

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

10.3 The consequences of absent student activity

Failure to meet one or a more of the criteria for student activity can lead to termination of the student's state educational grant (SU).

Failure to meet one or more of the criteria can lead to the termination of enrolment in the education, cf. below.

Periods in which the student is not active due to leave of absence, maternity leave, adoption, documented illness or military service are not included in the above. The student must, if so required, supply documentation for such conditions.

Exemption can be granted from the above requisites in the case of exceptional circumstances. Applications for exemption should be sent to the head of department.

10.4 Termination of enrolment

Lack of student activity can lead to the termination of enrolment in the education. In exceptional circumstances exceptions can be made from the rule of non-compliance of study activities. Applications to be exempted shall be send to the head of department.

Prior to termination of enrolment in the education, the student is to be sent a written notice that points out the above-mentioned rules. This notice also specifies that the student has 14 days in which to submit documentation for periods with a lack of student activity that the student claims should not lead to expulsion and specifies as well a deadline for seeking exemption.

If the student has not reacted within this period of time, he/she is expelled from the education. If the student requests that he/she not be expelled, this request will have a delaying effect until the head of department as decided upon the matter.

The student is entitled to submit a complaint to the head of department about a decision that has been made two weeks at the latest after being informed of the decision. This complaint will have a delaying effect. If the head of department maintains the decision, the student can complain to the Ministry of Higher Education and Science within two weeks after receiving the complaint, as far as legal issues are involved.

10.5 Communication

Business Academy Southwest uses Moodle, which is a web-based conference system. Moodle 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 projects and relevant information.

Should the student miss documents or important information it can be found on Moodle. 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.

11. Re-examinations

11.1 Re-examinations due to illness

A student who has not been able to sit an examination due to documented illness or other unforeseen circumstance is given the opportunity to sit a re-examination as quickly as possible. In the case of an examination taking place at the end of the last examination period, the student is given the opportunity to join the examination in the same examination period or immediately thereafter.

This examination can be identical to the next ordinary examination. It is the student's responsibility to investigate when the re-examination will be held.

Information about time and place for these re-examinations can be found on Moodle.

Illness must be documented by a medical certificate received by the institution three days at the latest after the examination has been conducted. A student who becomes acutely ill during an examination must document that he/she has been ill on the day in question.

If illness is not documented according to the above rules, the examination will count as one examination attempt spent by the student. Any costs for the medical certificate are the responsibility of the student.

11.2 Re-examinations due to failing or non-attendance

By not passing or by not attending the examination, the student is automatically registered to sit the re-examination, provided that the student has not spent all three examination attempts. The re-examination can be identical with the next ordinary examination.

It is the student's responsibility to investigate when the re-examination will be held. Information about time and place for these re-examinations can be found on Moodle.

Exemption from the above can be given in the case of extraordinary conditions, including documented disability.

12. Use of aids

Any rules for restrictions in the use of aids will be made clear in the specifications for the individual examination.

13. Special examination conditions

The student can apply for special examination conditions when warranted by physical or mental impairment. The application should be submitted to the head of department at least four weeks prior to the date of the examination. An exemption from this deadline can be given in the case of suddenly occurring health issues.

The application must be accompanied by a medical certificate, a statement from e.g. a body dealing with speech, hearing or sight impairment or dyslexia, or other forms of documentation certifying serious health issues or relevant functional impairment.

14. Cheating offences in exams

When submitting written material, the student certifies by his/her signature that the material has been produced without undue assistance.

14.1 Using one's own work and that of others - plagiarism

Cheating in exams through plagiarism comprises instances where a written answer appears to be completely or partially produced personally by the student him-/herself, but:

1. Comprises identical or almost identical rendering of the wording or work of others, without clearly identifying this using quotation marks, italics, indentation, or other clear indications stating the source of the material, cf. the educational institution's requirements to written work on Moodle.
2. Comprises major pieces of text with choice of words or formulations so close to that of another piece of writing that it is possible to determine through comparison that the text could not have been written without using the source in question

3. Comprises the use of words or ideas of others without giving reference to the source in an appropriate manner
4. Re-uses text and/or central ideas from the student's own previously assessed answers (self- plagiarism) without observing the provisions laid down in items 1 and 3 above.

14.2 Disciplinary procedures

A student who attends an exam and who beyond doubt during the exam:

- Receives unauthorised help
- Helps another student answer a question in the exam
- Uses unauthorised materials and aid, or
- Exhibits disruptive behaviour

can be expelled from the exam by the head of department or whoever the head of department authorises to do so, or the examiners can agree to expel the student from the exam while it is taking place. In such cases the justification of the action is to be evaluated in connection with the subsequent decision.

