ERHVERVSAKADEMI
KOLDING

# Curriculum for Academy Profession Degree Programme in Marketing Management

2016-2018

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

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# 1. Curriculum framework

## 1.1 Commencement of the curriculum

This curriculum is valid for students starting 01.08.2016

## 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** |
|---|---|---|
| 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 |

**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. 1046 of 30/06/2016: 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 |
|---|---|---|---|---|
| 1st Internal | Business understanding, methodology and market understanding 30 ECTS | X | 7-point scale | 1 |
| 1st External | Tactical and operational marketing B-C Tactical and operational marketing B-B 30 ECTS | X | 7-point scale | 2 |
| 2nd Internal | Internationalisation 10 ECTS | X | 7-point scale | 3 |
| 3rd Internal | Elective element 1, 10 ECTS | X | 7-point scale | 3 |
| 4th Internal | Elective element 2, 10 ECTS | X | 7-point scale | 3 |
| 5th Internal | Internship, 15 ECTS | X | Pass/fail | 4 |
| 2nd 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:**
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.

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.

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.

**Learning objectives:**
**Knowledge and understanding**
The student will gain knowledge about:

- 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

**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** |
| | Understand-ing of business | Method-ology | Market understand-ing | Tactical operational marketing B2C | Tactical operational marketing B2B | Internation-alisation | |
| Int. Marketing | 1 | 6 | 5 | 5 | 3 | 5 | 25 |
| Economics | 1 | 2 | 2 | 6 | 4 | 5 | 20 |
| Sales and Marketing Communicatio n | | | 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**

**Content**

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.

**Weight: 15 ECTS - 4th semester**

**Learning objectives:**
**Knowledge**
The student will get:

- in depth knowledge about the industry/profession
- experience from participating in practical work within the business economics field

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

- 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

**Competencies**
The student will learn to:

- 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

**Exams**
**1 exam**

## 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 (1st internal exam) | Internal | Joint | June<br><br>Or January<br><br>Written/ oral | | | |
| Exam in tactical and operational marketing B-C Tactical and operational marketing B-B 1st external exam | External | Joint | | May/June Or Dec/Jan Written | | |
| Exam in internationalisation 2nd internal exam | Internal | Joint | | | Dec/Jan Or May/June Written | |
| Exam in elective programme element 1 3rd internal exam | Internal | Institutional | | | Dec/Jan Or May/June Written or oral | |
| Exam in elective programme element 3<br><br>(4th internal exam) | Internal | Institutional | | | Dec/Jan Or May/June Written or oral | Spring or Autumn Written or oral |
| Exam in the internship (5th internal exam) | Internal | Joint | | | | Spring or Autumn Written or oral |
| Exam in the main exam project (2nd external exam) | External | Joint | | | | June or January Written and oral |

The timewise location of mandatory educational elements and of internship in the study programme, including exams assessed by an external examiner.
The study programme includes the following tests and exams, distributed on semesters:

Students may - if conditioned by physical or mental disability - seek permission to have extra time for the examination, or the like. The application must be sent to IBA no later than 4 weeks before the examination. In case of sudden health problems, an exemption from the deadline can be made.

The study programme operates with 3 different types of tests/exams:

- External exams. These are used nationwide. They are assessed by the internal examiner and one or more external examiners.
- Internal tests in mandatory educational elements. These are used nationwide. They are assessed by one or more lecturers or industry representatives.
- Internal tests in elective courses. These are specific for the educational institution. They are assessed by one or more lecturers or industry representatives.

All tests/exams are taken during the first exam period following the completion of the teaching period. The students are entitled to 3 examination attempts for each test/exam. All tests/exams must be passed. Passed tests/exams may not be taken again.

If a student has not deregistered for a test or an exam in due time, the test/exam is considered as an attempt, in terms of the number of examination attempts permitted. A student may in time deregister for a test or an exam up to 14 days before the teset/exam is taking place or the test/exam assignment/exam project is to be submitted.

## 8.1 Exam sign up

## 8.2 Make-up and re-examination

A students who has not been able to complete a test or an exam owing to documented illness or other unforeseenable account, may take a make-up exam as soon as possible. Illness must be documented by a medical certificate. IBA must receive the medical certificate no later than 2 working days after the test/exam date. The student must pay for the medical certificate themselve. If the illness is not documented as stated above, the student will be considered to have used one examination attempt.

If the mandatory assignments cannot be approved, the student must make a replacement assignment. The replacement assignment counts as an examination

attempt and the student may participate in the re-examination in the same exam period. If a student does not attend an examination and he/she does not have a valid reason (illness etc), the student will not be entitled to a re-examination in the same exam period. IBA may make exemptions from this.

### 8.3 Examination aids

In connection with written exams and tests, the student may use books and materials handed out during lessons, own notes, supplementary materials, the Intranet, (Black Board), USB-pen and similar for storage of documents. The student may not bring or use aids which make it possible to have a conversation or communicate with others, eg bluetooth, mobile phones and other communication equipment unless otherwise clearly stated in the handed out exam paper/guidelines.

