ERHVERVSAKADEMI
KOLDING

Curriculum for Bachelor's Degree Programme in International Sales and Marketing

2017

Part 1 – National part

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This national part of the curriculum for the Bachelor's Degree Programme in International Sales and Marketing has been released in accordance with section 18(1) in the Ministerial Order for technical and commercial Academy Profession Programmes and Professional Bachelor Programmes. This curriculum is supplemented with an institutional component, provided by the institution offering the programme.

After it has been approved by either the Board of Directors (or the Rectors) and after consultation with the institutions' Educational Committee and the External Examiners chairmanship for the specific programme, the educational network for the Bachelor's Degree Programme in International Sales and Marketing prepares the institutional part.

1. The programme's goals for learning outcomes

Knowledge

The student must have knowledge of:

1) Sales and marketing practices, applied theories and methods within an international perspective and be able to reflect on them
2) Key theories and models necessary for B2C, B2B, and B2G sales and marketing
3) Key laws and regulations that impact international sales and marketing
4) Relevant models for assessing growth and development opportunities
5) Management theories and methods.

Skills

The student can:

1) Develop, assess and implement international sales strategies for various types of companies
2) Apply relevant models to implement product and concept development in the company
3) Assess and apply legal methods and tools to support sales in an internationally-focused company
4) Assess the company's competitive situation as a basis for deciding the company's parameter focus, centred around sales
5) Justify and communicate the chosen strategies in a strategic sales plan to relevant stakeholders
6) Apply relevant models for development in connection with innovative projects
7) Apply methods for sales staff management.

Competencies

The student can:

1) Handle and identify needs for relevant financial and legal information in relation to international sales tasks
2) Independently participate in interdisciplinary teams and create a motivating environment in the sales department
3) Handle sales meetings centred around the financial results and human focus areas
4) Independently handle complex tasks and development-oriented situations in connection with international sales and marketing.

Identify their own learning needs and structure these in various learning environments within international trade and marketing.

2. The programme includes four national subject elements

2.1. The Company's Strategic Basis (Business Model)

ECTS weight: 10

Content:

The subject element includes strategic analyses of companies, including strategic directions and business models for B2C, B2B and B2G, and analyses of the company's resources and competencies, including in relation to the company's innovative platform, processes and driving forces. The analyses also incorporate the company's economic and financial foundation, cost perceptions, capacity utilisation and product mix-optimisation.

The subject element covers an understanding of the supply chain/SCM and the geographical location of production and competence centres, including choices for distribution channels, partnerships and outsourcing. The subject element also covers various legal aspects, including sources of law, international private law, types of conflict resolution and distribution forms.

The subject element also includes a review of the scientific theory paradigms and perspectives on knowledge, insight and knowledge recognition.

Learning objectives:

Knowledge

The student must:

- Have knowledge of different types of business models and of models and theories used to understand a company's strategic base
- Have knowledge about different strategic directions related to the concept of innovation
- Have knowledge of disruption as a concept and development direction
- Have knowledge and understanding of relevant theories and models to analyse the company's strategic platform, including resources and competences
- Have knowledge and understanding of theories about the company's innovative platform, creative processes and management
- Have knowledge of the elements of a company's supply chain (both functional and innovative products)
- Have knowledge of theories and models to assess in and outsourcing
- Have knowledge and understanding of relevant economic models and theories in relation to the business model
- Have knowledge of localization analysis and distribution strategy (both digital and physical – omni-channel)
- Have knowledge and understanding of relevant economic models in relation to business models
- Have knowledge of important perspectives on knowledge, insight and cognition
- Have knowledge and understanding of key paradigm shifts in business economics

- Have a solid understanding of what knowledge is in a sociological sense and be aware of the role of knowledge in a business economics perspective
- Have a basic knowledge of major theoretical issues and schools within a social science perspective and particularly in the core areas of marketing, organisation/management and economics
- Have knowledge of international sources of law and their mutual relations as well as relations with national legal sources
- Have knowledge of international dispute resolution

Skills

The student must:

- Be able to apply and discuss the different strategic directions
- Be able to use disruption and innovation to challenge a company's existing business model
- Be able to analyse and evaluate the company's strategic and innovative platform and development opportunities
- Be able to assess the impact of a company's site selection and form of distribution/channel
- Be able to assess the consequences of the choice of external partners
- Be able to assess the company's economic and financial base using relevant indicators
- Be able to carry out an economic analysis, assessment and prioritisation of product mixes in different cost models
- Be able to critically apply empirical-analytical theory and discuss what knowledge is, how it is generated and how it interacts with practice
- Be able to communicate theoretical issues and consequences to peers
- Be able to assess the theoretical and practical issues in relation to the philosophy of science area
- Be able to apply rules of applicable law and jurisdiction in international sales and assess the consequences of the choices made
- Be able to apply the rules of the different distribution forms in an analysis and assessment of the choice of distribution form

