



Curriculum Marketing Management

**2011-
2013**

AP Degree in Marketing Management

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General Part

1. The Programme

1.1. Objective

The objective of the programme is to qualify the student to independently analyse, plan and implement solutions widely related to marketing in national and international companies within commerce, production and service.

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

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

1.2. Extent

The study programme is a 2 years full time study equivalents or 120 ECTS credit points. One year equals one student's full time work load in one year. The work load thus includes scheduled teaching, preparation, in-depth studies, written assignments, other activities in connection with the teaching, study visits, internship and projects in companies as well as preparation for and attendance at examinations. The programme must be completed no later than 4 years after study start.

1.3. Objective of the Learning Outcome

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

Knowledge

The graduate will have knowledge of

- 1) the strategic and financial structure of the business
- 2) fundamental socio-economic conditions
- 3) complementation of sale
- 4) business legal relations including legislation on marketing and competition
- 5) methods for solving complex and practice-based problems within marketing management.

Skills

The graduate will be able to

- 1) conduct an international market assessment
- 2) assess and implement problem-oriented projects within marketing-related subjects
- 3) communicate practice-based problems and solutions in Danish and English
- 4) draw up relevant solutions within marketing-related problems on an analytical basis
- 5) assess business and economic conditions
- 6) assess business legal problems in relation to national and international trade
- 7) assess organisational, logistic and managerial problems.



Competencies

The graduate will be able to:

- 1) participate in professional and interdisciplinary cooperation when for the development of the company's marketing strategy and internationalisation
- 2) handle development-oriented situations at a national and international level within sales and marketing
- 3) handle the planning of marketing and sales for the business as well as participate in its implementation
- 4) acquire skills and new knowledge on what was achieved from the programme
- 5) analyse a company's economic development considering the economic conditions in order to act, and
- 6) participate in professional and interdisciplinary cooperation with a professional approach in Danish, English and possibly another foreign language in writing and orally.

1.4. Title

Anyone who has completed the entire programme will achieve the Academy Profession Degree AP and will be awarded the title AP Graduate in Marketing Management.



2. Programme Content and Structure

The programme consists of 4 semesters, which altogether provide the AP Graduate in Marketing Management with the competence profile mentioned in section 1. At the same time, each semester constitutes a complete an overall learning process. It is thus possible for the student to replace a semester by documenting learning and examination from another Danish or foreign institution.

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

The programme consists of four core areas, two optional educational elements, internship and a final exam project. The content and extent of ECTS credit points split into core areas appear from the table on the following page.



Programme structure appears from below model

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



3. Learning Objectives of the Core Areas

3.1. International Marketing and Sales (30 ECTS)

Content

- Strategic Analysis of the Company and its environment
- Introductory Statistics
- Market Analysis
- Growth Strategy
- Internationalisation
- Segmentation, Targeting and Positioning
- Strategic Marketing
- Sales and Negotiation Technique

The graduate has knowledge of

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

The graduate has skills enabling him/her to

- Analyse and assess international marketing strategies
- Assess and communicate proposals for strategies and parameter action at a national and international level
- Apply different market analysis methods and apply statistical skills for assessing data

The graduate has competences enabling him/her to

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

3.2. Economics (20 ECTS)

Content

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

The graduate has knowledge of

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

**The graduate has skills enabling him/her to**

- prepare microeconomic analysis on the goods and labour market
- describe and analyse investment and financial funding alternatives
- describe and analyse the most essential economic and demographic indicators with a view to market evaluation
- make relevant budgets for a company and a project
- conduct a simple price optimisation on the basis of provided market, price and cost assumptions
- analyse the effects of various government interventions

The graduate has competences enabling him/her to

- assess the economic development of a company and use budgeting in the financial management
- clarify any line of business in a market structure as well as assess the consequences of including price and income elasticity
- conduct a calculation of the return of investment and be able to account for the choice of funding
- address the economic conditions in relation to analysing and evaluating a market

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

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

The graduate has knowledge of

- Concepts, theories and practical problems within communication/culture, organisation, management and logistics
- Methods and theories within sales management
- Elements and strategic opportunities in the supply chain and logistic efficiency
- Theories and methods for implementing innovative development projects, including concepts and methods for project management
- Theories and methods for implementing organisational development, communication theories and problems, presentation theories and strategies, verbal as well as non-verbal means, and cultural diversity
- Different types of written business communication

**The graduate has skills enabling him/her to**

- analyse the structure, processes, culture and management of an organisation on the basis of relevant theoretical and practical organisation principles
- analyse strengths, weaknesses and consequences of the organisation and management of the sale
- analyse the company's supply chain as well as identifying key strengths and weaknesses on the basis of the essential theoretical and practical concepts within SCM
- assess, suggest and communicate proposals for strategies, projects and contribution in organisation, management and logistics
- apply relevant IT tools for project management
- analyse innovation types and models in practice
- use English in writing but primarily orally, consider different cultural and commercial contexts as well as develop messages directed at the target group and work creatively with personal communication