# 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.

| **Law** |
| --- |
| **Weight:** 5 ECTS |
| **Content:**<br>• Extended legal methods<br>• Extended agreement and intermediary law<br>• Extended national commercial law<br>• International commercial law<br>• Extended tort law<br>• Credit agreements and claims<br>• Tax law |
| **Learning objectives:**<br>*Knowledge*<br>The student will gain knowledge about:<br>• intermediaries other than proxy holders<br>• 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

| **Statistics** |
| --- |
| **Weighting: 7,**5 ECTS |
| **Content:**<br>• Probability theory<br>• Stochastic variables and probability distributions<br>• Regression analysis<br>• Variance |
| **Learning objectives:**<br>*Knowledge*<br>The student must have knowledge of:<br>• Descriptive statistics and probability theory<br>• Random variables and probability distributions<br>• Scaling<br>• Regression analysis<br>• Variance<br><br>*Skills*<br>The student must have the skills to be able to:<br>• To calculate and interpret various measures of central tendency and variability<br>• To undertake probability calculations for stochastic variables/probability distributions<br>• To formulate, implement and analyze a regression model with one or more explanatory variables, including a dummy variable<br><br>*Competence*<br>The student must acquire competence to:<br>• Independently interpret a regression model with one or more explanatory variables for a specific market and sales-<br>• Assess specific probability calculations in connection with marketing and sales issues<br>• Assess descriptive statistics of marketing and sales issues |

**Business economics**

**Weighting: 7,**5 ECTS

**Contents:**

● Basis of and extensive understanding of cost structures, cost calculations and choice between different alternatives including alternative costs

• Basis of and extensive understanding of investment decisions and related sensitivity analyses/break-even analysis before and after tax

- Basis of and extensive understanding of the types of financing and types incl. leasing and criteria for comparison and choice, both before and after tax.

**Learning objectives:**

*Knowledge*

The student must have knowledge of:

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

*Skills*

The student must have the skills to be able to:

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

*Competence*

The student must acquire competence to:

- Independently develop less analysis in Excel spreadsheet models
- Independently assess the economic impact of planned marketing activities

- Independently prepare profitability using a business budget/accounting function based on activity-based costing system (Activity Based Costing)
- Independently identify and analyze investment and financing opportunities qualitatively and economically in relation to specific planning tasks

**Sales**

Weight: 5 ECTS

**Learning objectives**

*Knowledge*

The student must have knowledge of:

• development based knowledge of key methods and models within sales and marketing communications
• efficient after sales service and processing of customer complaints
• applied theory and methodology to compare different forms of organization of sales efforts
• central theory of different types of motivation and payment as major points in sales effectiveness

Skills
The student should have the skills to:

• present practical issues and solutions to partners and stakeholders
• apply relevant methods and tools to set appropriate targets for a sales visit and follow up these
• apply key tools and methods to produce relevant knowledge of customers and competitors
• select and apply appropriate openings and endings in a sales situation
• apply relevant methods and tools to create contact and book a meeting
• apply relevant methods and tools for structuring and take a sales situation / a sales meeting
• use structured questioning techniques to find the value creating conditions for the customer and for obtaining acceptance of these needs from the customer
• use techniques for planning and structuring own time
• systematically work in practice to establish and follow up on sales targets
• systematically work in practice to identify and analyze value-creating conditions for the customer

Competencies
The student must acquire skills to:

• Participate in the development-oriented and / or interdisciplinary work
• with a professional approach to handle planning functions in relation to practice in international trade and marketing and sales psychology
• manage and evaluate marketing and sales problems and on this basis to provide and implement solutions
• handle the selection of leads and evaluate the potential of these
• handle conflicts and complaints
• handle the preparation of a customer plan and structure the sales efforts
• handle and evaluate the customer value chain and analyze the key to the customers competitive advantage

**Digital Marketing**

Weight: 5 ECTS

**Learning objectives:**

**Knowledge**
The student must have knowledge of:

• Central digital marketing concepts and the marketing function typical role in the company's digital marketing
• Central primary and secondary data collection methods in relation to the work market and the digital strategy importance and relevance.
• Strategic use of digital marketing in relation to the company's communication strategy

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

• Use digital marketing concepts, models and theories in order to assess the potential for sales of the company's services and products online
• SEO concerning a website / blog
• Assess the company's ranking in search engines and propose areas
• Evaluate and justify needs as well and develop advertising campaigns in digital media.
• Analyze and develop relevant "content" to the company's digital communication
• Establish goals and assess key areas for the company's digital strategy
• Develop a campaign on social media relevant to a selected audience.
• Apply different analytics and process data, and on this basis draw out the implications for marketing efforts
• Communicate academic problems and solutions as well as present results

**Competencies**:
The student must acquire skills to:

• Participate in interdisciplinary teams in connection with the company's work with digital marketing
• Independently analyze, plan and carry out tasks related to digital marketing
• Manage the development of the digital strategy based on the company's situation with the involvement of relevant stakeholders
• Through the use of web statistics and user tests organize and optimize the digital marketing efforts.