Competencies

The student can:

- Independently participate in interdisciplinary cooperation in order to assess a company's strategic position
- Make recommendations for the optimization of a company's business model
- Work with innovation in all phases of the business model
- Participate in the multidisciplinary development of a company's innovative starting point
- Identify elements of value creation in the supply chain
- Develop economic decision making options related to corporate strategy, business cases, cost and price structure
- Discuss different epistemological paradigms
- Discuss hypotheses in relation to different epistemological paradigms
- Discuss the consequences of the epistemological choice

2.2. The Customer as the Starting Point

ECTS weight: 20

Content:

The subject element covers analyses of current and potential customers, including their strategic situation, needs and wishes. These analyses provide the basis for developing the company's strategies and market offerings for existing and potential customers. In this connection, the element covers work on the development and retention of the customer base through relationship strategies.
The subject element also covers analyses of the company's sales organisation in relation to the sales team and purchase centre, including relations to other corporate functions and business partners. It also covers work with international strategies for the company's supply chain and logistic support for sales, and the integration of various sales channels – omni-channel, digital and physical. Strategies are based on an analysis of the company's financial situation, including product and customer mix, economic customer life cycle analyses and the legal context, including international purchasing and contract law, transport law and public procurement law.
The subject element's analyses and strategies are based on the students' ability to combine commercial theory with methodology in scientific projects.

Learning objectives:

Knowledge

The student must:

- Have knowledge and understanding of relevant theories and models to analyse a company's competencies, customer base and development of a customer portfolio including profitability reports
- Have knowledge and understanding of the company's market opportunities and possible marketing strategies
- Have knowledge of general strategic approaches and models in structuring and organising sales
- Have knowledge and understanding of implementability and its relation to other departments and partners, including both competence assessment and communication structure
- Understand important implications for the company's logistics and supply chain of internationalization and innovative projects
- Be able to understand the theoretical tools in relation to the company's supply chain for the development of international sales bases – strategic, tactical and operational
- Have knowledge and understanding of tools and methods for the assessment of customer and product portfolios in relation to profitability, as well as alternative methods for profitability calculations
- Have gained an understanding of the application of methodology in project and report writing following the principles of scholarly work

- Have knowledge about how to collect, interpret and analyse data
- Have knowledge of the general principles of EU procurement rules for sales to public authorities (E)

Skills
The student must:

- Be able to analyse and evaluate both the overall customer base and the individual customer in relation to the company's value proposition using methods and tools for analysing customer behaviour, including the use of big data and profitability reports
- Be able to carry out an assessment of customers' profitability and future earnings potential and evaluate the relevance of a resource-based approach or a market approach
- Be able to develop the company's marketing strategies
- Starting from the customer, be able to analyse and assess the organization of the sale, including relationships with other business functions
- Be able to analyse and assess skill needs in the sales function in relation to customer requirements
- Be able to analyse and assess an internationally focused company's choice of supply chain with the involvement of relevant theory in the field
- Be able to analyse and organize the company's supply chain in relation to the sales organization and development of partnerships with a focus on ensuring customer satisfaction and quality of experience
- Be able to apply relevant models for the development of solutions for the company's supply chain in innovative projects
- Be able to evaluate and use methods and tools for the company's supply chain to support the tactical and operational sales
- Be able to calculate and assess the profitability of alternative cost allocation methods: Activity-Based Costing and traditional standard cost
- Be able to identify relevant total life cycle costs (TLCC)
- Be able to reflect on and engage in discussion about business financial perspectives in scientific contexts
- Be able to develop problem analysis and perform problem definition and put forward problems and hypotheses
- Be able to assess and select ideal survey forms for a given issue and compare critically to the survey forms used in practice
- Have knowledge of the transportation contract in maritime and road transport, with particular emphasis on carrier liability

Competencies
The student can:

- Independently participate in multidisciplinary teams in relation to the company's marketing intelligence, with customers as a starting point (M)
- Select relevant data for analysis of the company's customer care and customer development structure
- Enter into a discussion about the company's ability to match the sales function to customer expectations
- Identify challenges in the company's supply chain in innovative projects
- Ensure the involvement of the company's supply chain in developing the sales strategy
- Prepare a reasoned decision presentation on the basis of alternative cost allocation models
- Evaluate a customer profitability portfolio and expected future earnings potential
- Critically assess opportunities and constraints related to quantitative and qualitative data
- Collect, process and interpret quantitative and qualitative data and relate it critically to existing or new data material, including knowledge of measurement scales and being able to judge the relevance, timeliness, validity, reliability and generalizability
- Prepare scientific reports and projects, including disseminating findings and solutions etc. in a clear and easily readable report containing a clear problem definition, methodology considerations and an evaluation of findings and prerequisites, reliability and validity
- Independently participate in professional and interdisciplinary cooperation on the conclusion of international sales agreements, with special emphasis on:

    - CISG (International contracts and the International Sale)
    - Terms and conditions
    - INCOTERMS
    - Securing the purchase price

2. 3. Industry and Competitors

ECTS weight: 5

Content:

The subject element covers analyses of competitions, competitors and cluster and network collaboration, whereby the company can benchmark in relation to the supply chain, social responsibility and sustainability, including CSR, and the international economic environment, and seen in relation to competition law. The subject element also requires a methodical approach to acquiring knowledge based on the theoretical standpoint.