The graduate has competences enabling him/her to

- prepare proposals for and participate in the implementation of solutions, motivation factors as well as optimised supply chain
- include and apply essential theories and practical experiences from organisational and logistic contexts in analyses, assessments and suggestions for action
- plan and manage different types of projects
- handle innovation models and tools to develop practical ideas and innovation as competitive parameter
- introduce receiver-oriented products, projects, ideas, proposals and thoughts in an effective and independent manner, both in English and in Danish
- participate in and handle the organisation and management of the sale

3.4. Business Law (10 ECTS)**Content**

- Sources of law and the judicial system
- Contract law, including aspects of Insurance Law
- Employment law
- Insolvency law
- Security and collateral
- Law of Torts
- International Private Law
- Sales of Goods Law
- Law on Marketing and Competition

The graduate has knowledge of

- The legal system, i.e. the Danish and international sources of law, the court system and the EU institutions
- The more specific aspects of entering a contract, i.e. invalidity, submitting insurance information and the right to annul a contract



- The overall holiday rules
- Rules on construction
- The more special rules on provision of security, i.e. guarantee, security in assets in the motor vehicles register, floating charge and security in claims, including according to the Danish Bonds Act
- Product liability developed in legal practice
- Basic international private law
- Basic intellectual law
- The rules of the Danish Competition Act on distortion of competition and abuse of dominant position

The graduate has skills enabling him/her to

assess business related legal problems in relation to

- Compensation, including product liability
- E-commerce
- Contract law, including entering of international contracts and the rules of agency
- Rules of liability in various types of business organisation
- Employment law, in particular the (Danish) salaried employees law
- Individual insolvency proceedings and bankruptcy
- Retention of title
- Purchase and financing as well as registration of rights in immovable property

The graduate has competences enabling him/her to

handle development-oriented situations within the legal aspects of

- Marketing management
- Danish and international sales, including the use of INCOTERMS 2010



4. The Programme's Compulsory Educational Elements:

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

<p>1st semester: The Company's Strategic Situation</p> <p><i>Compulsory educational elements</i> International Marketing and Sales (10 ECTS) Economics (5 ECTS) Communication, Organisation and Management (10 ECTS) Business Law (5 ECTS)</p>	<p>2nd semester: Strategy Preparation</p> <p><i>Compulsory educational elements</i> International Marketing and Sales (10 ECTS) Economics (5 ECTS) Communication, Organisation and Management (5 ECTS) Business Law (5 ECTS) <i>Optional educational element</i> (5 ECTS)</p>
<p>3rd semester: Strategy Implementation</p> <p><i>Compulsory educational elements:</i> International Marketing and Sales (10 ECTS) Economics (10 ECTS) Communication, Organisation and Management (5 ECTS) <i>Optional educational element</i> (5 ECTS)</p>	<p>4th semester:</p> <p>Compulsory internship (15 ECTS) Final exam project (15 ECTS)</p>

4.1 Learning Objectives and Content of the Compulsory Educational Elements on the 1st Semester

Theme: The Company's Strategic Situation

4.1.1 International Marketing and Sales (10 ECTS)

Content:

- Strategic Analysis of the Company and the Environment
- Introductory Statistics

Objective of the learning outcome

The graduate has knowledge of:

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

The graduate has skills enabling him/her to

- Apply the company's strategic platform including mission, goal and strategies
- Assess the company's product/market portfolios, competences and resources
- Identify the company's stakeholders and assess the company's customer relations and the customer's buying behaviour
- Identify and analyse the company's micro and macro environment



- Communicate the company's strengths and weaknesses, opportunities and threats to partners and users
- Process a specific market analysis using statistical tools
- Use IT tools in connection with the study (IMS)
- Make hypothesis tests and confidence intervals
- Process a specific market analysis by using statistical tools

The graduate has competences enabling him/her to

- Participate in interdisciplinary cooperation with a view to analyse and assess the strategic situation of a specific company
- Contribute to an assessment of the company's basis to embark upon international activities

4.1.2 Economics (5 ECTS)

Content:

- The basis of companies' profits and resource utilisation including break-even analyses
- Assessment of activity based costs
- Company analysis
- Market conditions, utility and demand
- Price formation on the goods market for different types of market structures

Objective of the learning outcome

The graduate has knowledge of

- Companies' cost and market conditions
- The company's cost structure including fixed and variable costs as well as the cost driver concept
- The company's marketing mix as basis of income
- The companies' financial management areas including objectives and tasks
- Basic accounting principles and legislation
- Companies' financial information systems and on this basis interpret their information
- The company's cash flow
- The companies' supplementary types of reporting including balanced scorecard and green accounts
- Price formation on the consumer and producer's market including producer and consumer surplus
- The significance of price and income elasticity
- Different market structures and their influence on efficiency
- External impacts and different government interventions

