

CURRICULUM

Marketing Management (AP)

Erhvervsakademiuddannelse indenfor international handel og markedsføring (markedsføringsøkonom AK). Academy Profession Degree Programme in Marketing Management

Autumn 2016 – Autumn 2018

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1. Curriculum framework

1.1 Commencement of the curriculum

This curriculum is valid for students starting 01.09.2016

1.2 Transitional schemes

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

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

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

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

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

	Programme course for students doing the second semester of the old curriculum	Programme course for students doing the third semester of the old curriculum
Module on the old curriculum	International marketing	International marketing
Will be met with the following learning activity on the new curriculum	Analytical methods, data collection and data processing	Parameter mix and service marketing
Will be met with the following learning activity on the new curriculum	Segmentation, positioning and target audience choice	Marketing plan, B2B and B2C

Module on the old curriculum	Organisation and SCM	Economics
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Will be met with the following subject on the new curriculum	Cultural theories and methods	Budgeting and parameter optimisation
Will be met with the following subject on the new curriculum	-	Pricing strategies and pricing methods
Module on the old curriculum	Economy	Sales- and project management, and organizations development
Will be met with the following subject on the new curriculum	Investment theory and method	- Project management
Will be met with the following subject on the new curriculum	-Macro economy	- Organization
Module on the old curriculum	Business Law	-
Will be met with the following subject on the new curriculum	Legal methods	-
Will be met with the following subject on the new curriculum	Rules for the collection and processing of personal data	-
		NB! The students must not take the following subjects during the third semester:
		Investment and financing

		Trade theory and trade policy interventions
		Internationalisation

Students who started the Programme under the former Curriculum (from 2016) are automatically transferred to this Curriculum.

Re-registration

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

1.3 Current legislation for the curriculum

The following current legislation applies to the programme:

- Ministerial Order no. 935 of 25/08/2014: Ministerial Order for business academies of higher education
- Ministerial Order no. 1147 of 23/10/2014: Ministerial Order for business academies and professional bachelor programmes (LEP-law).
- Ministerial Order no. 1521 of 16/12/2013: Ministerial Order for business academies and professional bachelor programmes (LEP-law).
- Ministerial Order no. 1519 of 16/12/2013: Ministerial Order for examinations in higher educational business programmes
- Ministerial Order no. 85 of 26/01/2016: Ministerial Order for admission to business academies and professional bachelor courses
- Ministerial Order no. 114 of 03/02/2015: Ministerial Order for marking scales and other assessment criteria
- Ministerial Order no. 829 of 04/07/2015: Ministerial Order for business academy programmes within international trade and marketing (AP in Marketing Management)
- Ministerial Order no. 597 of 08/03/2015: Ministerial Order for talent initiatives in higher education

The Ministerial Orders and legislation can be found at www.retsinfo.dk (only in Danish)

1.4 Competency profile for a marketing manager

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

The student will gain knowledge about

- 1) the strategic and financial foundation of the company,
- 2) the basic socio-economic conditions,
- 3) concluding the sale,
- 4) legal business matters, including legislation on marketing and competition and

5) methods for solving complex and real-life issues in marketing

Skills

The student will get the skills to

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

Competencies

The student will learn to

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

2. PROGRAMME CONTENT

The curriculum's joint national part includes, according to § 17 rules for the following in accordance with the Ministerial Order no. 829 of 04/07/2015: Ministerial Order for business academy programmes within international trade and marketing (AP in Marketing Management):

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

2.1 The programme's structure

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

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

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

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

Number of exams on the programme, and their timing:

There are 7 exams on the programme.

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

2.2 Core areas

The programme includes five core areas comprising 70 ECTS

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

Core area 2: Economics**Weight: 20 ECTS****Content:**

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

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

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

Learning objectives:**Knowledge and understanding**

The student will gain knowledge and understanding about:

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

- price as a trade parameter

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

Core area 3: Sales and Marketing Communication

Weight: 10 ECTS

Content:

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

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

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

Learning objectives:**Knowledge and understanding**

The student will gain knowledge and understanding about:

- marketing communication theory and models
- sales phases and sales processes
- salesmanship and sales psychology

- communication strategy and campaign planning
- the analogue and digital media landscape
- different negotiating strategies
- cultural theory and analysis

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

Core area 4: Business Law

Weight: 5 ECTS

Content:

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

Learning objectives:

Knowledge and understanding

The student will gain knowledge and understanding about:

- legal methods, information retrieval and legal sources including their interrelationship hierarchy
- the rules for marketing, including e-commerce and trademark protection
- the rules for the collection and processing of personal data in relation to customers
- the rules for the formation of contracts, including digital contracts, intermediaries and invalidity
- the rules for commercial and consumer sales

- the Consumer Contracts Act's rules on consumer sales, including the right of withdrawal
- company forms, including liability
- basic liability conditions, employer liability, the Product Liability Act and product liability developed through case law

Skills

The student will get the skills to:

- assess legal business problems in relation to:
 - marketing law
 - contract law
 - sale of goods, including
 - passing of risk
 - delivery
 - retention of title
 - non-compliance of commercial and consumer sales
 - E-commerce
 - liability for various company forms

Competencies

The student will learn to:

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

Core area 5: Organisation and Supply Chain Management

Weight: 10 ECTS

Content:

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

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

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

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

Learning objectives:

Knowledge and understanding

The student will gain knowledge and understanding about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

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

- in a structured context, prepare cultural analyses and compare cultural differences

2.3 Compulsory programme elements

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

Table: The distribution of ECTS for the compulsory programme elements

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

Compulsory programme element: Understanding of business

Weight: 5 ECTS - 1st semester

Content:

The programme element ensures that the students will have an understanding of good business sense and will be able to analyse a company's business model and on the basis of this, develop innovative alternatives

Learning objectives:

Knowledge and understanding

The student will gain knowledge and understanding about:

- different types of business models and concepts - offline and online.
- theories and models about the company's value creation
- the company's accounting matters, including the Annual Report and the financial reporting forms, as well as additional reports
- the company's revenue base and costs, including fixed costs and variable costs
- concepts and theories in organisational structure and organisational culture
- concepts and theories of supply chain structure
- theory of innovation, sources of innovation and the innovative organisation
- how the company's competencies originate and develop through many different activities, functions, processes, relationships, etc.

Skills

The student will get the skills to:

- analyse the company's strategic platform
- assess the company's competencies and resources focussing on their efficiency in value creation
- evaluate the company's internal strategic situation and its ability to deliver added value
- be able to assess the basic financial reporting in the annual report
- assess the company's structure and organisation as the company's competency base
- identify significant resources in the company's supply chain and assess how the supply chain relationships are included in the company's competency base
- participate in innovation processes and use innovation tools both in product innovation and in organisational innovation

Competencies

The student will learn to:

- participate in the company's innovation processes in interaction with others
- manage the structuring and analysis of significant economic posts in the annual report.

Compulsory programme element: Methodology**Weight: 10 ECTS - 1st semester****Content:**

The programme element ensures that the students can methodically apply the relevant analysis tools and on this basis, draw up and disseminate the basis of decisions within sales, marketing and economics.

Learning objectives:**Knowledge and understanding**

The student will gain knowledge and understanding about:

- various marketing analysis methods - including desk and field research.
- economic analysis tools to assess the company's internal economic situation
- concepts, theories and practical problems within team cooperation □
methods for project management and control

Skills

The student will get the skills to:

- use various marketing analysis methods in order to collect and process information, both desk and field research
- use both qualitative and quantitative methods and combinations of these to strengthen the quality of marketing analysis (method triangulation)
- evaluate the quality of the marketing analysis based on qualitative criteria within quantitative and qualitative analyses
- use qualitative analysis methods and be able to identify and present the main conclusions
- identify and present the results of quantitative data analysis using statistical tools (descriptive statistics)
- determine statistical relationships between variables in connection with surveys (cross-tabulation)
- assess and analyse company accounts in terms of profitability, earnings, capital adjustment, solvency, liquidity and cash flow and equity-related ratios
- compare the company's or the industry's economic situation based on external information including the Annual Report
- evaluate the different types of costs and their impact on the company's accounting, including analyses of contribution margin and break-even
- use appropriate tools and models for project management - including IT tools
- draw up reports with a thesis statement, reasoned methods, as well as analyses that comply with formalities and are adapted to the recipient. This includes the use of digital tools.

Competencies

The student will learn to:

- to participate in the company's data-gathering and-analysis
- in a structured context, relate and reflect on their own and other others' perspectives in order to achieve results in cooperation with others

- manage the planning, implementation and evaluation of a project
- produce a professional report according to the given framework (formalities)

Compulsory programme element: Market understanding

Weight: 15 ECTS - 1st semester

Content:

This programme element ensures that the student will be able to develop, implement and apply analyses to gain an overall understanding of marketing.