If the disruptive behaviour is of a less serious nature, the educational institution will initially issue a warning.

14.3 Presumed cheating

If during or after an exam it is presumed that a student

- Has received or given unauthorised help
- Has presented the work of another person as his/her own (plagiarism), or
- Has used his/her own previously assessed work or parts thereof without referring to it (plagiarism)

this will be reported to the head of the degree programme.

14.4 Investigation of cheating offences in exams, including plagiarism

Postponement of the exam

If the cheating offence concerns suspected plagiarism in a written report and/or answer that is to be used in the assessment of a subsequent oral exam, the head of department postpones the exam, unless the issue can be investigated prior to the date set for the exam.

Form and content of the report

Reporting must be made without undue delay. The report must be accompanied by a written description of the breach, containing information that can identify the individual(s) reported on, as well as a brief summary of and documentation substantiating the case. In the event of repeated offences for one or more of the persons involved, this must be stated.

When reporting on plagiarism, the plagiarised parts must be marked with clear reference to the sources of plagiarism. Similarly, the plagiarised text must be marked in the source text.

Involving the student: hearing of the party/parties

The head of department decides whether the hearing of the student is to be oral, in writing, or a combination thereof.

For the oral hearing, the student is summoned to a clarifying interview, in which documentation substantiating the suspected cheating in the exam is presented to the student and in which the student is asked to present his/her point of view. The student has the right to be accompanied by a person of his/her own choice.

For the written hearing, the documentation substantiating the presumed cheating in the exam is sent to the student with a request for a written response to the accusation

Penalties for cheating offences and disruptive behaviour during exams

If clarification of the issue confirms the presumed cheating offence, and the action has influenced or would influence the exam assessment, the head of department will expel the student from the exam. In less serious cases, a warning is first given.

In more serious cases, the head of department can expel the student for short or long periods of time. In such cases the student receives a written warning to the effect that repeated offences could lead to permanent expulsion.

Expulsion according to the above terms will lead to cancellation of any grade that may have been granted for the exam in question, and the exam will count as one attempt.

The student cannot attend a re-examination and cannot attend the exam again until an exam is scheduled on ordinary terms as part of the degree programme.

During the period of expulsion, the student is not allowed to attend classes or exams.

Appeals

Decisions concerning expulsion due to a cheating offence at an exam, and that an attempt at an exam has been used, are final and cannot be appealed to a higher administrative authority.

Appeals concerning legal aspects (such as incapacity, hearings, appeal instructions, correct or incorrect interpretation of the Examination Order etc.) can be brought before the Danish Agency for Higher Education and Science. The complaint is forwarded to the educational institution in question, for the attention of the head of the degree programme. The head makes a statement on which the appellant must be given an opportunity to comment, normally within one week. The educational institution forwards the appeal, the statement and any comments that the appellant may have made to the Danish Agency for Higher Education and Science.

Appeals must reach the educational institution no later than two weeks from the day that the appellant was notified of the decision.

15. Complaints about examinations and appeal decisions

15.1 Complaints about exams

We recommend that the student ask the student counsellor for information about complaint procedures and guidance on how to prepare a complaint.

The rules governing complaints about exams can be found in Section 10 of the Examination Order. The Examination Order differentiates between two types of complaints:

- Complaints about the scope of the exam, the examination procedure itself and/or the assessment made
- Complaints about legal matters

These two types of complaints are dealt with differently.

15.1.1 Complaints about the scope procedure and/or the assessment

The examinee can submit a written and substantiated complaint within two weeks after the assessment of the exam has been communicated in the usual way. The complaint can cover:

- The scope of the examination, including questions asked, assignments, etc. as well the examinations relation to the objectives and requirements of the programme
- The examination procedure
- The assessment

Complaints may be submitted about all examinations – written, oral and combinations hereof, as well as practical exams.

Complaints are to be sent to the head of the degree programme.

The complaint is sent immediately to the original examiners, i.e. the internal examiner and the external examiner for the examination in question. Their statement of response forms the basis for the institution's decision regarding academic issues. Two weeks are normally allowed for this response.

As soon as the examiners' response is available, the student issuing the complaint is given an opportunity to comment on the statements, normally with a one-week deadline.

The institution makes its decision based on the academic opinion of the examiners and the complainant's comments hereto.

The decision is to be communicated in writing and can:

- Offer the possibility of a new assessment (re-assessment). This applies to written exams only.
- Offer the possibility of a new exam (re-examination) with new examiners, or
- Reject the complaint

If the decision is to offer a re-assessment or re-examination, the head of department appoints new examiners. Re-assessment applies only to written exams for which material is available, as the new examiners cannot make a (re-)assessment of an oral examination and because the notes made by the original examiners are personal and cannot be disclosed.