**The graduate has skills enabling him/her to**

- Assess different types of cost and their characteristics
- Analyse the contribution margin with a view to break-even analyses and financial management
- Analyse and assess company accounts in relation to profitability, cash generating ability, capital adjustment, financial position, liquidity and cash flow as well as stock related key figures
- Communicate financial information and state reasons for development tendencies to stakeholders
- Analyse the cost concepts, utility value and demand
- Analyse the price formation of different market structures
- Analyse the effects of intervention on the price formation
- Apply consumer and producer surplus to analyse market efficiency

The graduate has competences enabling him/her to

- Be able to assess the factors influencing the company's costs and profit
- Be able to point out where there may be a basis for cost reduction in the value chain
- Analyse the economic development of a company in a structured manner with a view to finding scopes for action
- Place any line of business in a market structure as well as being able to assess the consequences
- Include price and income elasticity in the economic analysis

4.1.3 Communication, Organisation and Management (10 ECTS)**Content:**

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

Objective of the learning outcome**The graduate has knowledge of**

- Concepts, theories and models concerning the organisational structure, management processes, cooperation, management, the individual and motivation
- Theories and methods for the implementation of innovative development projects, including concepts and methods for project management
- Communication models and theories
- The elements of the supply chain and their interrelationship
- Strategic options, value creation and core competencies within Supply Chain Management
- Internal and external communication problems
- Communication theories and strategies, including verbal and non-verbal tools
- A variety of different and relevant types of written business communication
- Strategies for meetings
- The principle rules within problem-oriented project work (COM)

**The graduate has skills enabling him/her to**

- Analyse the supply chains of a company and their importance for the company's strategy
- Find and assess the value of the important agents' experiences within types of organisation, management and motivation
- Understand one's role in relation to group work
- Analyse types of innovation and models in practice
- Analyse supply chains and identify their core strengths and weaknesses
- Use the English language in a business context, both orally and in writing
- Use relevant IT tools for communication, including working creatively with personal communication
- Develop messages directed towards the target group, including aesthetic expressions

The graduate has competences enabling him/her to

- Develop relevant options for action and solutions for a new organisational structure, and for motivation and management styles in the company
- Handle innovation models and tools for practical exchange of ideas and handle innovation as competitive parameter
- Analyse the company's strategic structure and part elements, value creation through the supply chain and identification of core competencies
- Participate in professional and interdisciplinary cooperation in English
- Present messages with personal clout and independence in both Danish and English
- To acquire and apply skills and new knowledge in relation to the professional topic
- Introduce the material orally and in writing (COM)

4.1.4 Business Law (5 ECTS)**Content:**

- Sources of law and the judicial system
- Contract law, including
 - Formation of contracts in general and formation of insurance contracts
 - Power of attorney
 - Invalidity
 - Consumer contracts
- The company's legal aspects, including
 - Types of business organisation
 - Employment law, including holidays
 - Insolvency law, including business collapse
- Credit insurance, including
 - Guarantee
 - Retention of property/ title
 - Charge of movable property, claims and real property



Objective of the learning outcome

The graduate has knowledge of

- The sources of law
- The judicial system
- The consequences of stating fraudulent misrepresentation when forming an insurance contract as well as the rules on intentional and negligent inducement of the insurance event
- Invalidity and right of cancellation
- The rules of the Danish Holiday Act on accrued and spent holidays
- Reconstruction and amiable composition
- Guarantee
- Charge of movable property, including motor vehicles and floating charge as well as acts of perfection
- The options of acquiring secured claims, including the rules on acts of perfection of the Danish Bond's Act

The graduate has skills enabling him/her to

assess business legal problems in relations to

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



4.2 Learning Objectives and Content of the Compulsory Educational Elements on the 2nd Semester

Theme: Formulating a Strategy

4.2.1 International Marketing and Sales (10 ECTS)

Content:

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

Objective of learning outcome

The graduate has knowledge of

- And understand various market analysis methods and be able to reflect upon them
- And understand the segmentation criteria/variables, differentiation opportunities, and positioning strategies
- And understand various growth strategies
- And understand internationalisation theories, models and strategies
- Danish and English terminology concerning the topics of the semester

The graduate has skills enabling him/her to

- Apply different market analysis methods with a view to collecting and processing information
- Apply statistical skills in assessing the validity and reliability of the market analysis
- Make tests for goodness of fit
- Make tests for independence of number of tables
- Handle a specific market analysis by using statistical tools
- Develop practice-based solutions for the company's choice of target groups and positioning strategy
- Develop solutions for the company's growth
- Develop solutions for the company's internationalisation, including market screening, market choice and penetration strategies on international markets

The graduate has competences enabling him/her to

- Handle the completion of market analyses for the company
- Assess statistical adapted market analysis made independently
- Participate in professional and interdisciplinary cooperation in the development of the company's marketing strategy
- Participate in professional and interdisciplinary cooperation in the development of the company's internationalisation



4.2.2 Economics (5 ETCS)

Content:

- Basic investment theory
- Basic financing and criteria for choosing funding method
- Trade theory and trade policy
- Descriptive economics