On the operational level, the students will get the competencies to implement sales for the company's customers.

In this programme element, law is included as an important component to understand the regulations the company will meet in the market.

Learning objectives:

Knowledge and understanding

The student will gain knowledge and understanding about:

- relevant theories and models concerning the company's external situation
- the company's market conditions including micro- and macroeconomic conditions affecting the company's business decisions.
- different types of markets and their impact on efficiency
- population development, the labour market and income
- legal methods, information retrieval and legal sources including their interrelationship hierarchy
- rules for the formation of contracts, including digital contracts, intermediaries and invalidity
- basic liability conditions, employer liability, the Product Liability Act and product liability developed through case law
- company forms, including liability
- sales cycle stages, challenges and opportunities
- personal sales - identification of customer needs
- sales psychology - different types of customers
- various sales and negotiation theories and strategies
- CRM - systems for managing customer relationships
- cultural theories and models
- cultural values and cultural behaviour, including cultural barriers
- trend analysis

Skills

The student will get the skills to:

- assess the company's strategic position:
- assess the company's product/market portfolio in relation to customers and competitors.
- identify the company's customers and be able to assess the company's customer relations and the customer's buying behaviour – both B2B and B2C.
- assess the main national key performance indicators in relation to the company's market situation
- assess population trends, labour market and income in relation to the market situation
- assess the importance of culture in a commercial and communicative context
- assess the effect of various market interventions, including commercial policy interventions on the company's activities

- use legal methods, information retrieval and legal sources including their interrelationship hierarchy
- assess legal business problems in relation to contract law
- use market segmentation, select target groups and position the company and its products or services
- assess the strategy options in connection with the implementation of sales, from subject selection to sales closure and follow-up
- apply different negotiation theories and models to implement specific sales negotiations
- assess the company's position in the supply chain and apply this in sales and communication contexts

Competencies

The student will learn to:

- participate in the planning of the selection of relevant markets for the company on the basis of competitive conditions
- manage development-orientated situations for the organisation's verbal and non-verbal communication to other cultures
- manage development-orientated situations in connection with the company's sales planning, organisation, implementation and follow-up
- participate in negotiations with a professional and personal impact
- in a structured context, acquire new knowledge about legislation in relation to the market
- manage the societal effects of various market interventions in relation to the company's activities

Compulsory programme element: Tactical and operational marketing B2C**Weight: 20 ECTS - 2nd semester****Content:**

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

Learning objectives:**Knowledge and understanding**

The student will gain knowledge and understanding about:

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

Skills

The student will get the skills to:

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

Competencies

The student will learn to:

- manage marketing and sales planning for the company, as well as disseminate the marketing plan to business partners and users

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

Compulsory programme element: Tactical and operational marketing B2B

Weight: 10 ECTS - 2nd semester

Content:

This programme element will ensure that the student will be able to participate in the preparation and implementation of a marketing campaign on the B2B market.

Learning objectives:**Knowledge and understanding**

The student will gain knowledge and understanding about:

- the company's parameter mix on the B2B market
- the content and application of the marketing plan - online and offline
- marketing and sales budgets
- sales strategies B2B - online and offline
- various negotiation theories and models
- basic parameter optimisation for a product in one market
- the budget's impact on the management of a company's economy
- basic budget control
- price formation for the consumer and producer market including producer and consumer surplus
- the price and income elasticity in connection with the pricing of a product □
knowledge of relational types and SCM collaboration

Skills

The student will get the skills to:

- apply different negotiation theories and models to implement concrete negotiations in a B2B context
- do a basic budget control
- make a simple cost optimisation based on known market and cost expectations
- assess pricing strategies and pricing methods
- analyse and evaluate the company's relation types and SCM collaboration according to strengths and weaknesses

Competencies

The student will learn to:

- carry out B2B marketing and sales planning for the company - including: implementing the organisation of, execution of and monitoring of marketing and sales initiatives, as well as the dissemination to business partners and users
- participate in controlling the marketing plan's financial consequences
- manage the optimisation of the company's supply chain relationships

Compulsory programme element: Internationalisation

Weight: 10 ECTS - 3rd semester

Content:

This programme element ensures that the student can participate in professional and interdisciplinary collaboration in the development of the company's growth and internationalisation.

Learning objectives:**Knowledge and understanding**

The student will gain knowledge and understanding about:

- different growth strategies
- internationalisation theories, market selection, as well as establishment forms
- international parameter strategies
- terminology concerning the programme's compulsory element subjects
- correlation between growth and investment
- investment theory and methods
- financing options including equity as well as debt capital
- classical and recent commerce theories
- the development of international trade and knowledge of the most important international organisations
- causes of inflation and the consequences of these
- exchange-rate formation
- cyclical theory

Skills

The student will get the skills to:

- propose possible solutions for the company's internationalisation, including market screening, market selection and entry strategies into international markets
- use international parameter strategies
- assess and establish prerequisites for investment and make calculations as a basis for investment decisions
- set relevant multi-period cash flows, based on, for example, estimated budgets of planned marketing initiatives
- assess and compare the measures envisaged on the basis of a calculation of the net present value, internal rate of return and sensitivity. Calculate and evaluate effective interest rates
- describe and analyse the main national economic indicators for the purpose of export market assessment
- analyse and assess the impact of trade policy interventions on export markets

Competencies

The student will learn to:

- participate in the preparation of the company's international growth and marketing strategies, taking into account the economic consequences of macroeconomic measures and the company's economy

2.4 Internship

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

2.5 Requirements for the Final exam project

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

Final exam project

Content:

The purpose of the final exam project is that the student methodologically prepares an independent, interdisciplinary and practice-orientated assignment that demonstrates knowledge, skills and competencies that are based on the general learning objectives for the programme given in the introduction to this curriculum. The project is prepared in cooperation with a specific company and takes as its starting point any current issues for this company.

Weight: 15 ECTS - 4th semester

Learning objectives:

Knowledge

The student will gain knowledge about:

- methods for the identification and solution of complex and real-life issues within the profession on the basis of business economics

Skills

The student will get the skills to:

- identify developmental needs and potential for a company
- assess theoretical and practical issues and justify the selected methods for the solution of the problem
- apply methods and tools for the systematic collection and analysis of both primary and secondary data
- apply value-adding activities and draw up proposals, on the basis of the chosen problem
- establish and communicate proposals which include economic impact calculations and implementation plans
- apply and disseminate new perspectives on the basis of a concrete problem

Competencies

The student will learn to:

- participate in disciplinary and interdisciplinary, holistic and practice-based teamwork
- disseminate and justify the practice-based issues and proposed solutions to relevant stakeholders
- manage development-orientated situations nationally and internationally within sales and marketing
- participate in academic and interdisciplinary collaboration with a professional approach

Exam

1 exam

3. CREDIT AND RULES FOR THE PROGRAMME

3.1 Credit and programme changes

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

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

3.1.1 Prior credit approval

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

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

3.1.2 Rules of exemption

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

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

A transferable educational element from a stay abroad will be regarded as successfully completed, if the student has passed the element in accordance with the rules and regulations in effect at the educational institution at which the element was taken. Students are obliged to notify [the institution] of any previously passed educational elements at a higher educational level, which includes both Danish and foreign higher educations, presumed to be transferable. EAL handles all applications for credit transfer according to these rules.

INSTITUTIONAL PART

4. OVERVIEW OF EXAMS

The programme includes the following exams divided over the semesters.

Exam	Co-examiner	Basis	1st semester	2nd semester	3rd semester	4th semester
	Internal/external	Joint national/ Institutional				
Understanding of Business, Methodology and Market Understanding (1 st internal exam)	Internal	Joint	June Or January Written/ oral			
Exam in tactical and operational marketing B-C Tactical and operational marketing B-B 1 st external exam	External	Joint		May/June Or Dec/Jan Written		
Exam in internationalisation 2 nd internal exam	Internal	Joint			Dec/Jan Or May/June Written	
Exam in elective programme element 1 3 rd internal exam	Internal	Institutional			Dec/Jan Or May/June Written or oral	
Exam in elective programme element 3 (4 th internal exam)	Internal	Institutional			Dec/Jan Or May/June Written or oral	Spring or Autumn Written or oral
Exam in the internship (5 th internal exam)	Internal	Joint				Spring or Autumn Written or oral

Exam in the main exam project (2 nd external exam)	External	Joint				June or January Written and oral
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5. ELECTIVE PROGRAMME ELEMENTS

The exam for the elective element is worth 10 ECTS. Therefore, two elective elements, both worth 5 ECTS will be added together into one mark. Two marks for the elective elements will therefore be stated on the diploma.

