

Curriculum Marketing Management (AP)

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

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1. FRAMEWORK

This curriculum, covering the study programme Academy Profession Degree Programme in Marketing Management, hereinafter referred to as the study programme or the programme, is composed in compliance with the ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes by the Danish institutions of higher education approved to offer the particular programme.

Joint parts and institution specific parts of the curriculum

Parts of the curriculum have been stipulated conjointly with the institutions in the respective national education network for business academies, whilst others have been determined by Cphbusiness alone. The joint parts are incorporated in this document and constitute the following subsections: 3.2, 3.3, 3.5, 5.2, 5.4 and 6.1. The remaining parts are institution specific.

The joint parts have been co-created by the institutions mentioned below, which have committed themselves to ensuring national competence and uniform practices regarding exemptions.

The joint parts of the curriculum have been determined by:

Business Academy Aarhus

www.baaa.dk

EA Business Academy SouthWest

www.easv.dk/index.php/en/

Business Academy of Higher Education MidWest

www.eamv.dk

Lillebaelt Academy of Professional Higher Education

www.eal.dk/eal/International-58.aspx

Copenhagen Business Academy

www.cphbusiness.dk/english

University College of Northern Denmark

www.ucnorth.dk

IBA International Business Academy

<http://uk.iba.dk/>

Zealand Institute of Business and Technology

www.zibat.dk

Danish Academy of Business and Technology

www.eadania.dk/en.aspx

VIA University College

www.viauc.com/pages/via-university-college.aspx

The joint parts of the curriculum have been agreed upon by the national education network for business academies during the summer of 2014.

The curriculum as a whole has been approved by Cphbusiness in compliance with the institution's internal approvals procedure on 25 August 2014.

1.1. Purpose and Objectives of the Study Programme

The purpose of the Academy Profession Degree Programme in Marketing Management is to qualify the graduate to independently analyse, plan and implement solutions widely related to marketing in companies within commerce, production and service in national as well as international contexts.

Learning objectives and outcomes

The learning outcome includes the knowledge, skills and competences an AP Graduate in Marketing Management will achieve from the programme, cf. the ministerial order no. 689 of 3 July 2009 on the Academy Profession Degree Programme in Marketing Management, appendix 1.

Following is an English translation of the Danish ministerial order no. 689 of 3 July 2009 on the Academy Profession Degree Programme in Marketing Management, appendix 1, published in Lovtidende, which is the Danish national gazette. In the event of a discrepancy between the translated version and the Danish version, the latter is thus valid.

Knowledge

The graduate will possess knowledge of:

- the strategic and financial structure of the business
- fundamental economic conditions
- completion of sale
- business legal relations including Law on Marketing and Competition
- methods for solving complex and practice based problems within marketing management

Skills

The graduate will be able to:

- conduct an international market assessment
- assess and implement problem oriented projects within marketing related subjects
- communicate practice based problems and solutions in Danish and English
- draw up relevant solutions within marketing related problems on an analytical basis
- assess business and economic conditions
- assess business legal problems in relation to national and international trade
- assess organisational, logistical and managerial problems

Competencies

The graduate will be able to:

- participate in professional and interdisciplinary cooperation for the development of the company's marketing strategy and internationalization
- handle development oriented situations at a national and international level within sales and marketing

- handle the planning of marketing and sales for the business as well as participate in its implementation
- acquire skills and new knowledge based on what was achieved from the programme
- analyse a company's economic development considering the economic conditions in order to act
- participate in professional and interdisciplinary cooperation with a professional approach in Danish, English and possibly another foreign language in writing and orally

1.2. Title, Duration and Certificate

Title

Upon completion of the programme, graduates are entitled to use the *AP Graduate in Marketing Management* (in Danish: *markedsføringsøkonom AK*).

In agreement with the Danish Qualification Framework for Lifelong Learning, the programme is graded at level 5.

Duration and maximum length of study

With 60 ECTS credits (European Credit Transfer System) corresponding to one full-time year of study, cf. section 9 in the ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (*BEK nr. 1521 af 16/12/2013: Bekendtgørelse om erhvervsakademiuddannelser og professionsbacheloruddannelser*), the programme amounts to 120 credits in total. According to section 5, subsection 2, in the Order on Academy Profession Programmes and Bachelor Programmes, the study programme shall be completed within the number of years corresponding to twice the nominal length of study, meaning four years. Under exceptional circumstances, Cphbusiness is entitled to grant exemptions from this rule.

Certificate

Upon completion of the Academy Profession Degree Programme in Marketing Management, a certificate is issued to the student by Cphbusiness.