**Innovation**

Weight:5 ECTS

**Learning objectives:**

**Knowledge**

the student must have knowledge about

- Innovation concept
- Innovation strategy as a framework for the process of change
- The differences between resources and capabilities
- Innovation leadership
- Innovation as a process
- Sources of innovation
- Selection of innovation projects - the innovation funnel and stage gate model
- Developing the business case
- User driven innovation
- Open innovation

**Skills**

The student will get the skills to:

- Assess the need for innovation in the company
- Use innovation models
- Work with innovation strategies as framework for processes of change
- Work with the whole innovation process
- Work systematically with innovation
- Work with users as innovators
- Work with development of the business case
- Prioritize various innovation ideas / projects and implementation of these

**Competencies**

The student must acquire competencies to:

- Manage the innovation process for the company
- Assess the potential and relevance for a given innovation

Participate in the organisation and implementation of the innovation process

-

**Entrepreneurship**

Weight: 5 ECTS

**Learning objectives**

***Knowledge***

The student shall have knowledge of:

- Entrepreneurship and intrapreneurship
- Knowledge about how the entrepreneur can recognize and develop new opportunities that others do not see.
- Relevant theories and models of entrepreneurship.

**Skills**

The student shall have skills in being able to:

- Recognize the importance of entrepreneurship and identify the profile of entrepreneurs and their role in economic growth
- Identify and apply the elements of entrepreneurship and entrepreneurial processes;

**Competencies**

The student must acquire competences to:

- Understand the development of entrepreneurship as a field of study and as a profession.

**Consumer behavior**

Weight: 5 ECTS

**Learning objectives:**

***Knowledge***

The student should have knowledge of:

- Rituals and consumption
- Consumption as practices
- Consumptions as identity driver
- Consumption and experience economy
- Consumption and transformation economy in a world of engaging marketing
- Consumption and lifestyle, class and subcultures

**Skills**

The student will get the skills to:

- Analyzing consumer behavior within different lifestyle, class and subculture
- Analyzing ways to improve businesses market offerings
- Analyze how to engage consumers in transforming different business solutions and engage in marketing communication

**Competencies**

The student must acquire competences to:

- Designing improved market offerings based on an analysis consumers and their consumption behaviors

## 5.1 Module and timing

The institution offers the optional program elements outlined above.

Whether these optional subjects will be run depends if there is a sufficient number of student who sign-up.

## 5.2 Assessment in optional programme elements

The optional programme elements are assessed after 3rd semester, as 3rd and 4th internal exam. The exam marks will appear on the diploma.

**Exam in statistics**

4 hours written exam.

**Exam in business economics**

4 hours written exam

**Exam in Business Law**

3 hours written exam

**Exam in Sales**

Written project in groups of 3-5 students based on a case or company presentation. More specific requirements to the assignment will be announced in the module description

**Exam in Entrepreneurship**

Written project in groups of 3-5 students based on a case or company presentation. More specific requirements to the assignment will be announced in the module description

**Exam in Innovation**

Written project in groups of 3-5 students based on a case or company presentation. More specific requirements to the assignment will be announced in the module description

**Exam in Digital Marketing**

Written project in groups of 3-5 students based on a case or company presentation. More specific requirements to the assignment will be announced in the module description

**Exam in Consumer Behavior**

Written project in groups of 3-5 students based on a case or company presentation. More specific requirements to the assignment will be announced in the module description

## 5.3 Programme elements that can be taken abroad

A semester can be taken abroad at one of the IBA approved programmes, it is recommended that this will be on the 3rd semester, this has to be equal to 30 ECTS.

The work placement on the fourth semester (equal to 15 ECTS), may also be taken abroad. This course also has be approved by IBA.

The exam in the elective component covers 10 ECTS. Therefore, two elective of 5 ECTS can be weighed together for one grade. Thus two grades for elective components may appear on the diploma.

# 6. Guidelines for implementing the internship

The internship companies are expected to be found among the business partners who also assist with best practice-experience in the lecturers' knowledge network and who are business clients for the students' 1st and 2nd semester projects, respectively.

During the company internship the student has a supervisor from the study programme as well as a contact person in the company. Together, the student and the two supervisors determine the student's learning goals for the internship which will then be guiding for the company's planning of the student's work.

The internship is concluded by an evaluation conversation based on a written report where student and supervisor in cooperation evaluate the student's learning outcome of the internship as compared to the set learning goals.
The student's learning outcome must be passed in order for the student to attend the final exam.

The company internship is comparable to a full-time job with the same requirements to working hours, contribution, commitment and flexibility which a graduated bachelor would expect to find in his/her first job.

## 6.1 Demands to involved parties

### 6.1.1 Responsibility and distribution of tasks in connection with the internship is as follows:

A written agreement signed by the student, the internship company and the supervisor forms the basis for the implementation of the internship.

### 6.1.2 The student

The student is responsible for the process until signing of the internship agreement with the entrepreneur/company environment or the company. IBA supports the student during this process in different ways as appears from the below.

During the internship the student is responsible for his/her contribution to achieve the learning goals.

In case of any discrepancies during the internship, the student is responsible for informing IBA who will then assist to find a solution.

### 6.1.3 Internship supervisor

The internship supervisor is responsible for introducing the internship. The supervisor is further responsible for collecting and approving that an internship in his/her own company - and the internship agreements in their form invite for an internship period, through which the learning goals are achieved.

Students who have an alternative internship approved will have an internship superviser assigned who will guide the student throughout the internship process, among others in connection with the professional contents of the internship as well as with setting of learning goals.

### 6.1.4 Career centre

The career centre helps and supports the students which do not implement a company internship, eg through courses in writing applications and CVs. The career centre coordinates the preparation of internship agreements and ensures that they are approved by all parties.