Joint electives:

Statistics
Weight: 5 ECTS
<p>Content:</p> <ul style="list-style-type: none"> • Probability theory • Random variables and probability distributions • Regression analysis • Analysis of variance
<p>Learning objectives:</p> <p><i>Knowledge</i> The student will gain knowledge about:</p> <ul style="list-style-type: none"> • Descriptive statistics and probability theory. • Random variables and probability distributions. • Scaling. • Regression analysis • Analysis of variance <p><i>Skills</i> The student will get the skills 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 <p><i>Competencies</i> The student will learn to:</p> <ul style="list-style-type: none"> • 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 issues □ assess the descriptive statistics of the marketing and sales issues

Business Economics

Weight: 5 ECTS

Content:

- The basis of and the extended understanding of cost structures, cost estimates and choices between various alternatives including alternative expenses
- The basis of and extended understanding of investment decisions with associated sensitivity analysis/break-even analysis before and after tax
- The basis of an extended understanding of financing forms and types, including leasing and criteria for comparison and choices both before and after tax

Learning objectives:

Knowledge

The student will gain knowledge about:

- drawing up of common expenses and profitability calculations for the short and long term
- the classic cost accounting systems as well as activity-based cost systems (Activity Based Costing)
- correlations between production factor efforts and the production of goods and services (LP model)

- investments in connection with the choice between several investment opportunities, both from a before and after tax point of view
- economically optimal service life and replacement time in connection with investments
- the establishment of investment calculations, as a basis for the selection of alternative courses of action with a longer time horizon.
- the significance of the form of financing for the choice of the proposed solution.

Skills

The student will get the skills to:

- be able to use Excel as a tool for versatile economic analyses
- be able to use central expense concepts that are related to decision making
- be able to analyse how the 'descriptions' (the drivers) for an activity based cost allocation system (Activity Based Costing) can be determined
- optimise parameter efforts based on cost and marketing matters (LP)
- conduct sensitivity analyses in connection with investment considerations
- be able to make capital requirement calculations and payment flows as the basis for establishing investment calculations for both the fixed and the current assets
- be able to perform calculations on a variety of loans and creditors' effective interest rates, before and after tax
- be able to justify the choice of financing form including the use of equity and borrowed capital in connection with investments in the fixed and current assets □ be able to present and disseminate economic solutions

Competencies

The student will learn to:

- independently develop smaller analyses in Excel spreadsheet models
- independently be able to assess the economic implications of planned marketing activities
- independently establish profitability using a business area budget/account based on an activity based cost accounting system (Activity Based Costing).
- independently identify and analyse investment and financing opportunities qualitatively and economically in comparison to concrete planning tasks.

Law

Weight: 5 ECTS

Content:

- Extended legal methods
- Extended agreement and intermediary law
- Extended national commercial law
- International commercial law
- Extended tort law
- Credit agreements and claims
- Tax law

Learning objectives:*Knowledge*

The student will gain knowledge about:

- intermediaries other than proxy holders
- basic tax law

Skills

The student will learn:

- the rules for international process and private law
- the rules for the international sale of goods
- credit agreements and property relations
- general rules for claims
- how to transfer claims
- tort law including liability bases other than the culpa rule

Competencies

The student will learn about:

- national agreements and rights of purchase
- the formulation of written answers for legal tasks through the use of common legal methods

6. INSTITUTIONAL PART (ZIBAT)

1. Admission to the degree programme

Admission requirements

The requirement for admission to the AP degree in Marketing Management is an upper secondary exam with mathematics/economics/business economics and English at B level. The specific admission requirements for the programme are: the average grade achieved in the qualifying exam, motivation and prior experience. Applicants may be invited for a personal interview.

Other admission requirements

The student must comply with the admission requirements, but compliance is not sufficient for admission.

The Zealand Institute of Business and Technology determines and publicises detailed information about the criteria for admission of students if the number of qualified applicants exceeds the number of places available.

The Zealand Institute of Business and Technology publicises the admission criteria on the Institute's website.

2. Electives

Electives Roskilde

In Roskilde the electives at the 3th semester are structured in part each of 20 ECTS. Formally, each of the parts are split into two of each 10 ECTS.

Internationalisation (Elective) Place: Roskilde
Weight: 20 ECTS
Content: <ul style="list-style-type: none">• Why Export, Export motives?• Culture and Organizations• Culture and international marketing management• Cultural diversity in organizations• Analysis of internal barriers to export• DNA of exporting companies• Assessment of export potential• Networking and clusters• External barriers to export• Information and Market screening and search• Risk management• International sales• Business cultures in the Western World• Business cultures in Asia, Africa and the Middle East

- Cultural dimensions and dilemmas
- Culture and Communication
- International contracts
- EU - legislation
- Product responsibility
- Disputes and Conflicts
- Terms and Payment
- Incoterms
- Credit ratings and insurance
- Export Credit
- Export situation analysis and export plan

Learning objectives:

Knowledge

The student must acquire knowledge of:

- Practice, theory and methods concerning internationalization and readiness for export of companies
- Practice and theory in analyzing internal barriers for export in companies
- Practice and theory in analyzing external barriers for export in companies
- Different conceptions of leadership
- Marketing in a cross-cultural environment
- Cross cultural differences in Sales
- Two approaches to the concept of multiculturalism (Europe, America, Australia)
- Two different cognitive approaches to management (Asia, African and Middle East)
- Communication in and between cultures
- Basic International trade legislation
- Key export terms and conditions
- Risk minimizing tools
- Basic analysis and export planning

Skills

The student must acquire skills in:

- Identifying and assessing issues and challenges in the readiness of export of companies
- Leadership in a global context
- Systematically and methodically assessing the export potential of a company's product/service.
- Systematically and methodically identifying suitable export markets based on analysis of both internal and external barriers
- Arguing for and proposing solutions for overcoming internal and external barriers to export
- Addressing issues and proposing solutions regarding risk management in exporting
- Addressing issues and proposing solutions in conducting cross-cultural sales
- European cultures, American Australasian cultures
- Asian cultures, African and Middle East cultures
- Barriers in cross-cultural management communication
- Apply the acquired skills in elaborating an export plan

Competences

The student must acquire competences in:

- Getting an overview of a company's practical issues concerning internal and external barriers to export as well as risk and cross cultural difference - understanding how to relate to these issues
- Developing the company's export strategy, focusing on utilizing the both the strengths of the company and the opportunities of the export market
- Planning and executing export sales

Method

Scope: 5 ECTS

Content:

- A review of scientific paradigms and their consequences for the choice of methods and what it ultimately means for the analysis and assessment of data
- Research into the central methodological approach within the disciplines of business economics
- An overview of how information is gathered and how a research process should be
- Systematization of the ability of the approach to produce knowledge
- Understanding and command of the academic challenges encountered in modern society
- The use of theory and models in problem identification and solving within the framework of business and marketing

Learning goals:

Knowledge

The graduate will:

- Have knowledge about the theory's theoretical hypotheses and methodological approaches which support the production of knowledge
- Gain insight into important perspectives in knowledge, perceptions and recognition of the methodology used in business and marketing
- Have a solid grasp of what knowledge means in the context of social science and have a grasp of what role the knowledge plays in a business economic perspective
- Knowledge of theories, models and techniques used for gathering and working with data
- Insight in how data can be used as a foundation for making decisions in business and marketing
- have understanding of the application of methodology in project and report writing following the principles of academic work
- Have detailed insight in qualitative and quantitative methods

Skills

The graduate will:

- Be able to prepare problem analysis and perform problem definition, put forward problems and hypotheses, along with being able to perform methodological considerations and substantiate choice of research methods
- be able to structure and analyse following the principles of academic work
- Be able to describe the process of information gathering
- Be able to explain the connection between the theoretical foundation, the problem identification and problem solving using different methods
- Outline different methods for collecting data and based on evaluation of these choose relevant methods for the specific problem area

- Be able to collate, adapt and interpret quantitative and qualitative data along with relating critically to existing or new data materials, including having knowledge about measuring scales and being able to judge the relevance, topicality, validity, reliability and scope for generalisation of data
- Be able to analyse and interpret the results of collected data
- Be able to present data and problems in a consistent and structured way

Competencies

The graduate will:

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

Examination and assessment:

- Oral exam

Digital Marketing and Branding

Scope: 20 ECTS

Content:

- Digital- communication and strategy
- Goals setting and KPI (key performance indicators)
- User Experience & Conversion optimization
- Search Engine Optimization (SEO) & Search Engine Marketing (SEM)
- Display banner advertising
- Sociale media
- Personal Branding
- Content marketing & Storytelling
- E-mail marketing
- Blogging
- Digital marketing and the regulations
- Understanding the Social Psychology of Brands
- Emotion and Brands
- The Symbolic Meaning of Brands
- Cultural Meaning Systems and Brands
- Brand Equity
- Building Brands through Marketing Communication
- Measuring Brand Performance and Equity
- Symbolic brands
- Low-involvement brands
- Brands, Innovation and High Technology
- Brand Stretching and Retrenching