Objective of the learning outcome**The graduate has knowledge of**

- Methods preparing capital requirements and payment flows as basis for making investment calculations
- Methods for assessing differences in investment proposals and return by using net present value, annuity method and payback period, and internal rate of return
- Sources for providing debt and equity
- Criteria for choosing funding concept
- Classical and more recent trade theories
- The development of the international trade and knowledge of the most important international organisations

The graduate has skills enabling him/her to

- Assess the assumptions and making calculations as the basis for investment decisions
- Compare different funding concepts
- Describe and analyse the requirement for financing current and fixed assets
- Assess the conditions concerning the choice of funding via debt or equity
- Describe and analysing the demographic development and its relevance for the society and the marketing-related consequences
- Describe and analysing the most important economic indicators with a view to market evaluation
- Analyse the effects of trade policy
- Assess the advantages and disadvantages of globalisation

The graduate has competences enabling him/her to

- Make a calculation of the return of an investment and be able to account for the choice of funding concept



4.2.3 Communication, Organisation and Management (5 ECTS)

Content:

- Management of the supply chain
- Culture Analysis – national and international cultural values and differences
- Company culture
- Using the English language in a business context in different cultural contexts

Objective of the learning outcome

The graduate has knowledge of

- The logistical part elements and activities, e.g. distribution, stock, production, purchase and information systems in the company's supply chain
- Cultural differences, nationally and internationally, as well as the opportunities and limitations of Danish culture in international cooperation
- Concepts such as cultural values, cultural identity and cultural behaviour, culture as competitive parameter
- Concepts and theories concerning company culture
- Current organisational and cultural problems, and players
- The ability to establish constructive relationships with others (COM)

The graduate has skills enabling him/her to

- Include practical experiences in supply chain management and analyse and assess problems, as e.g. choice of production principle, buying policy, relationships with suppliers, etc.
- Assess practical logistic problems and put forward relevant solutions to advance logistic efficiency and agility
- Identify and assess cultural symbols and their consequences in practice
- Understand the consequences of culture in a business/communicative context
- Analyse and assess the relevance of the structure, processes, and management of employees for the goal, strategy and positioning of the organisation
- Define, analyse and assess company culture and the relevance for the company's strategy and competitive power
- To find and assess the value of important players' experiences within types of organisation, management, motivation and company culture
- Using English in writing and orally taking the various cultural contexts into account
- Cooperating across cultures (COM)

The graduate has competences enabling him/her to

- Put forward relevant opportunities for action/new suggestions and assess their consequences for the company's supply chain
- Suggest, understand and assess the consequences of changes in the company's various logistical part systems and the relevance for logistic efficiency and competitive power
- Acquire skills and new knowledge relating to the subject area and include them in logistic problems



4.2.4 Business Law (5 ECTS)

Content:

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

Objective of the learning outcome

The graduate has knowledge about

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

The graduate has skills enabling him/her to

assess business related legal problems in relation to

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

The graduate has competences enabling him/her to

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

- Marketing Law
- Danish and international sales, including
 - Transfer of risk
 - Delivery
 - Breach of contract
 - Breach of contract in Danish consumer sales
 - Incoterms 2010



4.3 Learning Objectives and Content of the Compulsory Educational Elements on the 3rd Semester

Theme: Strategy Implementation

4.3.1 International Marketing and Sales (10 ECTS)

Content:

- Strategic Marketing
- Sales and Negotiation technique

Objective of the learning outcome

The graduate has knowledge of

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

The graduate has skills enabling him/her to

- Use a design brief for the cooperation with designers about the company's product development
- Draw up practice-based solutions for the company's development of the marketing mix at a strategic, tactical and operational level both on the domestic market as well as international markets
- Use budgets for the assessment of the economic consequences of the solutions
- Draw up and communicating the marketing plan to partners and users
- Assess different strategies in connection with the follow up sale from the choice of topic to the final sale and finally the following up
- Use different negotiation theories and models in order to be able to implement a specific negotiation in English
- Complete educational elements in English (IMS)

The graduate has competences enabling him/her to

- Handle the planning of marketing and sales for the company
- Participate in the organisation, implementation and follow up on marketing and sales initiatives
- Negotiate with a professional, personal and linguistic clout
- Work in international teams/groups



4.3.3 Economics (10 ECTS)

Content:

- Basic price optimising
- Budgeting and budget models
- Income formation models
- Business cycle theory
- Unemployment and inflation
- Money and exchange markets
- Economic policy
- Wage formation

Objective of the learning outcome**The graduate has knowledge of**

- Basic parameter optimising for a product on a market
- The significance of the budget to manage a company and the finance of a project
- Basic budgetary control
- The labour market and the basis of demand for and supply of labour
- The circular flow of income and the economic relations
- Various types of economic policy
- Different causes for unemployment and inflation
- Interest and exchange rates
- The monetary cooperation within the EU
- The perception of different economic theories of cyclical fluctuations