### 6.1.5 Internship company

The requirements to the companies which make an internship agreement include supervisor conditions and the nature of the work tasks. The internship in a company must follow IBA's internship concept regarding follow-up and evaluation.

## 7.0 Compulsory assignments and projects

There is a series of compulsory assignments on the programme, in the form of projects, individual or group-based exercises, case study presentations, competitions, etc. which must be passed in order for you to take the exam at the end of the semester. See the overview, below.
There are set guidelines for all projects, along with guidelines for the outcomes of not having passed them. In order to take the semester exam, all compulsory assignments must be submitted:

**Semester 1:**

Project 1 and 2;
Methodology projects, where the student should learn methodological approaches to structuring and solving a practical problem. Students submit in groups their suggestions for a structured solution to the set problem.

Project 3;
A project looking at companies' challenges around internationalization. The students prepare a report for the company.

Mock exam 1st Internal

**Semester 2:**

Project 4;
In connection with the study trip week, a project/assignment is carried out on the study trip or at the school, students who are not on the study trip must take part in the project at school.

Project 5;
Innovation project, where the students, based around a company presentation, must recommend a series of innovative initiatives. The students deliver a group report to the company.

Mock exam 1st external

**Semester 3:**

Project 6;
Project in the internationalisation process of the company.

Mock exam, 2. Internal.

It is not mandatory to pass the mock exam.

# 8.0 Special exam conditions

Students may - if conditioned by physical or mental disability - seek permission to have extra time for the examination, or the like. The application must be sent to IBA no later than 4 weeks before the examination. In case of sudden health problems, an exemption from the deadline can be made.

The study programme operates with 3 different types of tests/exams:

- External exams. These are used nationwide. They are assessed by the internal examiner and one or more external examiners.
- Internal tests in mandatory educational elements. These are used nationwide. They are assessed by one or more lecturers or industry representatives.
- Internal tests in elective courses. These are specific for the educational institution. They are assessed by one or more lecturers or industry representatives.

All tests/exams are taken during the first exam period following the completion of the teaching period. The students are entitled to 3 examination attempts for each test/exam. All tests/exams must be passed. Passed tests/exams may not be taken again.

If a student has not deregistered for a test or an exam in due time, the test/exam is considered as an attempt, in terms of the number of examination attempts permitted. A student may in time deregister for a test or an exam up to 14 days before the teset/exam is taking place or the test/exam assignment/exam project is to be submitted.

## 9.0 Make-up and re-examination

A students who has not been able to complete a test or an exam owing to documented illness or other unforeseenable account, may take a make-up exam as soon as possible. Illness must be documented by a medical certificate.

The IBA must receive the medical certificate no later than 2 working days after the test/exam date. The student must pay for the medical certificate themselves. If the illness is not documented as stated above, the student will be considered to have used one exam attempt.

If the mandatory assignments cannot be approved, the student must make a replacement assignment. The replacement assignment counts as an examination attempt and the student may participate in the re-examination in the same exam period. If a student does not attend an examination and he/she does not have a valid reason (illness etc), the student will not be entitled to a re-examination in the same exam period. The IBA may give exemptions from this.

## 10.0 Examination aids

In connection with written exams and tests, the student may use books and materials handed out during lessons, own notes, supplementary materials, the Intranet (Black Board), USB-pen and similar for storage of documents. The student may not bring or use aids which make it possible to have a conversation or communicate with others, eg. bluetooth, mobile phones and other communication equipment, unless it is otherwise clearly stated in the handed exam paper/guidelines.

# 11.0 Cheating in exams

## 11.1 Disturbing behaviour and cheating in exams

It is considered cheating if a student in connection with a test or an exam

- receives "not allowed" help
- helps another student with his/her paper
- makes use of "not allowed aids"

When a paper is submitted, the student must by his/her signature confirm that the paper has been prepared without unduly help. The signature may be digital.

## 11.2 Plagiarism

Plagiarism is considered cheating if found in the submitted paper. Below situations are considered as plagiarism:

- Written material which has previously been submitted for assessment, ie material included in a bachelor project, in mandatory assignments or in other exam papers.
- Written material which is to be used or has been used in connection with an oral exam.

## 11.3 When is a paper considered as plagiarism?

A paper or parts hereof will be considered plagiarism when a student tries to give the impression that an idea, a text, a layout etc is prepared by the student himself/herself, and this is not the case. It is considered plagiarism if a paper or assignment fully or partly is produced by the student, and

1. It includes identical or almost identical reproduction of others' work and this is not clearly marked by the use of eg quotation marks, written in italics and clearly indicating where the text originates from (literature references including page numbers or the like).

2. It includes substantial passages where the wording is so close to another printed publication (without reference) that it is obviously not written by the student.

3. It includes words or sentences from others' texts without reference.

4. It reuses text or ideas from assignments which the student has previously prepared, without reference.

## 11.4 Disturbing behaviour during tests and exams

IBA is authorised to expel a student from a test or exam, if the student has a disturbing behaviour; for instance has a noise behaviour or is in other ways breaking IBA's rules for behaviour during exams. In less serious incidents, IBA will first give a warning. Examination monitors will report the incident to the Head of Department in question.

This reporting must take place immediately after the incident. The reporting is to include a written report of the incident. The written report is to include an identification of the student in question and a description of the incident. Any possible documentation must be enclosed. In case of a recurrent incident, this must be mentioned in the report.