Learning objectives:

Knowledge about

- Latest tendencies within digital marketing
- Understand how digital marketing can be applied in a firm's marketing plan

- Theories about digital marketing
- What's Content Marketing (different types of content like storytelling, blogs etc.)
- How the different social media platforms, such as Facebook, LinkedIn, Twitter, Instagram, Youtube, are used as marketing channels.
- What is banner advertising
- Understanding SEO - including knowledge about relevant tools to use when writing SEO friendly texts
- Understanding SEM - including Google analytics
- Usability and landing pages
- Mobile marketing
- Viral marketing
- The importance of branding

- How to build a brand
- How to make brand strategies

Skills

- To analyse and evaluate strategic options related to the digital marketing strategy
- Writing relevant content for websites, blogs etc.
- To analyse and evaluate how companies use social media for digital marketing
- To apply knowledge about SEO in order to create relevant texts for websites
- To analyse data from Google analytics
- To analyse landing pages and formulating suggestions in regards to website usability
- To apply knowledge about mobile and viral marketing in order to put forward concrete suggestions for companies
- To analyse what functions the brands perform
- To analyse and adapt a brand strategy

Competencies

- To analyse, evaluate and suggest concrete digital marketing strategies
- To create relevant content for websites, including writing blogs
- Being able to put forward suggestions about how companies can apply social media platforms in their marketing strategy
- Being able to put forward suggestions about how SEM and SEO should be used as part of the company marketing strategy
- Being able to analyse and evaluate a company's digital marketing strategy and thus being able to suggest improvements
- Being able to use branding as a tool to make strategic decisions

Exam

A synopsis written in groups, but the oral exams are individual. There will be two oral exams, each counting for 10 ECTS points. Grading according to the Danish 7-step system.

1. Individual oral exam for 30 minutes: The student will be examined in the written synopsis. The student needs to present and argue for the marketing and communicative considerations behind the synopsis. The written part and the oral part weight 50/50.

2. Individual oral exam for 30 minutes: Based on an analysis of the situation of the company, come up with a strategic branding recommendation, that will help the company increase their brand value again. The written part and the oral part weight 50/50.

Re-exam

Same rules as the ordinary exam.

Method (Elective) Place : Roskilde

Scope: 5 ECTS

Content:

- A review of scientific paradigms and their consequences for the choice of methods and what it ultimately means for the analysis and assessment of data
- Understanding of the central methodological approach within the disciplines of business economics
- An overview of how information is gathered and how a research process should be
- Systematization of the approach to produce knowledge
- Understanding and command of the academic challenges encountered in modern society
- The use of theory and models in problem identification and solving within the framework of business and marketing

Learning goals:

Knowledge

The graduate will:

- Have knowledge about the theory's theoretical hypotheses and methodological approaches which support the production of knowledge
- Gain insight into important perspectives in knowledge, perceptions and recognition of the methodology used in business and marketing
- Have a solid grasp of what knowledge means in the context of social science and have a grasp of what role the knowledge plays in a business economic perspective
- Knowledge of theories, models and techniques used for gathering and working with data
- Insight in how data can be used as a foundation for making decisions in business and marketing
- have understanding of the application of methodology in project and report writing following the principles of academic work
- Have detailed insight in qualitative and quantitative methods

Skills

The graduate will:

- Be able to prepare problem analysis and perform problem definition, put forward problems and hypotheses, along with being able to make reason methodological considerations and substantiate choice of research methods
- be able to structure and analyse following the principles of academic work
- Be able to describe the process of information gathering according to academic principles
- Be able to explain the connection between the theoretical foundation, the problem identification and problem solving using different methods
- Outline different methods for collecting data and based on evaluation of these choose relevant methods for the specific problem area

- Be able to collate, adapt and interpret quantitative and qualitative data along with relating critically to existing or new data materials, including having knowledge about measuring scales and being able to judge the relevance, topicality, validity, reliability and scope for generalisation of data
- Be able to analyse and interpret the results of collected data
- Be able to present data and problems in a consistent and structured way

Competencies

The graduate will:

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

Examination and assessment:

- Oral exam

Electives Nykøbing

In Nykøbing the electives are held in Danish.

Digital markedsføring (Valgfag) Udbydes i Nykøbing
Omfang: 10 ECTS
Indhold: <ul style="list-style-type: none"> • Digital strategi • Målsætninger og KPI (key performance indicators) • • Webanalyse • • Konvertering og konverteringsoptimering • • Usability og brugertests • • Søgemaskineoptimering • • Digital reklame og annoncering • • Konzeptudvikling til mobile enheder • • Sociale medier
<p>Læringsmål:</p> <p><i>Viden</i></p> <p>Den studerende har på teoretisk og praktisk niveau viden om og forståelse af:</p> <ul style="list-style-type: none"> • Centrale digitale marketingbegreber samt markedsføringsfunktionens typiske rolle i forhold til virksomhedens digitale markedsføring. • Centrale primære og sekundære dataindsamlingsmetoder i relation til arbejdet med markedsanalyse og effektmåling af markedsføringen. • Den digitale strategis betydning og relevans. • Metoder til digital markedsføring.
<p><i>Færdigheder</i></p> <p>Den studerende kan:</p>

- Anvende digitale marketingbegreber, modeller og teorier med henblik på at vurdere potentialet for salg af virksomhedens ydelser og produkter online.
- Anvende centrale metoder og redskaber, der knytter sig til områdets praksis.
- Opstille mål og vurdere nøgleområder for virksomhedens digitale strategi.
- Anvende centrale metoder og værktøjer til at planlægge digital markedsføring og relatere markedsføringsplanen til virksomhedens idé og overordnede strategier.
- Anvende webstatistikker og behandle data, og på den baggrund uddrage konsekvenserne for markedsføringsindsatsen.
- Anvende centrale metoder og værktøjer til at planlægge arbejdet med usability og brugertests til forbedring af brugervenligheden.
- Vurdere virksomhedens placering i søgemaskiner og stille forslag til indsatsområder.
- Vurdere og begrunde behov samt og udarbejde annonce- og reklamekampagner i digitale medier.
- Vurdere potentialet for markedsføring via mobile enheder samt medvirke ved udvikling af koncepter.
- Formidle faglige problemstillinger og løsningsmodeller samt præsentere resultater til fagfæller, samarbejdspartnere og ikke-specialister.

Kompetencer

Den studerende kan:

- Deltage i tværgående teams i forbindelse med virksomhedens arbejde med digital markedsføring.
- Selvstændigt analysere, planlægge og gennemføre opgaver i forbindelse med digital markedsføring.
- Håndtere udvikling af den digitale strategi med udgangspunkt i virksomhedens situation og med inddragelse af relevante interessenter.
- Gennem brug af webstatistik og brugertests tilrettelægge og optimere den digitale markedsføringsindsats.

Praksisnært Entreprenørskab (PE) Valgfag Udbydes i Nykøbing

Omfang: 10 ECTS

Indhold:

- Belbin / DiSC
- Business Model Canvas
- Værktøjer til opdagelsesfasen (hvor den studerende identificerer, forstår og nuancerer problemet)
- Værktøjer til idégenererings- og udviklingsfasen (hvor den studerende idéudvikler, idésorterer og udarbejder løsningsforslag)
- Værktøjer til leverancefasen (hvor den studerende finpudser, tester og underbygger deres løsningsforslag samt strukturerer deres af præsentation)
- Omkostningstyring af en entreprenant virksomhed
- Activity based costing
- Balanced scorecard

Læringsmål:

Viden

Den studerende skal have viden om:

- Teorier, begreber og processer indenfor innovation og entreprenørskab (Handling)
- Samarbejdsrelationer (Handling)
- Anvendelse af personlige netværk (Handling)
- Vurdering af risici (Handling)

- Begreberne fantasi og kreativitet i relation til erhvervsfaglig viden (Kreativitet)
- Kreative processer og metoder (Kreativitet)
- Metoder til at arbejde med udvikling af personlige og faglige ressourcer (Personlig indstilling)
- Emotionelle reaktioner i forbindelse med forskellige arbejdsformer og opgaver (Personlig indstilling)
- Teorier og begreber inden for activity based costing
- Begrebet cost behavior herunder opportunity cost, sunk cost og relevant cost
- Udarbejdelse af konkret balanced scorecard og forståelse for målstyring
- Forståelse for cost of quality control

Færdigheder

Den studerende skal have færdigheder i at kunne:

- Evaluere egne og andres aktiviteter ud fra erhvervsfaglige kriterier (Handling)
- Anvende relevant kommunikation for en målgruppe (Handling)
- Opbygge og anvende personligt netværk i forbindelse med erhvervsfaglige projekter (Handling)
- Anvende forskellige former for struktureret idégenerering (Kreativitet)
- Analysere en mulighed eller idé ud fra erhvervsfaglig viden (Kreativitet)
- Eksperimentere og improvisere med erhvervsfaglig viden (Kreativitet)
- Beskrive og analysere sammenhænge imellem erhvervsfaglig viden og forskellige forretningsmodeller (Omverdensrelation)
- Anvende egne erhvervsfaglige ressourcer i forbindelse med løsning af åbne og usikre opgaver (Personlig indstilling)
- Arbejde engageret og vedholdende med åbne og usikre opgaver (Personlig indstilling)
- Reflektere over personlige drømme og visioner, og anvise eksempler på veje til at realisere disse (Personlig indstilling)
- Reflektere over og lære af egne og andres fejl og succeser (Personlig indstilling)
- Beregne og anvende cost pools mv. og derfra opstille en resultatopgørelse efter aktiviteter
- Anvende forskellige overordnet metoder til at lagerstyring
- Beregne omkostninger i forhold til fejlproduktion i et produkts levetid, og herefter opstille kriterier for kvalitetssikring
- Udarbejdelse af konkret balanced scorecard for den entreprenante virksomhed
- Udarbejde konkrete målsætninger, der lever op til SMART modellen
- Kategorisere omkostninger i forskellige beslutningsteorier

Kompetencer

Den studerende skal opnå kompetencer til at kunne:

- Den studerende kan selvstændigt, og i samarbejde med andre tage ansvar for at initiere, organisere, planlægge og gennemføre værdiskabende projekter i en erhvervsfaglig kontekst og forholde sig reflektivt til sammenhænge imellem ressourcer, relationer, proces og resultater (Handling)
- Den studerende kan tage ansvar og arbejde vedholdende eksperimenterende og undersøgende i kreative processer på en erhvervsfaglig baggrund (Kreativitet)
- Den studerende kan ud fra en reflekteret forståelse af egen kulturel baggrund, interagere i erhvervsfaglige, sociale, kulturelle og økonomiske kontekster og analysere disse for muligheder (Omverdensrelation)

- Den studerende har en grundlæggende tro på egen erhvervsfaglighed og kan selvstændigt og i samarbejde med andre tage ansvar og deltage engageret i usikre og åbne opgaver og kan håndtere egne og andres emotionelle reaktioner i denne forbindelse (Personlig indstilling)
- Udarbejdelse, anvende og vurdere en konkret resultatopgørelse udarbejdet efter principperne for activity based costing for den entreprenante virksomhed
- Anvende og vurdere konkrete udarbejdede mål udarbejdet efter SMART princippet
- Anvende og vurdere det konkrete udarbejdede balanced scorecard for den entreprenante virksomhed
- Anvende og vurdere på hvilket tidspunkt det valgte produkt for den entreprenante virksomhed er dyrest at fejlproducere og hvad denne fejl på overordnet plan kommer til at koste virksomheden i udgifter og hvordan der kvalitetssikres, så fejlproduktion minimeres

3. Rules governing the internship

During the internship, the student is supported by an internship tutor from the programme and a supervisor within the company. The student and the tutor jointly define the objectives for the student's learning outcome from the internship, which subsequently serve as guidelines for the company when organising the student's work.

The internship concludes with submission of a written report in which the tutor assesses the student's learning outcome from the internship and compares it with the defined objectives. The student's learning outcome must be approved in order for the student to be admitted to the exam in the main project.

Up to three students may complete internships in the same role and in the same company. The internship is intended to be equivalent to a full-time job with the same requirements in terms of working hours; performance, involvement and versatility that a fully trained graduate in Marketing Management should expect to face in his/her first job.

For all other information, please see the separate manual on internships.

4. Internationalisation

The educational institutions must incorporate the international dimension in the degree programme.

The programme is structured so that the student can study one semester abroad, and it is likewise possible for foreign students to complete one semester of this degree programme. The internship during the fourth semester may also take place abroad.

5. Requirements to written assignments, projects and exams

Submission of assignments and exams

In certain cases, assignments and synopses must be submitted electronically via the institution's intranet or via e-mail to the study administration. This electronic submission is described in detail in the material made available to the students in connection with submissions and exams.

Compulsory prerequisites

All compulsory prerequisites must be complied with before a student can be admitted to an exam at the end of a semester.

Each of the Compulsory prerequisites has to be passed.

For further information see the chapters in the beginning of this curriculum.

Exams

All rules about exams are based on Executive Order no. 1519 of 16. December 2013 on Tests and Exams in Vocational Programmes (the Examination Order).

The curriculum uses three different forms of exams:

- External exams, which are used nationwide. They are assessed by an internal examiner and one or more external examiners.
- Internal exams in compulsory course elements, which are used nationwide, and assessed by one or more teachers or industry representatives.
- Internal exams in electives, which are specific for the institution concerned. They are assessed by one or more teachers or industry representatives.

The students must sit for all exams during the first exam term following completion of the instruction. The student is automatically enrolled in the exam.

The student is entitled to three examination attempts per exam.

All exams must be passed. A student cannot re-sit an exam once it has been passed.

Examination aids

In connection with written exams, students may use books and materials handed out during the instruction, own notes, additional materials, intranet, Internet and USB pens or similar with stored documents, unless otherwise expressly stated in the exam paper/guidelines.

The student may not bring or use the following aids:

- Bluetooth
- Mobile phone
- Other data communication equipment enabling the student to communicate with others.

Illegal use by the student of any of the above-mentioned aids will result in instant expulsion from the exam.

During the exam, students are not permitted to share aids or borrow from fellow students. Students are not permitted to communicate with each other in any way, once the test has commenced.

A student who tries to contact another student during the exam or tries to use non-permitted aids will be expelled instantly from the exam.

Duty to attend

In order to achieve the learning objectives/outcomes of the programme, certain course elements require compulsory participation in the form of e.g.

- submitting/presenting reports/projects and
- being physically present.

Before a student can sit for an exam, any semester activities subject to compulsory participation (compulsory activities) must have been approved.

If a student fails to comply with the compulsory participation, and such participation is a requirement for sitting the exam, the lack of compliance will be regarded as absence from the exam, and the student will have used one examination attempt. Enrolment in a new exam requires that the student has complied with the original duty to attend.

It is stated in the description of the individual exams whether compulsory activities are a requirement for sitting the exam.

In all other respects, please see the attached Examination Rules, outlining exam conditions and rules.

5.1. General exam rules

All tests and exams at ZIBAT are subject to the rules set out in Executive Order no. 1519 of 16 December 2013: Executive Order on Tests and Exams in Vocational Programmes and Executive Order no. 262 of 20 March 2007: the Executive Order on the Danish Grading Scale and Other Methods of Assessment In addition, the latest publicised version of ZIBAT's exam regulations, programme-specific rules sets and exam manuals also apply.

5.2. Description of exams in educational elements

The following provides an overview of tests and exams in the AP degree in Marketing Management. The requirements and details relating to individual exams, including formalities and the use of aids, are set out in the exam descriptions, and exam periods are announced in the study calendar.

The student is tested in several course elements during a single exam. Each individual exam will result in a single combined grade noted on the diploma. See also the form below regarding the timing of the exams.

Layout of the exams, the content of the programme and timing.

Semester	Name of the exam	Core element	Grading
1. semester	1. internal (The company's business area and market)	Int. Marketing, Economics, Business Law, Market Communication and Sales and Organization	One grade 7-point scale
2. semester	1. external (Tactic and operational marketing (BtC and BtB))	Marketing, Economics, Business Law, Market	One grade 7-point scale

		Communication and Sales and Organization	
3. semester	'2. internal Internationalization	Marketing, Economics, Business Law, Market Communication and Sales and Organization	One grade 7-point scale
	3. & 4. internal	Elective	One grade 7-point scale
4. semester	5. internal (Internship exam)	Internship	Passed/not-passed
	2. external (Final project)	Final project	One grade 7-point scale

5.3. Initial assessment test

The Zealand Institute of Business and Technology holds an initial assessment test before admission to the programme in Marketing Management. The test takes place within the first two months of the programme (1st semester). The test aims to ensure that the students have commenced the programme and are generally suited for the studies.

The Examination Order (Executive Order no. 1519 of 16 December 2013) states as follows about the test:

S. 9 Educational institutions offering business academy and professional bachelor degree programmes may stipulate in connection with individual programmes that the students must sit and pass an initial assessment test to be able to continue their studies. The initial assessment test aims to clarify whether the student has actually commenced the programme.

(2) Students must sit for the initial assessment test no later than two months after the programme has started and they must receive the results at the latest two weeks after the test. If a student fails this test, he/she may re-sit the test, which will be repeated within three months after the programme has started. A student has two attempts to pass the initial assessment test.