The graduate has skills enabling him/her to

- Assess the economic consequence of different parameter activities
- Prepare a profit and loss budget and cash flow budget covering several periods for a company and a project
- Account for the consequences on the profit and loss budget and cash budget in respect of changes in the budget assumptions
- Prepare a balance sheet budget
- Conduct a simple price optimisation on the basis of known market and cost expectations
- Analyse wage formation on the labour market
- Apply the income formation models for analysis of the economic relationships and cyclical fluctuations
- Analyse and assess the relationship between unemployment and inflation
- Analyse and assess the reasons for the changes in interest and exchange rates
- Analyse the effects of various economical policies

**The graduate has competences enabling him/her to**

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

4.3.4 Communication, Organisation and Management (5 ECTS)**Content:**

- Project Management
- Sales Organisation and Management
- Organisational Development

Objective of the learning outcome**The graduate has knowledge of**

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

The graduate has skills enabling him/her to

- Apply relevant IT tools for project management
- Assess the consequences of the organisation and management of sales
- Establish contact with relevant partners in various projects
- Include and assess the value of important players' experiences in e.g. organisational development and project management
- Communicate ideas, suggestions and projects in the organisation, organisational development and sales management

The graduate has competences enabling him/her to

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



4.4 Learning Objectives and Content of the Optional Educational Elements

The optional elements are placed on the 2nd and 3rd semesters. They provide the students with the opportunity to specially design their AP Degree Programme according to their own interests and future career choice. The optional elements consist of two subjects offered by all providers of the programme and are described in the common part of the curriculum together with the other optional elements developed and offered by each academy. The latter are described in the institution's part of the curriculum.

4.4.1 Statistics – 2nd Semester (5 ECTS)

Content:

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

Objective of the learning outcome

The graduate has knowledge about:

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

The graduate has skills enabling him/her to:

- Calculate and interpret different measurements of central tendency and variation
- Make probability calculations for stochastic variables/probability distributions
- List, conduct and analyse a regression model with one or more explanatory variables, including a dummy variable

The graduate has competences enabling him/her to

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



4.4.2 Business Economics – 3rd Semester (5 ECTS)

Content:

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

Objective of the learning outcome

The graduate has knowledge of

- Relationship between the sourcing and production factors and production of goods and services
- The influence of different market structures on the parameter activity
- The classical cost distribution systems as well as activity-based cost systems (ABC costing)
- Conducting ordinary cost and profitability calculations in the short/long run
- Choice of investment opportunities before and after taxes
- Economical optimum lifetime and time for replacement in connection with investments
- Listing of investment calculations as basis for the choice of strategic alternatives with a long-term timeframe
- The significance of the financing concept for the choice of solutions

The graduate has skills enabling him/her to:

- Apply core cost concepts related to making decisions
- Optimise the parameter action based on cost and marketing conditions
- Optimise the sale on a market with price sensitivity and a market with constant sales price
- Conduct sensitivity analyses in connection with investment considerations
- Conduct calculations of capital requirements and payment flows as basis of a listing of investment calculations both for fixed and current assets
- Conduct calculations of the effective interest rates of various loans and credits before and after taxes
- Justify the choice of funding concepts including debt and equity used in connection with investments in fixed and current assets
- Introduce and communicate financial solutions

**The graduate has competences enabling him/her to:**

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

5. Internship and Final Exam Project**5.1 Internship (15 ECTS)**

The internship is placed in the 4th semester of the programme and combines the contents of the lectures etc. with the independent final examination project.

The practical part of the programme shall create coherence between theories and practice to support the student in applying knowledge and skills in connection with solving concrete tasks. The internship shall support the development of professional and personal competencies towards independent performance.

Objective of the learning outcome**Knowledge**

- Detailed knowledge of the company's products and procedures including knowledge of applied theory and methods
- Have experiences from participating in the solution of practical tasks

Skills

- Shall be able to apply a comprehensive number of technical, creative and analytical skills connected to being employed within the industry
- To independently gather information to solve a task
- To be able to assess practice-based tasks/ problems, list up solutions and present them
- To communicate professionally with customers and/ or other stakeholders

Competencies

- Independently relate to applying theory in practice
- Must be able to acquire skills and new knowledge in a structured context regarding the profession
- Must be able to understand concepts and methods as well as reflecting on the use of concepts and methods in practice.



5.2. Final Examination Project (15 ECTS credit points)

The purpose of the final examination project is that the student completes an independent, interdisciplinary and practice-based assignment that demonstrates the knowledge, skills and competencies that originates from the overall learning objectives of the programme, as mentioned on page 3-5. As a main rule, the project takes its starting point in concrete problems in a company.

Apart from the learning objectives of the programme, the learning objectives for the examination project are

Knowledge

- The student must have knowledge of the most used theories and methods within the profession

Skills

- The student must be able to apply and combine skills connected to the core subjects of the programme
- The student must be able to apply methods and tools to gather and analyse information in relation to a practice-based problems

Competencies

- The student must be able to be part of development-oriented and/ or interdisciplinary work processes
- The student must be able to assess theoretical and practice-based problems
- The student must be able to draw up and present solutions and justify the chosen actions and solutions

Rules on the extent, handing in, and project specifications can be found in the institution's guidelines.