## 11.5 Procedures and sanctions for cheating in exams and disturbing behaviour

**Who can report on cheating in exams?**
Anybody who has a suspicion that cheating is going on is obliged to investigate whether there is cheating in the exam and if the suspicion is sustained, to report to the Head of Department.

**Reporting**
If the suspicion of cheating in an exam is supported or confirmed, the internal examinor and/or the external examinor are obliged to report this in writing to the Head of Department. At the same time, the student is to be informed that the incident has been reported to IBA as cheating in exam. If the assignment has not yet been assessed at the time of reporting, the assignment will not be assessed or graded and this will appear from the school report.

**Head of Department**
When the Head of Department receives a report on cheating in an exam, he or she must decide whether to dismiss the report or proceed with the case.
If the Head of Department decides to proceed with the case, he or she is responsible for collecting material and documentation to clarify the incident and also for inviting the student to a meeting where he/she is given the possibility to explain or comment on the report.
The student is to receive a copy of the report together with the invitation for the meeting. The invitation must inform the student of the purpose of the meeting and must further inform the student that he/she has the right to bring a companion to the meeting. The companion may give advice to the student during the meeting, but cannot participate in the conversation. If it is not possible to arrange a personal meeting, the communication can take place in writing.
If the Head of Department decides to dismiss the report, the assignment will be assessed and graded according to the normal procedures.

## 11.6 Sanctions

Based on the report and the meeting the Head of Department will decide whether or not it is an incident of cheating in exam. The Head of Department must also decide on a type of sanction or penalty to use towards the student. The Head of Department can only decide on a sanction or penalty if the incident is beyond doubt a case of cheating in exam.

If the incident is so serious that the student is to be expelled from IBA, the incident must be reported to the Director who will make the final decision. In all other cases, the Head of Department decides on the sanction or penalty.

The student is informed of the decision in writing. A copy of the decision is sent to the person who reported the incident, to the student counsellor and a copy is filed in the student's folder.

## 11.7 Types of sanctions

Provided that cheating in exam is proved, one of the following sanctions can be used:

- **Warning** Written or oral warning against breaking IBA's rules.
- **Suspension from exam** The exam attempt will be registered as 'absent'. The exam attempt will count as one attempt.
- **Cancellation of the report or the paper**Cancellation of the assignment where the cheating has been reported. The cancellation can be made even if the assignment has been graded, and it will be noted that the student has not passed the exam. A recurring incident of cheating in exam will result in the student being suspended from the study programme.

- **Permanent or temporary suspension from the study programme**
  In case of serious or recurring incidents of cheating in exams, the student will be suspended from the study programme and IBA permanently or for a limited period of time. A permanent suspension means that the student will be excluded from all activities at IBA, including lessons and exams. Suspension for a limited period of time means that the student will be excluded from all activities at IBA, including lessons and exams in the suspension period. When the suspension period ends, the student will automatically be enlisted in the study programme again. The temporary suspension will be noted in the student's folder.

If the incident is a breach of Danish law, it will further be reported to the police.

## 11.8 Exam complaints

Complaints concerning exam conditions may be submitted individually by the student to IBA (Head of Department). Regulations on exam complaints can be found in Executive order no. 1519 of 16 December 2013 and in the corps of external examiners. The complaint must be in writing and substantiated.

The complaint must be submitted no later than 2 weeks after the student has been informed of the assessment of the exam in the normal way.
The student is entitled to receive a copy of the given exam paper and in case of a written exam also a copy of his/her own submitted assignment.
In the period when the complaint is processed, the student may continue in the study programme, unless otherwise stated in the guidelines.

The complaint can be made on the following circumstances:
The basis of the examination; exam questions, tasks and similar and in relation to educational goals and requirements; Examination procedures; or Assessment of the exam.

The Head of Department must immediately present the complaint to the original examiners, who must submit their statement within 2 weeks. The examiners must make a statement on the professional questions of the complaint. The student must be given the opportunity to comment on the examiners' statement, normally within 1 week.

Based on the recommendation of the Head of Department, the Director decides on the outcome of the complaint based on the examiners' professional statement and the student's comments on the statement. The decision must be in writing and substantiated and the result may be one of the following:

1) a new assessment (re-assessment), however not by oral exams;
2) offer for a new examination (re-examination); or
3) the complaint is dismissed.

The examinators must all be in agreement if the complaint is to be dismissed by IBA.
IBA must immediately inform the student and the examiners of the outcome of the complaint. New examiners are to be appointed for a re-examination or re-assessment. Re-examination or re-assessment must take place as soon as possible. A re-examination or re-assessment may result in a lower grade. If an offer for re-examination as a result of the complaint is accepted and a diploma has been issued, IBA will take back the diploma untill a new assessment has been made and subsequently issue a new diploma.

### 11.8.1 Appeals of the decision relating to further educations

The student may lodge an appeal against IBA's decision which is to be submitted to an appeals board appointed by IBA, who will then make a decision. The student must submit the appeal to IBA. The appeal must be in writing and substantiated. The appeal must be submitted no later than 2 weeks after the student has been informed of IBA's decision.
IBA will appoint an appeals board as soon as possible after having received an appeal. The appeals board consist of two external examiners, an examination eligible lecturer and a student in the subject area.