(3) The initial assessment test is assessed internally, cf. S. 33(2), as either 'Pass' or 'Fail'; 'Approved' or 'Not Approved', cf. the Executive Order on Grading Scale and other Forms of Assessment.

(4) The initial assessment test is not governed by the rules set out in Chapter 10, Complaints about Assessments.

Initial assessment test
Timing: The initial assessment test takes place no later than two months after the start of the programme.
Form: Recording of absence (first attempt). If the student's first attempt is not approved, an alternative test is organised.
Description of the form of the exam: The student must have participated in 80% of the teaching during the first six weeks after the start of the programme (first attempt).
Assessment: Pass/Fail or Approved/Not approved. The student must be informed of the result no later than two weeks from the date of the test. A student has two attempts to pass the initial assessment test.

Admission requirements: None
Consequences of a failure to pass: If a student fails this test, the student should hand-in a written assignment than will be evaluated passed/not-passed. If the student is evaluated as failing to fulfil the requirement for attending the programme, the student cannot continue with the programme and is deregistered, cf. S. 9 of the Examination Order.
Further about the initial assessment test: The initial assessment test is not covered by the rules regarding complaints about exams, cf. S. 9(4) of the Examination Order. The Zealand Institute of Business and Technology may grant students an exemption from the deadlines for passing the exams on account of illness, childbirth or unusual circumstances. The reasons must be documented.

6. Teaching and work methods

The teaching includes lectures, classroom lessons, dialogues, exercises, presentations, cases, seminars, national and international guest lecturers, projects and internships.

The teaching incorporates the latest knowledge and results from national and international research, trials and development work within the disciplines relevant for the profession.

The teaching draws on practical experience and knowledge about key trends in the profession and methods to further develop the subject and carry out development work and a high standard of work in general.

7. Rules about credits

The educational institution may accept that educational elements, or parts thereof, that have been passed at another educational institution, are equivalent to educational elements, or parts thereof, in this curriculum. If the educational element in question was assessed according to the Danish 7-point grading scale at the institution where the student sat the exam and this corresponds to an entire subject in this curriculum, the grade is transferred. In all other cases, the grade is transferred as a 'Pass' and is not included in the calculation of the average grade.

The educational institution may accept that educational elements that have been passed as part of Danish or foreign tertiary programme substitute educational elements included in this curriculum. On acceptance, the educational element is considered completed, provided it was passed in accordance with the rules for the programme in question. The assessment is transferred as a 'Pass'.

8. Admission criteria

The following quotas apply to the programme:

- Quota 1: 50%
- Quota 2: 50 %

The quota system is only used if the number of qualified applicants exceeds the number of places available in the programme.

Quota 1 criteria

In the event that the number of applicants in Quota 1 exceeds the educational institution's capacity, the applicants are prioritised as follows:

- The grade achieved at the exam providing access to the programme.

Quota 2 criteria

In the event that the number of applicants in Quota 2 exceeds the educational institution's capacity, the applicants are prioritised as follows:

- The average grade achieved in the qualifying exams
- Relevant work experience
- Other relevant education.

Applicants whose applications are not received in time will be admitted provided spaces are available and in the order in which the applications are received.

9. Study participation

The student is obliged to participate in the components described as compulsory in the curriculum. Some subjects may also require participation in activities, preparation of presentations, etc. for admission to the exam.

The students are required to participate actively in the programme. Active participation is defined as:

- Attendance (lessons, lectures, project work, etc.). Minimum attendance is 80%
- Active participation in project and group work
- Participation in and presentation of projects and group work.

The above also applies to special aspects of the degree programme (such as the Entrepreneurship specialisation), but other, additional requirements to participation may also apply.

A failure to attend may result in deregistration.

10. Deregistration

The educational institution may deregister students; cf. the relevant legal provisions (Executive Order no. 248 of 13 March 2015). See the following extract:

Chapter 10

Deregistration

S. 36 *The educational institution may terminate the enrolment if the student*

1) has completed the programme

2) is unable to complete the programme because the student has failed to pass an initial assessment test imposed by the educational institution

3) is unable to complete the programme, because the student in question has exhausted his/her examination attempts

4) is unable to complete the programme pursuant to the rules for the programme in question or rules determined in accordance with S. 38(1), or

5) deregisters.

11. Entry into force

The curriculum is effective for students who commence their studies at the Zealand Institute of Business and Technology in the Spring 2016

12. RULES FOR EXAMS

INTRODUCTION

In this appendix you can read about rules and regulations of examinations. The appendix is divided into three parts; before, during and after the examination. This is done to make sure you know exactly how the examination is conducted.

The rules and regulations are formally a part of the curriculum but are, for practical reasons, made as an appendix. This is done so that it is possible to reuse the same rules and regulations for examinations for several different curriculums.

The curriculum where the specific examinations are described is often referred to in the examination rules and regulations. This means, of course the full text of the curriculum.

The examination rules and regulations are written on the basis of "Eksamensbekendtgørelsen" which you can on www.retsinfo.dk.

BEFORE EXAMINATION

When you sign up for the program you are automatically signed up for the examinations that are planned

The prerequisite for attending the examination is that you must comply with the requirements for passing earlier examinations, assignments, class attendance etc. Please see the curriculum for further information on this topic.

EXAMINATION PLAN

For each examination the campus makes an examination plan: In the plan you can find some practical information about:

- Dates, including the date for reexamination
- Room number
- Type of examination
- Who is the examiner and the censor
- Who is responsible for the examination
- Contact information to the administration office.
- What to hand in
- Where to hand in (or to whom)
- Possible special terms e.g. use of it equipment
- When the results of the examination are available

The examination plan will be posted at the bulletin board and the net approximately one month before the examination or the hand in date. It is your own responsibility to keep yourself informed about the examination plan.

BE IN GOOD TIME

Show up in good time before the scheduled time – at least 15 minutes before. At written examinations you must be at your place and be ready at the start time of the examination.

If you are late for an examination or if you hand in an assignment too late, you can be expelled from the examination and it will count as one attempt (see below about reexaminations). If there is a reasonable explanation to the delay the person responsible for the examination (at written examinations) can determine whether to let you in to the examination anyway. The examiner at oral examinations can also determine whether you can attend the examination at a later point during the period of examination.

Written work or other products used as an examination basis, which are not part of the evaluation must be handed in after the same regulations as described above.

ILLNESS/FARLURE TO ATTEND

If you fall ill prior to the examination you have to let the administration office know immediately. It is likely that they require a medical certificate to document your illness

(You must cover expenses for this yourself). Time and date of the reexamination can be found in the examination plan.

If you fail to attend the examination with no valid reason, the examination counts as one attempt and you are not allowed to attend the reexamination but must wait for the next ordinary examination.

LANGUAGE FOR EXAMINATION

The language for the examination – or written assignments – is English. You can apply to the campus if you would like to use a different language. You have to apply at the administration office no later than two months before the examination. You are entitled to a response no later than one month before the examination.

SUPPORT MATERIALS FOR EXAMINATIONS

Generally all support materials are allowed at the examinations. Any communication equipment (mobile phones, network access etc.) is only allowed if it is specifically mentioned in the curriculum.

In the curriculum you can see which support materials you are allowed to use at each examination. Please pay particular attention to IT based equipment – all practical information and regulations is available in the curriculum.

REMEMBER ID WITH PHOTE

At all examinations you must be able to legitimize yourself by showing ID with a photo (Student card, driver's license or passport). Not all people involved in the exam know you!

SPECIAL TERMS

If you have physical or psychological disabilities or other disadvantages you can apply for special examination terms.

The campus can grant you special terms if it is necessary to equate you to other students attending the same examination. You have to apply no later than two months before the examination. You are entitled to a response no later than one month before the examination.

WRITTEN ASSIGNMENTS AND GROUP PROJECTS

Assignments can be done as a group unless otherwise stated in the curriculum. If the assignment is done by a group, and there is no examination, it must be stated which part each student is responsible for, so that each student can be evaluated individually. Written assignments must be signed on the front page. With your signature you confirm that the assignment has been prepared without unlawful help. If it later turns out, that you have received unlawful help, or published materials of others as your own, the campus can expel you from the examination. In serious cases you can be expelled from the course for a period. In such cases a written warning is given that repetition can result in permanent expulsion. If a student is expelled it counts as an examination attempt.

DURING EXAMINATION

EXAMINATION IS PUBLIC

An oral/practical examination is public – i.e. other people can attend your examination and you can invite guests. At an individual oral examination based on a written group project, the other members of the group cannot be present in the examination room until they have been examined themselves.

Campus is allowed to limit the access to the examination rooms with regard to the examinee or if an assignment involves an agreement of professional secrecy with a company. Access also can be limited due to lack of space, and individuals can be denied access or expelled if deemed necessary to ensure the required peace and order during an examination.