6. Tests

The learning outcome of the programme is documented in each semester through tests, varying from oral or written examinations, assessment of assignments and projects, participation in seminars, exercises, etc.

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

All tests must be passed.

6.1 Outline of Tests and Examinations

The programme comprises the following tests by semesters.

Examinations tests	1 st semester	2 nd semester	3 rd semester	4 th semester
Annual test consisting of - Tests in all subjects - Case-based written examination (1 st external examination)		May/June Written		
Test in optional subject (1 st internal examination)		May/June Written or oral		
Test in compulsory subject (2 nd internal examination)			Dec./Jan. Written or oral	
Test in optional subject (3 rd internal examination)			Dec./Jan. Written or oral	
Test in internship (4 th internal examination)				Spring Written/oral
Test based on final exam project (2 nd external examination)				June Written and oral



6.2 Compulsory Tests and Examinations

Annual Test (1st external examination)

The annual test consists of 2 sub tests at the end of the 2nd semester. It consists of

- a digital test in all subjects
- an interdisciplinary case-based examination taking its starting point in a specific company

The learning objectives of knowledge and skills are widely tested in

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

The interdisciplinary case examination is a 4 hours' examination completed after 24 hours' preparation. The case examination will widely test the learning objectives of the compulsory subjects of the first year. Great importance is attached to the student methodologically applying the acquired theory to a concrete problem.

The basis of the 24 hours' preparation is a short description of the assignment that comprises

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

On the day of the examination the student will be asked one or more questions that must be answered methodologically taking its starting point in the information gathered and possibly additional information handed out on the day itself.

A total grade is awarded based on the grades in the two sub tests. The Danish 7-point scale is used. The weight of the interdisciplinary case examination is 2/3 and the digital test 1/3 of the grade. Each sub test must be passed and the grades will be transferred to the degree certificate.

3rd semester test (2nd internal examination)

The 2nd internal examination is an interdisciplinary examination in the entire curriculum of the 3rd semester. The test consists of a written and an oral part and is held at the end of the 3rd semester.

The written part is a 48 hours' *bring home* assignment based on a case brief in English. During the 48 hours the student must complete the assignment individually. The solution must contain both a problem statement, a section on methodology and must not exceed 10 standard pages (see the institution's guidelines for the definition of a standard page).

The assignment must be handed in individually.

Based on the written part the student must prepare an oral defence of the solution handed in. A total grade will be awarded and transferred to the degree certificate. The weight of the written and oral part is 50/50. The Danish 7-point scale is used.

**Test in internship (4th internal examination)**

The internship is tested in writing or orally. The test is assessed pass/no pass. The guidelines concerning the examination can be found the Institution's section.

Test based on the final examination project (2nd external examination)

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.

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

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

6.3 Tests in Optional Educational Elements**Test in the optional subject (1st internal examination): STATISTICS**

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

Statistics: a 3-hour written test.

Test in the optional subject (3rd internal examination): BUSINESS ECONOMICS

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

Business Economics: a 3-hour written test.

The guidelines for tests in general, check the institution's section.

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.



Institutional Part

7. Registration for the Tests and Exams

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. Furthermore, 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.

To be able to register for the exams of a semester, all compulsory assignments must be approved.

The programme includes the following compulsory assignments distributed on semesters.

7.1 Method Project, compulsory assignment 1

Written assignment prepared in groups. Opponent paper is prepared for another group.
Written evaluation.

7.2 Electronic Test, compulsory assignment 2

Electronic test.

7.3 Project A, compulsory assignment 3

Company visit followed by a written report. Oral presentation.

7.4 PD-Talk, compulsory assignment 4

30-minute individual interview based on the student's Garuda profile and his/her personal development plan.

7.5 Strategy Day, compulsory assignment 5

Project prepared in groups. Joint evaluation.

7.6 Portfolio, compulsory assignment 6

Written individual report. 30-minute individual discussion.

7.7 Project B, compulsory assignment 7

Company analysis, handing in report, opponent paper and oral presentation of the report.

7.8 Trial Exam Company Analysis, compulsory assignment 8

Electronic test lasting between 1 and 2 hours and a case assignment with preparation time and 3 hours trial examination. The two elements must individually be assigned a 'Pass'.

7.9 Attendance, compulsory assignment 9

In the event of less than 80% attendance in a subject, the student must pass a test lasting 3 hours to determine whether he/she can continue his/her studies.

7.10 Pilot Project in Market Analysis and Statistics, compulsory assignment 10

Carry out a market analysis and prepare a 10-page report in groups.



7.11 Project C, compulsory assignment 11

Desk research, analysis paper and performing analysis on international market. Preparation of a report in English and oral presentation of the report.