1.3. Commencement and Transitional Arrangements

This curriculum is effective as of 1 August 2014, and the terms and conditions stated herein apply to students enrolled at and starting the programme in the autumn of 2014. Simultaneously, any Cphbusiness curriculum prior to the present that applies to this study programme is repealed and superseded by this curriculum. Students covered by curricula prior to the present may however request that they be covered by these until their completion of the programme, provided that they meet the previously listed requirements regarding the maximum length of study, cf. subsection

1.2. Under special circumstances, including circumstances relevant to the individual student, Cphbusiness may grant exemptions from the rule stipulated in this subsection, cf. subsection 1.3., entailing that an otherwise repealed curriculum still applies. As regards the release of a new curriculum, or in the event of substantial alterations to the present, transitional arrangements will be laid down in the new curriculum.

1.4. Legal Framework

The legal framework that applies to this study programme is constituted by the latest versions of the following acts and ministerial orders:

Following are English translations of Danish national acts and orders published in Lovtidende, which is the Danish national gazette. In the event of a discrepancy between the translated version and the Danish version, the latter is valid.

- Act no. 214 of 27 February 2013 on academies of professional higher education (*the Academy Profession Act*)
- Act no. 467 of 8 May 2013 on academy profession programmes and professional bachelor programmes (*LEP-loven*)
- Ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (*the Order on Academy Profession Programmes and Bachelor Programmes*)
- Ministerial order no. 1519 of 16 December 2013 on examinations (*the Examination Order*)
- Ministerial order no. 223 of 11 March 2014 on admission and enrolment on academy profession programmes and bachelor programmes (*the Admission and Enrolment Order*)
- Ministerial order no. 262 of 20 March 2007 on the grading scale and other forms of assessment (*the Grading Scale Order*)
- Ministerial order no. 689 of 3 July 2009 on the academy profession programme in Marketing Management

The respective acts and orders can be obtained through *Retsinformation* at www.retsinfo.dk (in Danish).

2. ADMISSION TO THE PROGRAMME

2.1. Entry Requirements

Admission to the programme requires a qualifying examination as well as fulfilment of the programme specific entry requirements. The entry requirements are stipulated in the order on admission and enrolment on academy profession programmes and bachelor programmes in force, and should doubts arise from the formulations used in

this subsection, the formulations in the order apply. For the programme specific entry requirements, please visit Cphbusiness' website.

2.2. Eligibility for Admission

In order to become eligible for admission to the programme, applicants must meet the entry requirements stated in subsection 2.1. If these are fulfilled, the applicant is qualified for, however not guaranteed, admission to the programme. Provided that the number of eligible applicants, cf. subsection 2.1., exceeds the number of spaces available, Cphbusiness may specify additional selection criteria on the grounds of which applicants in quota 2 are accepted as long as spaces are available.

The additional selection criteria will be published at Cphbusiness' website, taking due account of the time limits provided by the Ministry of Higher Education and Science.

3. PROGRAMME CONTENT

3.1. Programme Structure

As a prerequisite for completing the study programme, students must attend and pass educational elements equivalent to a total workload of 120 ECTS credits. A full-time semester encompasses educational elements, corresponding to 30 ECTS credits.

The programme comprises compulsory educational elements equivalent 80 ECTS credits, electives equivalent to 10 credits, an internship equivalent to 15 credits and a final examination project equivalent to 15 ECTS credits.

Educational Elements		1 st year	2 nd year
Key subject areas	International Marketing and Sales (30 ECTS)	20 ECTS	10 ECTS
	Economics (20 ECTS)	10 ECTS	10 ECTS
	Communication, Organisation and Management (20 ECTS)	15 ECTS	5 ECTS
	Business Law (10 ECTS)	10 ECTS	
Electives	5 ECTS	5 ECTS	
Internship		15 ECTS	
Final examination project			15 ECTS
Total ECTS	(80 ECTS)	60 ECTS	60 ECTS

The sum of all educational elements and other study activities may not exceed the prescribed 120 ECTS credits. All educational elements, including the final examination project, are assessed and evaluated according to the subsection on examinations in this curriculum, cf. chapter 5, and where the outcome of the assessment is either 'passed' or a minimum the grade 02, the educational element concerned is

perceived as passed. For more information on examinations, please read chapter 5 in this curriculum and the local documents relevant to the study programme.