ILLNESS

If you become ill during an examination, please inform the examiner or the invigilator. If the examination is discontinued it will not count as an examination attempt. Contact your medical practitioner, you may be asked to document your illness with a medical certificate (You must cover expenses for this yourself).

TOO LATE

If you are late for an examination, as a starting point you are not allowed to attend the examination and it will count as one attempt. If there is a reasonable explanation to your delay, the examiner can decide to let you attend the examination later on. If a student is late to a written examination, the person who is responsible for the examination will evaluate whether the student is allowed to enter the examination room. Only on very special occasions, the time limit for the examination can be extended.

ID WITH PHOTO

At written examinations: Leave your ID with photo visible on your table at the start of the examination. When the examination has started, the invigilators will check it. For all other examinations you only need to show your ID when asked, but please remember to bring it.

CHEATING AND DISTURBANCES

If you use unlawful help or use any other support material than the permitted ones, you will be expelled from the examination. If you disturb the examination you can also be expelled from the examination.

You are not allowed to make sound or video recordings during examination unless it is part of the examination process. If that is the case, the recordings are carried out by the campus.

Special regulations for written examinations:

- You are not allowed to enter the examination room before examiner or invigilators are present

- The campus can decide where you sit at the examination
- Paper is handed out by the campus. You are not allowed to use your own
- There is no requirements stating whether to use a pen or a pencil
- If you need to leave the examination room, it must happen under supervision
- You are not allowed to leave the examination room for the last 30 minutes of the examination, even if you have already handed in your work
- No assignments or answers (even drafts) can be removed from the examination room until the examination is over
- If you are using a PC, your answers must be printed before the examination is over
- You are not allowed to leave your seat until the examination is over
- All papers you want to hand in for assessment must contain name, date and course number on top of each copy
- You have to decide yourself what material you want to hand in for assessment. It must be clear what exactly you want assessed
- Your answers must be handed in, in the cover provided.

You are not allowed to copy from external sources (except when you name the source), this is plagiarism and is considered cheating. Your exam will be rejected and you cannot attend the following re-eksam.

AFTER EXAMINATION

ASSESSMENT

You can see from the examination plan, when the grades should be given. Grades for written examinations are posted both on the bulletin board and on the net.

REEXAMINATION

The date for the exams and re-exams can be found in the examination plan. There will only be one reexamination. If you do not pass the reexamination, you have to wait for the next ordinary examination.

If an examination is a combination of practical work and several examination forms, you can see in the curriculum which parts you need to take again.

You have a total of three attempts for each examination. Only in very special cases, the campus can give you more attempts.

COMPLAINTS

If you are not satisfied with an examination, you can file complaint:

- We need to have your complaint within two weeks at the latest after the result of the examination has been published. On special cases the campus can waive the deadline
- The complaint must be written and substantiated

- The complaint must be individual. You can only complain about your own examination. If you are a group of students who want to complain about the same issue, you must make one complaint each
- The complaint must be sent to the administration office and addressed to the Head of studies for the specific course
- You can have a copy of the assignment and your written answers, if you need, for the complaint
- The complaint will then be processed after the regulations in the examination curriculum – please see this for further details or contact the Head of Studies.

7. EXAMS

Exam descriptions

First semester exam in compulsory programme elements

FORMALITIES IN CONNECTION WITH EXAMS
UNDER THE MARKETING MANAGEMENT PROGRAMME

First internal exam – decision proposal (partial exam 1)

Form of exam	<p>The first internal exam takes place at the end of the first semester. The exam consists of:</p> <ul style="list-style-type: none">• A cross-disciplinary ‘decision proposal’ and an oral exam based on the decision proposal and questions to the syllabus. <p>The cross-disciplinary decision proposal is prepared in a group of three to four students over a period of 48 hours. The decision proposal is prepared on the basis of the questions raised and a selected company and market.</p> <p>The decision proposal is a requirement for participation in an individual oral exam. At the oral exam, the student is tested in the decision proposal and the syllabus.</p> <p>The decision proposal and the oral exam constitute a broad test of the learning objectives for the compulsory programme elements of the first semester.</p>
Written decision proposal	<p>The basis of the 48 hours of group work is a brief description of the assignment, including:</p> <ul style="list-style-type: none">• The name of the company and the market to be analysed• Some introductory links to information about the company and/or the relevant market• A specific problem statement, to which the student must provide a well-documented and comprehensive answer. <p>The decision proposal is submitted and forms the basis of the oral exam.</p> <p>The decision proposal must be prepared using appropriate methodology and is expected to address several of the first semester’s core areas.</p> <p>The submitted decision proposal must consist of max three pages, including any attachments but excluding the cover page and list of</p>

	references. Only a limited number of attachments are accepted. A standard page is 2,100 characters including attachments.
Oral examination	<p>On the day of the exam: The oral exam is conducted by a known teacher and an internal examiner. The duration of the exam is 25 minutes, including performance evaluation.</p> <p>The process of the oral exam is as follows:</p> <ul style="list-style-type: none"> • 5 minutes: presentation of the group's decision proposal, preferably accompanied by the students' own observations. • Duration: 15-20 minutes
Margin and line spacing	<p>Margins: We recommend 2.5 cm at top, bottom and sides</p> <p>Spacing: We recommend 1.5</p>
Information in header	<ul style="list-style-type: none"> • Name of exam: <i>First internal exam, selling the decision proposal</i> • Names of students • Class name • Page number and total number of pages (attachments are to be included in the total number of pages)
Submission of decision proposal	<p>Electronic submission</p> <p>The answer must be uploaded to Fronter.</p>
Assessment	<p>The mark is based on an assessment of the presentation of the decision proposal and the exam in general.</p> <p>The mark will be awarded at the end of the examination.</p>
Re-examination	<p>Students who fail the ordinary exam, or fail to attend due to sickness, are automatically registered for the next re-examination.</p> <p>Re-examination will be based on the same decision proposal as the first exam.</p>

Second semester exams in compulsory programme elements

UNDER THE MARKETING MANAGEMENT PROGRAMME

First external – case exam

<p>Facts about the annual exam, see the curriculum</p>	<p>The first external exam takes place at the end of the second semester. The exam consists of:</p> <ul style="list-style-type: none"> • A cross-disciplinary case exam based on a specific company. <p>The cross-disciplinary case exam is a 6-hour exam with 24 hours of preparation. The case exam is designed to assess the learning objectives for the programme elements taught during the second semester – Tactical and Operational Marketing for B-t-C and B-t-B. Considerable emphasis is placed on the student’s ability to select and apply relevant theory from different subject areas when solving a specific problem with the use of appropriate methodology.</p> <p>The basis for the 24 hours of preparation is a brief description of the assignment, including:</p> <ul style="list-style-type: none"> • The name of the company to be analysed • The general issue to be covered • Some introductory links to information about the company and/or the relevant market. <p>On the day of the exam, the student will be asked one or more questions which the student must answer on the basis of gathered information and any information that may have been handed out on the day of the exam, using appropriate methodology.</p>
<p>Form of exam and scope</p>	<p>Twenty-four hours before the exam, the students are given a company, a general problem and relevant case material.</p> <p>The following day the Academy holds a 6-hour written exam where the students are required to answer one or more specific questions in relation to the general focus area. Additional information relating to the questions may be handed out on the day of the exam.</p> <p>The case material about the chosen company is uploaded to Fronter at 8.30 in the morning, 24 hours before the written exam.</p> <p>The answer must start with an outline of the assignment, mentioning all relevant subject areas. The student is expected to address several subject areas if relevant for the assignment. The student must explain which areas will be discussed in further depth and explain why certain areas have been left out.</p>

	The scope of the answer should be between 24,000 and 36,000 characters including spaces, footnotes, figures and tables but excluding the cover page, table of contents, references and attachments.
Access to exam rooms	You need to produce your student card before you are allowed into the exam room. Place your student card such that it is clearly visible throughout the entire exam. Remember to arrive well in advance.
Aids permitted	All aids are permitted, including the Internet. It is, however, not permitted to communicate during the exam, neither physically nor electronically. The use of mobile phones is not permitted, and the students may not wear headsets during the exam. In addition, students are not permitted to contact the company or its business partners. Failure to comply with these rules will be tantamount to cheating, and the student will be expelled from the exam. Partially identical answers are not accepted. Students are permitted to collaborate on the answer during the first 24 hours and to use existing material, but it is important to submit answers that are 100 % personal, as answers that are entirely or partially identical will be recorded in our plagiarism control system.
IT equipment	Students are responsible for ensuring that they can access Fronter to submit the assignment. It is therefore important to have a valid password. Students must bring their own PCs to the exam. Students are responsible for their own PCs. The Academy does not provide any assistance with technical PC problems.
Margin and line spacing	Margins: We recommend 2.54 cm at top, bottom and sides Spacing: We recommend 1.5
Information in header	<ul style="list-style-type: none"> • Name of exam: <i>First external case exam</i> • Name of student • Class name • Exam date • Page number and total number of pages (attachments are to be included in the total number of pages)
Submission of the exam paper	Electronic submission The answer must be uploaded to Fronter.
Assessment	A single combined mark will be awarded according to the Danish 7-point scale. The mark is published on Fronter no later than four weeks from the date of the exam.