7.12 Multidisciplinary Assignment, compulsory assignment 12

8-hour written assignment in International Marketing and Sales as well as Economics. Written evaluation.

7.13 Project Day in Marketing and Impact Study, compulsory assignment 13

8-hour written assignment in International Marketing and Sales as well as Economics. Written evaluation.

7.12 Project D, compulsory assignment 14

Planning and performing event involving external client. Preparation of report. Written evaluation.

8. Optional Educational Elements

At the programme 10 ECTS are optional educational elements. These 10 ECTS are distributed with 5 ECTS on the 2nd semester and 5 ECTS on the 3rd semester.

At the programme the following optional educational elements are provided:

- 1) Statistics, 2nd semester
- 2) Experience economics, 2nd semester
- 3) 2nd foreign language (German, French and Spanish), 2nd semester
- 4) Sales 1, 2nd semester
- 5) Purchase 1, 2nd semester
- 6) Market communication, 3rd semester
- 7) Business Economics, 3rd semester
- 8) Entrepreneurship, 3rd semester
- 9) 2nd foreign language (German, French and Spanish), 3rd semester
- 10) Sales 2, 3rd semester
- 11) Purchase and Negotiation, 3rd semester

Classes are established if 15 students have chosen the optional educational element in question. If between 8 and 15 students have chosen the subject, the students are offered an intensive course involving fewer times of attendance. If fewer than 8 students are interested in a subject, then the class is not established.

The description of learning objectives and content for the optional educational elements, see "subject descriptions of optional educational elements" which is appendix 1 of this curriculum.



9. Rules for Completion of the Internship

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

The internship is completed with a written report where the student assess the student's learning outcomes of the internship in comparison with the set objectives.

The student's learning outcomes shall be approved in order for the student to be registered for the examination.

As much as three students can be on internship in the same function and same company. The students hand in independent internship reports.

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

The internship period starts in January and lasts for 3 months or 6 months.



10. Tests in Optional Educational Elements

The optional educational elements are tested after each semester in an internal test. See description of test in appendix 1.

11. Internationalisation

Through the programme the educational institutions include the international dimensions in the instruction.

2nd semester includes a study trip to a European city. It is called project C project trip and is compulsory for all students. In special cases Business Academy Aarhus grants an exemption from the study trip. Application for exemption is forwarded to the Head of Department and must be handed in not later than 2 months before departure date of study trip unless sudden conditions make it necessary to give an exemption at a later date.

The programme is built in modules, which means that it is possible for a student to study 3rd semester abroad just as it is possible for foreign students to study a semester on the programme. Furthermore the internship on the 4th semester may take place abroad.

12. Requirements for Written Assignments and Projects

12.1 Final Exam Project (15 ECTS)

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

Prerequisites

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

Content

The project is based on the core problems in the programme and contains elements from the study period.

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

Requirements

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

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



13. Applied Instruction and Work Types

13.1 Targeted learning

The programme consists of 4 semesters which together give the graduate in Marketing Management the targeted competence profile.

At the same time each semester constitutes a collected and delimited learning period with its own examination. This makes it possible for a student to substitute a semester with documented equivalent learning and examination from another Danish or foreign institution.

The purpose of the educational elements is to give the student professional and methodical competences making him/her able to attack relevant problems in practice within the profession and to do this on a practical and theoretical well-founded basis.

The compulsory educational elements reflect the core functions of the profession in practice. Furthermore there are 2 optional educational elements where the student can work on a professional field of relevance to the profession.

The purpose of the internship is to give the student the possibility to test the benefit of the learning objectives of the first three semesters on practical problems of the profession. The internship must therefore take place in a company and job function of relevance to the profession.

The final bachelor project also takes place in a company and function of relevance to the profession, and the student must in practice document his/her overall learning outcomes when solving a delimited problem of relevance to the profession.

13.2 Practice-oriented learning

By participating in quality and development work and involvement in company networks with customers and cooperating with research institutions our lecturers achieve insight into and knowledge about the latest tendencies in the business.

This practical experience is included in the instruction as well as knowledge about core tendencies within the profession. Furthermore they include the latest knowledge and results from national and international research, test and development work from the disciplines attached to the profession.

By working on compulsory assignments, projects, internship and bachelor project the students obtain a contact with practice and they get the opportunity to combine theory and practice.

The teaching includes classroom teaching, dialogue teaching, theme-based work, presentations, cases, seminars, domestic and international guest lecturers, projects and internship.

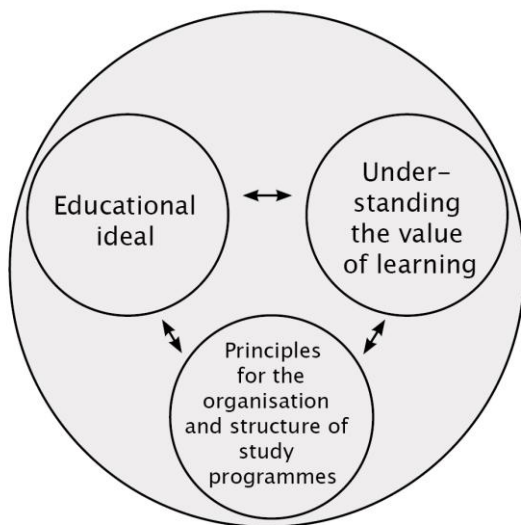
13.3 Pedagogical platform

The pedagogical platform for Business Academy Aarhus consists of 3 elements:

- 1) Understanding the value of learning
- 2) Ideal of education
- 3) Principles for the organisation and structure of study programmes

The link appears from the figure below.