Learning Objectives:

Knowledge

The student must:

- Have knowledge of relevant theories and models about competitive positions in the market and how these are implemented
- Have knowledge about different benchmarking models

- Have knowledge of CSR, social responsibility and sustainability
- Have knowledge about basic benchmarking theory and models in SCM
- Have knowledge of financial and non-financial benchmarking
- Have an understanding of international macroeconomic industry environment influences
- Have knowledge of the theory of science, theoretical assumptions and methodological approaches that support the generation of knowledge
- Have knowledge of Danish and European competition law and the interaction between the rules

Skills

The student must:

- Be able to analyse and evaluate a company's competitive position as a basis for development and adaptation of the company's market offerings. In relation to this, be able to benchmark a company in relation to an industry and to the company's closest competitors, including strategies
- Be able to analyse the company's social dimension in relation to the company's strategic position
- Be able to apply relevant theories and models in connection with benchmarking of an international company's supply chain
- Be able to assess international macroeconomic factors that may affect the competitive situation in the industry for a given company
- Be able to assess the risks of international commerce
- Be able to benchmark a company against a competitor or industry and
- Be able to make an assessment of identified international economic conditions in the external environment and assess the impact of such an industry and company
- Collect, process and interpret quantitative and qualitative data and relate it critically to existing or new data material, including knowledge of measurement scales and being able to judge the relevance, timeliness, validity, reliability and generalizability

Competencies

The student can:

- Participate in the company's marketing intelligence with a focus on design and analysis of information about competitive position in the market
- Identify and analyse the specific competitors
- Identify a company's main CSR challenges
- Identify areas for improvement in the company's supply chain, based on benchmarking
- Identify and manage risk and hedging in connection with international trade
- The student has gained experience in the scientific method's limitations

2.4. Sales Management and the Sales Development of the Company

ECTS weight: 10

Content:

The subject element covers insight into the development of international sales strategies, including online and offline strategies, CRM for new and existing customers, customer follow-up, and key account and global account management.

The subject element also covers insight into organisational development and change management, taking into account employment law, and measuring efficiency and risk assessment for the company's supply chain. The subject element covers budgeting, balanced scorecard and the triple bottom line in the selection of strategies for the company. The subject element also requires students to incorporate and reflect on the significance of the theoretical standpoint for projects

Learning objectives:

Knowledge

The student must:

- Understand and be able to reflect on key theories for the development of the company's sales base using different approaches
- Have knowledge of models and methods for customer follow-up
- Have knowledge and understanding of relevant theories and models related to business models, where sales are the starting point
- Have knowledge and understanding of the organizational consequences of growth
- Have knowledge of the management theories which may support the development of the company's sales base
- Have knowledge about different theories on motivation and incentive strategies
- Have knowledge and understanding of different types of conflict and conflict resolution options
- Have knowledge of situational leadership
- Have knowledge of the criteria for the evaluation of the sales department's efforts
- Have knowledge of tools for measuring the effectiveness of a company's supply chain
- Have knowledge of methods and models for risk assessment of the supply chain
- Understand alternative budget models
- Have knowledge of alternative financial and non-financial reporting forms, including understanding frameworks and legislation related to the company's economic, environmental and social reporting
- Be able to assess the epistemological and methodological issues and integrate an understanding of academic work and methods with professionalism in project and report writing

Skills

The student must:

- Be able to analyse, develop and implement international sales strategies for different business types (industry, sizes, resources etc.).
- Be able to develop and adapt a company's marketing mix for individual clients
- Be able to justify and communicate selected strategies in a sales plan to relevant stakeholders

- Be able to evaluate the activities linked to the company's marketing mix to customers, and for the individual customer, be able to propose possible changes in strategy and approach
- Be able to develop a plan for the organization's development and assess the impacts when compared with the organization's complexity
- Be able to assess the development of the sales organization
- Be able to assess the competency requirements for the sales team
- Be able to develop strategies for motivation and coaching of the sales staff
- Be able to identify their own learning needs, so that knowledge and skills are developed
- Be able to be included in the evaluation of employees' personal, professional, cultural and social skills
- Be able to develop a follow-up plan for the company's business model in relation to measuring the effectiveness of a company's supply chain
- Be able to prepare budget assumptions and prepare and evaluate a total budget for strategic decisions and assess their economic impact
- Be able to make reflections on their own practice
- Be able to make reflections on the scientific method's limitations
- Be able to apply rules of employment in an international context, including compliance with the rules on jurisdiction and applicable law, with special emphasis on recruitment and retention, relocation and dismissal