The president of the corps for external examiners will designate the two external examiners. The president will designate one of them as president of the board. The president can designate himself/herself as external examiner or as president.
IBA will designate the examination eligible lecturer and the student.

All members of the board must participate in board discussions and receive all documents of the case to be in quorum. Discussions can be in writing, also digital, if the board members are in agreement on a written process. If the appeal board cannot reach an agreement, the discussion is concluded at a meeting where all board members must be present. If the discussion is concluded by a vote, and there is a tie, the vote of the president will be decisive.

The decision made by the appeal board must be in writing and substantiated and the result may be one of the following:

1) a re-assessment by new examiners;
2) offer for a re-examination by new examiners; or
3) the complaint is dismissed.

IBA must be informed of the decision of the board of appeal as soon as possible; in case of a winter exam no later than 2 months and in case of summer exam no later than 3 months after IBA has received the appeal. If the appeal cannot be processed before this deadline, IBA must as soon as possible inform the student of this as well as of the expected date of completing the appeal. IBA will inform the student as soon as possible and the examiners will receive a copy of the decision when the decision has been made.

# 12. Types of teaching used

At the International Business Academy, we make a distinction between subject-oriented and cross-disciplinary teaching.
The type of teaching shifts therefore between classroom-based learning, guest lectures, group exercises and cross-disciplinary project work.
The specialist-oriented courses are based on teaching courses with a fixed curriculum and ongoing assignments, carried out over the course of the programme.
The cross-disciplinary courses are based on a problem and project-oriented type of teaching.

At IBA we distinguish between teaching with a basis in the profession and interdisciplinary teaching.
The teaching therefore includes class teaching, guest lectures, work in study groups and interdisciplinary projects.
The teaching course based on the profession includes a fixed curriculum and regular assignments to be solved during the course.
The interdisciplinary courses take their starting point in a problem and are project-oriented teaching.
As the study programme and the teaching form are at a higher education level, there are requirements on commitment and study activity to the students.

**Interdisciplinarity in the study programme**
Interdisciplinarity is about the coherence of the 4 mandatory areas and the professional progression between different semesters and subjects.

To ensure this interdisciplinarity:

- the lecturers make a mutual planning of their teaching.
- the individual lecturer includes relevant interfaces from other subject fields in his/her teaching.
- IBA offers interdisciplinary projects of varying scope and duration.
- assignments will be given to and solved in study groups in connection with the teaching in individual courses.
- assignments will be given to and solved in study groups in connection with the teaching across individual courses.
- IBA will offer study-relevant activities, including key issues from the purpose of the study programme and study-relevant contents, cf. executive order and curriculum.

**Project-focussed teaching**
When working in project organisations the students will gain important experience with the problems of working in groups and their solutions. Processes and methods are therefore a continuous part of the assessment basis in connection with tests and exams.

When planning the teaching, we aim to have varying forms of teaching, also changing between theory and practice. The team of lecturers prioritises news value and relevance for the study, both academically and pedagogically. Through group supervision and individual supervision conversations, each student is supported in his/her professional and personal development.

**New and updated knowledge**
The teaching includes the most recent knowledge and results from national and international research, tests and developmental work from disciplines connected to the profession.
We further offer workshops to encourage the students in their learning: Maths, design, digital marketing, spreadsheets.

# 13. Guidelines for differentiated teaching during the study programme

The study programme does not include differentiated teaching. Possible considerations for disabilities or the like will be made in connection with tests, exams and mandatory assignments.

# 14. Credits

**Transfer of credits**
IBA can approve course elements or parts thereof which have been passed at another educational institution which are equivalent to corresponding educational elements or parts thereof in the present curriculum. If the educational element concerned has been graded according to the 7-point scale at the educational institution where the exam is passed and is equivalent to a complete core component in the present curriculum, the grade is transferred. In all other cases the grade is transferred as "passed" and is not included as part of the grade average.

IBA can approve that passed educational elements from another Danish or foreign higher study programme replace educational elements included in this curriculum. For an approval, the educational element is considered concluded if it is passed following the rules of the study programme concerned. The grade is transferred as "passed".

**Credit students**
IBA can approve that students from other higher study programmes follow part of the study programme and attend exams following the IBA guidelines. It is a precondition that it is an approved part of their own study programme.

A study trip is offered during the 2nd semester (in 2016 to China and the UK), highlighting in particular the learning objectives from the programme's second semester.

The programme is constructed so that it is possible for students to take one of the semesters abroad. The 4th semester, internship, can also be carried out abroad.
The students can, after prior application and approval of an approved merit carry out each individual programme element abroad.

Upon prior approval of a study abroad, the student is then obliged to document the approved study completed course elements, after the conclusion of the study. As an element of this prior approval, students must grant the institution permission to requisition relevant information after conclusion of the study abroad.

The programme and the teaching type are of course characterized by their taking place at the higher educational level, where study activity and active engagement are required and expected.

# 15. Study activity

To be able to achieve the learning goals/outcome of the study programme there is mandatory attendance to certain study elements in the form of eg:

- submission/presentation of assignments/projects; and
- mandatory attendance in the form of physical presence

Before the student may register for or attend an exam or test, the semester activities with mandatory attendance (mandatory activities) must be approved.

If the mandatory attendance is not fulfilled and is a precondition for a test/an exam, the lacking fulfillment has equal status to non-attendance and the student will have used one examination attempt.