Re-examination

Students who fail the ordinary exam, or fail to attend due to illness, are automatically registered for the next re-examination.

Third semester exams in compulsory programme elements

FORMALITIES IN CONNECTION WITH EXAMS UNDER THE MARKETING MANAGEMENT PROGRAMME

Second internal exam – Internationalisation

Form of examination	<p>A 4-hour cross-disciplinary individual written test in the compulsory programme elements taught during the third semester.</p> <p>The written test is based on a case about a specific company, in which the student works with the topic of internationalisation. The case is handed out 24 hours before the written exam.</p> <p>The case describes a scenario for a company/an industry with information about:</p> <ul style="list-style-type: none">• The company and the products involved• Various sources <p>The assignment consists of two questions and is based on the learning objectives for the third semester's compulsory programme element "Internationalisation" (see the curriculum) with special emphasis on testing skills and competences.</p>
Duration	The written test takes four hours and is held under normal exam conditions.
Aids permitted	<p>The use of all written and electronic aids is permitted.</p> <p>The company described in the case must not be contacted! Breaking this rule will be regarded as cheating.</p>
IT equipment	Students are responsible for ensuring that they can access Fronter to submit the assignment. Make sure you have a valid password.
Answer structure	<p>The length of the written answer should be max 24,000 characters including spaces, footnotes, figures and tables but excluding the cover page, table of contents, references and attachments.</p> <p>In the answer, the student must explain his/her choice of theories and models, but the answer should <u>not</u> contain any sections dedicated to the description of methodology or problem statement. The written assignment should be submitted in English</p>

<p>Information in header</p>	<ul style="list-style-type: none"> • Name of exam: <i>Second internal exam</i> • Name of student • Civil registration number • Class name • Exam date • Page number and total number of pages (attachments are to be included in the total number of pages)
<p>Margin and line spacing</p>	<p>Margins: We recommend 2.54 cm at top, bottom and sides Spacing: We recommend 1.5</p>
<p>Insertion of an Excel spreadsheet in Word</p>	<p>If you need to include an Excel spreadsheet in Word, the easiest way is to do as follows:</p> <p>In Excel:</p> <ul style="list-style-type: none"> • Mark the area you want to copy in Excel • Right click and select <i>Copy</i> <p>In Word:</p> <ul style="list-style-type: none"> • Select <i>Insert</i> under the <i>Start Page</i> tab • Then select <i>Paste Special</i> • Insert as a <i>Microsoft Office Excel spreadsheet object</i> <p>When the copy has been inserted, double click on the spreadsheet, and it will open as a small spreadsheet in Word. You can now edit the spreadsheet, e.g. numbers and formulas.</p>
<p>Submission</p>	<p>The written answer should be submitted to the administration in duplicate and uploaded to Fronter in Word format.</p> <p>Your answer must be uploaded to Fronter.</p>
<p>Assessment</p>	<p>A mark will be given according to the Danish 7-point scale, and this mark will appear on the diploma. Marks will be published immediately following the oral exam.</p>
<p>Re-examination</p>	<p>Students who fail the ordinary exam, or fail to attend due to illness, are automatically registered for the next re-examination. The date of the re-examination can be found in the activity list.</p>

Fourth semester exams in compulsory programme elements

UNDER THE MARKETING MANAGEMENT PROGRAMME

Fifth internal partial exam – practical exam

<p>Facts about the practical exam, see the curriculum</p>	<p>The fifth external exam takes place at the end of the internship. The exam consists of:</p> <ul style="list-style-type: none"> • A written internship report <p>The student prepares and submits a written report that describes the content, tasks and benefits of the internship.</p> <p>The purpose of the internship report is as follows:</p> <ul style="list-style-type: none"> • That the student evaluates his/her internship, i.e. reflects on and explains what he/she worked with and learned during the internship, including the specific learning objectives achieved in relation to professional and personal development. • That the student provides evidence to the institution that he/she carried out work relevant to his/her studies during the internship.
<p>Form of exam and scope</p>	<p>The internship report must be prepared and submitted by a certain date (as shown in the information about the internship).</p>
<p>Aids permitted</p>	<p>Partially identical answers are not accepted. The internship report is an individual assignment, and an individual answer is expected.</p> <p>Even when two or more students complete their internships at the same company, individual reports must still be submitted with the students' personal thoughts and comments. Completely or partially identical papers will be recorded in ZIBAT's plagiarism control system.</p>
<p>IT equipment</p>	<p>Students are responsible for ensuring that they can access Fronter to submit the assignment.</p>
<p>Written internship report Formalities and information</p>	<p>Scope: The written internship report must not exceed eight pages, corresponding to approximately 2,100 characters including spaces but excluding the cover page, attachments and references.</p> <p>Format: A4, right and left margins 2.5, top and bottom margins 2.0, line spacing 1.5 and font size approximately 12.</p> <p>Cover page:</p> <ul style="list-style-type: none"> • Title (Internship report and the name of the internship company) • Class/programme

	<ul style="list-style-type: none"> • Date of submission • Name of teacher and the student's full name.
Submission of internship report	<p>No later than seven days after completion of the internship. Submission is a condition for registration for the oral exam.</p> <ul style="list-style-type: none"> • To be submitted in digital format in a submission folder on Fronter • All supporting material must be submitted as PDF files • One paper copy must be delivered to the internship supervisor in his/her pigeon hole.
Assessment	<p>The internship report is awarded either a Pass or a Fail.</p>
Re-examination	<p>Students who fail the ordinary exam, or fail to attend due to illness, are automatically registered for the next re-examination. Students who fail must prepare a new internship report.</p>
Further information	<p>Students must pass the internship exam to be permitted to submit the final project / bachelor thesis.</p> <p>See separate document regarding internships.</p>

Fourth semester exams in compulsory programme elements

UNDER THE MARKETING MANAGEMENT PROGRAMME

Second external exam, first partial exam – Final project / bachelor thesis

<p>Facts about the final project / the bachelor thesis, see the curriculum</p>	<p>The first external exam takes place at the end of the fourth semester. The exam consists of:</p> <ul style="list-style-type: none"> • An oral exam based on a written report / bachelor thesis <p>The final project must demonstrate that the student is able to combine theory and practice by making useful strategic and operational recommendations to the company.</p> <p>The student must demonstrate the ability to use appropriate methodology when selecting and applying relevant theory from different subject areas to solve a specific problem and to convert the theory into practice in the form of useful recommendations to the company in question.</p>
<p>Form of exam and scope</p>	<p>Based on the written report, the student is tested in an individual 45-minute oral exam, including performance evaluation. The report is assessed according to the Danish 7-point scale.</p> <p>Spelling and formulation form part of the overall assessment of the project.</p>
<p>Access to exam rooms</p>	<p>Students must bring their student cards. Remember to arrive well in advance.</p> <p>To sit the exam in the final exam project, the student must have passed all tests and exams in the degree programme, including the internship.</p>
<p>Aids permitted</p>	<p>All aids are permitted, including the Internet.</p> <p>If two or more students write about the same company and have chosen to write independent reports, partially identical answers will not be accepted. This is an individual, final project and individual reports are expected.</p> <p>In the event that two or more students write together, the final project will, in principle, be identical and prepared jointly.</p>
<p>IT equipment</p>	<p>Students are responsible for ensuring that they can access Fronter to submit the assignment. It is therefore important to have a valid password.</p>

Margin and line spacing	Margins: We recommend 2.5 cm at top, bottom and sides Spacing: We recommend 1.5.
Information about formalities	The final exam project may be written individually or by two or three students working together. The exam project must not exceed: For one student: 100,000 characters For two students: 150,000 characters For three students: 200,000 characters Characters include spaces, footnotes, figures and tables but exclude the cover page, table of contents, references and attachments.
Submission of the exam paper	<ul style="list-style-type: none"> • To be submitted in digital format in a submission folder on Fronter. • All text material must be submitted as PDF files • One paper copy must be delivered to the internship tutor in his/her pigeon hole.
Assessment	A single, combined mark is awarded for the project in accordance with the Danish 7-point scale, based on an overall assessment of the written work and the oral presentation. In the final mark, the written part of the main project counts as 2/3, and the oral defence 1/3. The marks for the individual components are not published.
Re-examination	If the overall mark averages less than 02, the student must complete a new project based on a new problem statement. The student is automatically registered for the next re-examination.
Further information	See separate document for information about the main project.