Competencies
The student can:

- Manage and lead the development of sales strategies in complex situations and based on the involvement of relevant stakeholders
- Work with assessments of the company's overall activities for customers
- Work with a holistic approach on the development of the company's strategic base
- Identify their own learning needs in order to develop and maintain appropriate skills to work from a holistic approach
- Independently analyse and participate in the development of an organizational plan of action to ensure implementation of the sales plan
- Independently participate disciplinarily and interdisciplinarily in organizational development
- Enter into dialogue with the sales department about optimization of the company's total sales efforts from the perspective of efficiency throughout the supply chain
- Establish a basis for decisions regarding the company's strategy implementation

2.5. The number of exams in the national subject elements

There are two exams in the national subject elements, as well as one further exam in the bachelor project. For the number of exams in the internship, please refer to section 3.

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

3. Internship

ECTS weight: 15 ECTS
Content: The course's internship will create a connection between the studied theory and the profession's vocational relations. The internship will ensure closeness to practice and the development of professional and personal competencies for independent participation in business. The internship assists the student in converting the studied knowledge into practical experience.
Learning objectives: *Knowledge* The student must: • Have knowledge of the profession's theory and methods along with practice • Be able to understand terms and methods and reflect upon their application • Have experience participating in practical work assignments *Skills* The student must: • Be able to convert the studied knowledge into practice within business • Be able to assess theoretical and practical problems and draw up suggested solutions • Be able to apply and arrange relevant theories to the solution of assignments in the workplace *Competencies* The student can: • See their own professional role in relation to actual assignments • Enter into professional and interdepartmental cooperation
Number of exams: 1 (pass/fail)

4. Requirements for the bachelor project

The learning objectives for the bachelor project are identical to the programme's learning objectives listed above under section 1.

The bachelor's project must document the student's understanding of and ability to reflect on the practices of the profession and the use of theory and method in relation to a real-life problem. The problem statement, which must be central to the programme and profession, is formulated by the student, possibly in collaboration with a private or public company. The Academy approves the problem statement.

The bachelor project must be 100,000 characters in length

The Bachelor Project
ECTS weight: 15 ECTS

Learning objectives:
The learning goals are the same as for the study programme. Further to these, the following learning goals apply for the bachelor project:
Knowledge
The student must:

- Have knowledge about the profession's and subject area's applied theory and methods along with practice
- Be able to understand theory and methods along with being able to reflect upon the profession's application of theory and methods

Skills
The student must:

- Be able to apply methods and tools for collation and analysis of information and master the skills related to employment in the profession
- Be able to assess theoretical and practical problems and substantiate the chosen actions and solutions
- Be able to communicate practical and professional problems and solutions to colleagues and users

Competencies
The student can:

- Handle complex and development-oriented situations in relation to work or study
- Independently enter into academic and interdisciplinary cooperative work and take on responsibility within the setting of professional ethics
- Identify his/her own learning needs and, in relation to the profession, develop his/her own knowledge and skills

Examination:
The bachelor project completes the programme in the last semester, once all the preceding exams have been passed.
The exam is an oral and written examination with an external co-examiner. A combined mark is given based on the 7-point scale for the written project and the oral presentation.

5. Rules on credit

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

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

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

The decision is based on an academic assessment.

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

In connection with applying for prior credit approval, the students give the Academy permission to obtain the necessary information after the student's completion.

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

6. Academic criteria for selecting candidates for top-up programmes

If not all applicants are admitted to the study programme due to capacity limitations, emphasis will be given to one or more of the following academic criteria (not listed in order of priority):

- Average grade from the qualifying examination
- Grade and ECTS credits in marketing, economics, law and organisation
- The application letter and reasons for applying
- Relevant work experience, including compulsory military service (max. 12 months)
- Relevant supplementary training and/or courses
- Other experience, such as attending a folk high school, stays abroad, voluntary work (min. 3 months)

Applicants may also be called in to an interview before admission.

Each institution indicates which of the above criteria form the basis for admission on their website.

7. Commencement and transitional schemes

Commencement

This national part of the curriculum enters into force on 20.08.2017, and will take effect for students who are enrolled after 20.08.2017.

Transition scheme

Students who are admitted up until 20.08.2017 and follows the trial curriculum from 1.12.2016 will be transferred to this curriculum from 01.08.2017.