Mandatory activities are not considered as tests or exams but as a part of the learning process which is to document that the student is study active.

Activities with mandatory attendance:

See part 11.0

## 15.1 Criteria for assessment of study activity

Attendance is mandatory according to the descriptions of the set preconditions/mandatory attendance.
The student's attendance to classes will be registered and included in IBA's assessment of the student's study activity. The students are expected to participate in at least 75 % of the scheduled classes.
In case of lacking study activity the student will be invited to a meeting with his/her supervisor and/or the Head of Department. Lacking study activity may lead to a suspension from the study programme.

# 16. Foreign language

A major part of the literature used in the study programme will be in English and also, some educational elements will take place in English, fully or in part.

# 17. Rules of dipensation

In exceptional circumstances, IBA can grant an exemption from the rules in the curriculum which are exclusively set by the institution.

# 18. Parallel courses with overseas educational indsitutions

The student can choose to follow a bachelor education in European Business Management, where year 1 takes place at IBA Kolding, year 2 at UC Leuven-Limburg (University College Leuven-Limburg), and year 3 at a selected European business school.
The conditions of admittance are the same as for Marketing Management, and in order to continue into year 2 in Leuven, the student must have passed the 1. external and 1. internal exams, securing 60 ECTS

## 19. Enforcement

This curriculum will apply for students who begin their studies as of 1st February 2015.

## 20. Reference to legal basis

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. 1046 of 30/06/2016: 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)

## Appendix:

**Examination descriptions:**

## 1st Semester Exam in compulsory course components:

FORMALITIES IN CONNECTION WITH THE EXAMS
FOR MARKETING MANAGEMENT PROGRAM

1st Internal – resolution proposal

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|---|---|
| Exam form | The exam consists of:<br><br>• An interdisciplinary "resolution proposal" and oral examination based on the decision proposition and a randomly questions to curriculum<br><br>The interdisciplinary resolution proposal made by a group of 3-4 people for a period of 48 hours. The basis for decisions made on the basis of questions and a selected business and market.<br><br>The proposal is a prerequisite to go to an oral examination. At the oral examination the student will present the resolution proposal and based on this will be asked questions in 1 semester curriculum.<br><br>The resolution proposal and the oral exam tests the broad learning objectives of the compulsory elements in the 1st semester. |
| Written decision proposal | The basis for the 48 hours of group work is a short description of the tasks which includes:<br>• The name of the company and the market to be analyzed<br>• Some preliminary links to information about the company and / or the relevant market<br>• A concrete problem statement to be answered adequately and with sufficient documentation<br><br>The decision proposition handed in forms the basis for an oral examination.<br><br>The proposition should be prepared on the methodological basis, but should not include a description of theory. It is expected that several core areas will be implemented.<br><br>The submitted proposal should consist of max. 3 pages including any appendices, but excluding cover page and bibliography. The scope of the appendices should be limited. A standard page is 2100 keystrokes including appendices. |
| Oral exam | The course of the individual oral examination is as follows:<br>• 5-10 minutes: Presentation of group decision proposal; personal reflections are welcome<br><br>• 15-20 minutes: examination and posed questions |
| The margins and line spacing | See Black Board |

| | |
|---|---|
| Header information | See Black Board |
| Handing in the resolution proposal | See Black Board |
| Assessment | The grade is given as an overall assessment of the presentation of the resolution proposals and posed questions.<br><br>The grade will be published on UMS - within 4 weeks after the exam. |
| Re-exam | If the ordinary exam is not passed, or the student due to illness does not complete the exam, the student is automatically enrolled for the ensuing re-examination.<br><br>Re-examination is based on the same resolution proposal as the first exam. |

## 2nd Semester exams in compulsory course components

### MARKETING MANAGEMENT PROGRAM

| 1st External– <u>case exam</u> | |
|---|---|
| **Facts about annual exam see Curriculum** | 1st External consists of two parts at the end of the second semester. The test consists of:<br><br>• An interdisciplinary case-based examination based on a specific company<br><br>The interdisciplinary case examination is a 6-hour test carried out after 24 hours of preparation. The case examination will widely test the learning objectives of the program elements in Semester 2 - Tactical and operational marketing B2C and B2B. Strong emphasis is placed on the student being able, on a methodical basis, to select and apply the relevant theory from several fields related to solving a specific problem.<br><br>The basis for the 24 hours of preparation is a short description of the tasks which include:<br><br>• The name of the company to be analyzed<br><br>• The general problem to be uncovered<br><br>• Some preliminary links to information about the company and/or the relevant market<br><br>On the day of the exam, the student will be asked one or more questions based in methodology that are to be answered on the basis of the information collected and any extra information distributed on the exam day. |
| **Exam form and length** | 24 hours before the exam, the students are given a company, a general problem area and relevant case material.<br>The next day is a 6-hour written examination at the academy where based on the general problem one or more specific questions are to be answered. Additional information related to the questions may be disclosed on the exam day.<br><br>Case material about the company is uploaded on Wiseflow in each class's main compartments at 08.30 a.m. 24 hours before the written exam takes place.<br><br>The answer must start with an outline mentioning all the disciplines that are relevant. The student is expected to implement several disciplines if they are relevant to the assignment. Areas of particular interest must be fully accounted for and any choices not to include certain disciplines must be justified.<br><br>The length of the paper is between 24,000 and 36,000 keystrokes incl. spaces, footnotes, figures and tables but excluding the cover page, table of contents, list of sources and appendices. |
| **Access to examination room** | **Student cards and USB keys must be presented** to gain access to the examination room.<br>The student card must be visible during the exam. Remember to meet in ample time before the exam. |