The constituents of the pedagogical platform



Understanding the value of learning

The programmes and instruction of the Business Academy are built on an understanding of the nature of learning and the background for learning processes – an understanding which in practice is transformed into a wide number of study activities meant to enhance the students' learning.

Business Academy Aarhus's interpretation of learning is based on an understanding of learning as an individual activity as well as a social activity. Learning occurs when the student by him/herself acquires new knowledge, skills and competences which are applicable for working on assignments and challenges in a future work life.

Learning occurs when the student develops new meaning in the gap between theory and practice. Our most important task is to connect the programmes' objectives for knowledge, skills and competences to the practice which the student is facing in a future work life or profession.

Learning also takes places as a social activity where the student enters into dialogue with other students, lecturers and persons from the companies. This activity causes the student to discover new meaningful connections linking the acquired knowledge to future practice.



Ideal of Education

For all programmes on Business Academy Aarhus the learning objectives can be found in the curricula for the programmes. The learning objective describes which knowledge, skills and competences the graduates must have.

Furthermore the students must obtain the competences to be able to be integrated as quickly as possible into the business sector which the student aspires to join. The graduates must be able to create value for his/her company and be able to understand and cooperate with persons with different professional and cultural backgrounds.

In other words the students must develop a personal profile which contains both the professional competency described in the curricula, but also the ability to apply the professional competency in relation to the practice and profession which the programme and the student aspire to.

The Business Academy's ideal of education therefore means that we put emphasis on the graduates being able to work application-oriented and practice-oriented. Furthermore it is essential that the graduates are dynamic, have good communicative and interpersonal skills and know how to think innovatively and reflectively.

Principles for the organisation and structure of study programmes

When planning the instruction at the Academy our starting point is pedagogy based on:

- Experience-based learning: discover - reflect - decide - act
- Practice-orientation and relevance: We include the students' experience and employ it in new situations
- Co-responsibility for own learning: The students learn best when they can see the purpose of the new knowledge
- Consideration for different learning styles: The students have different ways to acquire knowledge

On this background we achieve a professional learning situation which gives the students the best starting point for an effective and exciting development.

The instruction at the Academy is a dynamic, interactive process where the main emphasis is on the active participation of the student. The student takes responsibility for his/her own learning and students as well as lecturers contribute constructively to the learning process.

The instruction includes a combination of classroom teaching, project work in groups and individual work - often involving interdisciplinary problems and always involving an application-oriented background.

To ensure the optimum professional learning and personal development for each student the teaching consists of varied pedagogy with main emphasis on dialogue, discussion and projects. The teaching plan is varied and this is ensured, among others, through classroom teaching, team-



based work, interdisciplinary cases, theme-based work, guest lectures, company visits and project work.

The different learning methods will provide the student with professional knowledge and also develop the student's ability to work independently and to cooperate with others.

14. Guidelines for Differentiated Instruction

The instruction is planned with consideration to the learning styles of the students.

15. Rules on Transfer of Credit

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

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

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

The Academy does not require compulsory attendance, but as a major part of the instruction is an interaction between student and lecturer and among the students, it is difficult to complete the programme without being present for far the majority of the lessons.

There may, however, be compulsory attendance in relation to compulsory assignments and projects.

17. Requirement for Reading of Texts on a Foreign Language.

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

18. Rules of Exemption

When unusual conditions substantiate it, the Business Academy may grant an exemption from the rules of the curriculum which are not bound by the basis of the Executive Order.

19. Provisions on Effective Date

The curriculum will come into force and be effective to students commencing the study programme per 1 September 2011.



20. References to Current Legislation

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

- Act No 207 of 31 March 2008 on Academy Profession Degree Programmes and Professional Bachelor Education Programmes
- Executive Order No 636 of 29 June 2009 on Academy Profession Degree Programmes and Professional Bachelor Education Programmes
- Executive Order No 689 of 3 July 2009 on Academy Profession Degree Programme (AP) within International Sales and Marketing Management
- Executive Order No 106 of 9 February 2009 on Admission, Registration and Leave of Absence etc. for higher education
- Executive Order no 635 of 30 June 2000 on quality assurance and quality control in the Academy Profession programmes
- Executive Order No 782 of 17 August 2009 on Tests and Examinations in Professionally Oriented Programmes
- Executive Order No 262 of 20 March 2007 on Grading Scale and Other Forms of Assessment

The acts and orders are accessible under uvm.dk