If the decision is to offer reassessment or re-examination, the complainant must be informed of the fact that the re-assessment or re-examination may lead to a lower grade.

The student must accept the offer within a period of two weeks after the decision has been communicated. Acceptance can thereafter not be cancelled. If the student does not accept the offer within this period of time, there will be no re-assessment or re-examination.

The re-assessment or re-examination must take place as quickly as possible.

In the case of re-assessment, all documentation shall be provided to the new examiners – the assignment, the answer, the complaint, the evaluations made by the original examiners – together with the complainant's comments and the educational institute's decisions.

The new examiners notify the educational institution of the outcome of their re-assessment and enclose a written statement that specifies the assessment and the reasons for it. Re-assessments may result in a lower grade.

If the decision is to offer re-assessment or re-examination, the decision applies to all students whose examination suffers from the same defects as those referred to in the complaint. The complaint is sent to the head of department two weeks (14 calendar days) at the latest after the assessment of the exam concerned has been communicated. If the due date is on a public holiday, the due date will be the first workday following the public holiday.

Exemption from this deadline can be given in the event of exceptional circumstances.

Appeals and complaints about appeal decisions

The complainant can submit the educational institution's decision to an appeals panel. The activities of the appeals panel are governed by the Public Administrations Act, which also includes issues of incapacity and confidentiality.

The appeal is to be sent to the head of the degree programme.

The appeal must be submitted two weeks at the latest after the decision has been communicated to the student. The same requirements as above for complaints (in writing, stating reasons, etc.) also apply to appeals.

The appeals panel consists of two authorised external examiners appointed by the chairman of the external examiners, a lecturer authorised to conduct examinations, and a student studying the subject area (the degree programme), both of which are appointed by the head of the degree programme.

The appeals panel makes decisions based on the material used by the educational institution in making its decision and the student's appeal, with reasons stated.

The appeals panel can:

- Offer the possibility of a new assessment with new examiners. This applies to written exams only.
- Offer the possibility of a new exam with new examiners, or
- Reject the appeal

If the decision is to offer reassessment or re-examination, the complainant must be informed of the fact that the re-assessment or re-examination may lead to a lower grade.

The student must accept the offer within a period of two weeks after the decision has been communicated. Acceptance can thereafter not be cancelled. If the student does not accept the offer within this period of time, there will be no re-assessment or re-examination.

The re-assessment or re-examination must take place as quickly as possible.

In the case of re-assessment, all documentation shall be provided to the appeals panel – the assignment, the answer, the complaint, the evaluations made by the original examiners – together with the complainant's comments and the educational institute's decisions.

The appeals panel must make its decision two months at the latest (in the case of spring semester exams three months) after the submission of the appeal.

The decision of the appeals panel is final, which means that the case cannot be brought before a higher administrative authority as far as the academic part of the complaint is concerned.

15.1.2 Complaints about legal matters

Complaints about legal aspects of decisions made by examiners in connection with re-assessments or re-examinations or in connection with decisions made by the appeals panel can be brought before the educational institution. The deadline for submitting such complaints is two weeks from the day the decision has been communicated to the complainant.

Complaints about legal aspects of decisions made by the institution according to the rules laid down by the Examination Order (e.g. incapacity, hearings, correct or incorrect interpretation of the Examination Order) can be submitted to the educational institution. The institution issues a statement, and the complainant is normally given one week in which to respond with his/her comments. The institution forwards the complaint, the statement, and any comments the complainant may have to the Danish Agency for Higher Education and Science.

Complaints must be submitted to the educational institution at the latest two weeks after the day on which the decision has been communicated to the complainant.

16. Exemptions

The institute can grant exemptions from rules in this institution-specific section of the curriculum in cases where such exemption is justified due to exceptional circumstances. The institutions offering this education cooperate to ensure a uniform exemption practice.

17. Effective date and transition period

The institution-specific section of the curriculum is effective from 01.08.21 and applies to all students who initiate their studies at EASV by 30.08.21 or later.

Current students at the Academy will complete their studies according to the curriculum valid at the initiation of their studies. Except for students on leave, they will continue their studies according to the curriculum valid at the time of resumption.

This study curriculum is based on:

- Existing Ministerial Order on Examinations on Professionally Oriented Higher Education Programmes
- Existing Ministerial Order on Technical and Commercial Academy Profession Programmes and Professional Bachelor Programmes
- Existing Ministerial Order on Admission to and Enrolment on Academy Profession Programmes and Professional Bachelor Programmes (the Admissions Order).

All can be found here: <https://www.retsinformation.dk/>

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



ERHVERVS
AKADEMI
SYDVEST