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| | Floorplan disclosed on Fronter. |
| **Aids** | All aids, including Internet, are allowed. It is, however, not allowed to communicate during the exam, either physically or electronically.<br><br>It is not allowed to use mobile phones, and the student may not wear headphones during the exam.<br>Furthermore, neither the company nor its partners may be contacted. Failure to observe this will be treated as cheating, and the student will be expelled from the exam.<br><br>Partially identical responses will not be accepted. It is allowed to cooperate during the first 24 hours and to use prefabricated material, but it is important to deliver 100% individual responses as completely or partially identical responses will be recorded in our plagiarism control. |
| **IT-equipment** | The student is responsible for having access to Black Board in connection with the submission of the paper. It is therefore important to have a usable password.<br><br>Students must bring their own PC, power supply and USB connector for the exam. If you have forgotten, a USB connector can be purchased in the canteen. There will be printer in the exam room.<br><br>The student is responsible for own PC. There will be no help from the school if you experience technical problems with the PC. |
| **The margins and line spacing** | |
| **Header information** | |
| **Handing in the exam paper** | |
| **Assessment** | The grade is awarded according to the 7-point scale and will appear on the diploma.<br>Grades will be published at Wiseflow within 4 weeks. |
| **Re-exam** | If the ordinary exam is not passed, or the student due to illness does not complete the exam, the student is automatically enrolled for the ensuing re-examination. |
| **Further information** | See exam regulations and curriculum on Black Board |

## 3rd Semester exam in compulsory course components

**FORMALITIES IN CONNECTION WITH THE EXAMS**
**FOR MARKETING MANAGEMENT PROGRAM**

| 2nd Internal exam - Internationalization | |
|---|---|
| **Exam form** | 4-hour interdisciplinary individual written examination in the compulsory components in the 3rd semester.<br><br>The written examination is based on a case study about a specific company in which the student must work with internationalization. The case study will be handed out 24 hours before the written test.<br><br>The case study is a scenario for a business/industry, which contains information on<br><br>• Company and product areas<br>• Various sources<br><br>The assignment consists of two sub-questions, based on the learning objectives of the 3rd semester compulsory course component "Internationalization" (see Curriculum) with particular emphasis on testing skills and competencies. |
| **Duration** | The written exam is a 4-hour exam held during exam-like conditions. |
| **Aids** | All written and electronic aids are allowed.<br><br>The company in the case study may **not** be contacted!<br>Failure to observe this rule will be considered cheating. |
| **IT-equipment** | The student is responsible for having access to the Internet in connection with the assignment. It is therefore necessary to have a usable password. |
| **Structure of paper** | The paper must be max. 24,000 keystrokes incl. spaces, footnotes, figures and tables but excluding the cover page, table of contents, list of sources and appendices.<br><br>The paper must present arguments for choice of theories and models, but it must not include outright methodology section or problem statement. |
| **Header information** | See Black Board |
| **Line spacing and margins** | See Black Board |
| **Inserting Excel spreadsheet into Word** | |
| **Handing in the paper** | See Black Board |

| | |
|---|---|
| **Assessment** | The grade is awarded according to the 7-point scale and will appear on the diploma.<br>Grades will be published at Wiseflow within 4 weeks. |
| **Re-exam** | If the ordinary exam is not passed, or the student due to illness does not complete the exam, the student is automatically enrolled for the ensuing re-examination. The date for the re-exam will appear in the Calendar of Events. |
| **Further information** | See exam regulations and curriculum on Black Board. |

**3rd and 4th Internal exam - Electives**

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|---|---|
| **Exam form** | Examination in the elective components in the 3rd semester.<br><br>The examinations are based on a case study about a specific company in which the student must work with<br><br>The case study is a scenario for a business/industry, which contains information on<br><br>• Company and product areas<br>• Various sources |
| **Duration** | The written exam is a 4-hour exam held during exam-like conditions. |
| **Aids** | All written and electronic aids are allowed.<br><br>The company in the case study may **not** be contacted!<br>Failure to observe this rule will be considered cheating. |
| **IT-equipment** | The student is responsible for having access to the Internet in connection with the assignment. It is therefore necessary to have a usable password. |
| **Structure of paper** | The paper must be max. 24,000 keystrokes incl. spaces, footnotes, figures and tables but excluding the cover page, table of contents, list of sources and appendices.<br><br>The paper must present arguments for choice of theories and models, but it must not include outright methodology section or problem statement. |
| **Header information** | See Black Board |
| **Line spacing and margins** | See Black Board |
| **Inserting Excel spreadsheet into Word** | |
| **Handing in the paper** | See Black Board |
| **Assessment** | The grade is awarded according to the 7-point scale and will appear on the diploma.<br>Grades will be published at Wiseflow within 4 weeks. |
| **Re-exam** | If the ordinary exam is not passed, or the student due to illness does not complete the exam, the student is automatically enrolled for the ensuing re-examination. The date for the re-exam will appear in the Calendar of Events. |
| **Further information** | See exam regulations and curriculum on Black Board. |