3.2. Key Subject Areas

The programme covers a number of overarching subject areas to which the educational elements are related. The subject areas comprise educational elements corresponding to 80 ECTS credits. The contents of the subject areas as well as the distribution of ECTS credits have been determined collaboratively by the institutions of higher education approved to offer the particular programme. The subject areas include the following:

International Marketing and Sales
Work load: 30 ECTS
<p>Contents:</p> <ul style="list-style-type: none"> • Strategic Analysis of the Company and the Environment • Basic Statistics • Market Analysis • Growth Strategy • Internationalisation • Market Selection and Penetration Strategy • Strategic Marketing • Sales and Negotiation Technique
<p>Learning objectives:</p> <p><i>Knowledge</i> The student will possess knowledge of:</p> <ul style="list-style-type: none"> • applied theory within marketing management in an international perspective • different negotiation theories and models in relation to international sales <p><i>Skills</i> The student will be able to:</p> <ul style="list-style-type: none"> • analyse and assess international marketing strategies • assess and communicate proposals for strategies and parameter effort at a national and international level • apply different methods for market analysis and apply statistical skills for assessing data <p><i>Competencies</i> The student will be able to:</p> <ul style="list-style-type: none"> • negotiate with professional and personal clout • participate in professional and interdisciplinary solutions of practice based marketing related problems on the national and international market • handle the planning of marketing and sales for the company

Economics
Work load: 20 ECTS
<p>Contents:</p> <ul style="list-style-type: none"> • Company Analysis • Microeconomics • Investment and Finance • Descriptive Economics and Trade Theory • Macroeconomics • Budgeting and Optimising Parameters
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student will possess knowledge of:</p> <ul style="list-style-type: none"> • basic microeconomics • the elements of the company's financial management • the global economic cycle <p><i>Skills</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • preparing microeconomic analyses on the goods and labour market • describing and analysing investment and financial funding alternatives • describing and analysing the most essential economic and demographic indicators with a view to market evaluation • making relevant budgets for a company and a project • conducting a simple price optimisation on the basis of provided market, price and cost assumptions • analysing the effects of various government interventions <p><i>Competencies</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • assessing the economic development of a company and using budgeting in the financial management • clarifying any line of business in a market structure as well as assessing the consequences of including price and income elasticity • conducting a calculation of the return of an investment and being able to account for the choice of funding • addressing the economic conditions in relation to analysing and evaluating a market

Communication, Organisation and Management
Work load: 20 ECTS
<p>Contents:</p> <ul style="list-style-type: none"> • Analysis of types of communication, strategies, and cultural context • Application of the English language in business-related contexts • Analysis of the company's structure, management, values, processes,

motivations and culture

- Innovation
- Organisational Development
- Sales Management
- Project Management
- Analysis and assessment of the company's supply chain
- Analysis and assessment of supply chain management

Learning objectives:

Knowledge

The student will possess knowledge of:

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

Skills

The student will be able to:

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

Competencies

The student will be able to:

- prepare proposals for and participate in the implementation of solutions,

motivation factors as well as an optimised supply chain.

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

Business Law

Work load: 10 ECTS

Contents:

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

Learning objectives:

Knowledge

The student will possess knowledge of:

- the legal system, i.e. the Danish and international sources of law, the court system and the EU institutions
- the more specific aspects of entering a contract, i.e. invalidity, submitting insurance information, and the right to annul a contract
- the overall holiday rules
- the rules of reconstruction
- the more special rules on provision of security, i.e. a guarantee, security in assets in the motor vehicles register, floating charge and security in claims, according to the Danish Bonds Act
- product liability developed in legal practice
- basic international private law
- basic intellectual property law
- the rules of the Danish Competition Act on distortion of competition and abuse of dominant position

Skills

The student will be able to:

- assess business related legal problems in relation to
 - compensation, including product liability
 - ecommerce
 - contract law, including entering international contracts and the rules of agency
 - rules of liability in various types of business organisations
 - employment law, in particular the (Danish) Salaried Employees Act
 - individual insolvency proceedings and bankruptcy
 - retention of title
 - purchase and financing of as well as registration of rights in immovable property

Competencies

The student will be able to:

- handle development oriented situations within the legal aspects of
 - marketing management
 - Danish and international sales, including the use of INCOTERMS 2010

3.3. Compulsory Educational Elements

The key subject areas cover a range of education elements that correspond to 80 ECTS credits. This part of the curriculum has been determined collaboratively by the institutions of higher education approved to offer the particular programme, and these educational elements are mandatory. The compulsory educational elements are all concluded with an examination and include the following:

Schematic presentation of the educational elements divided by semester

Core Areas/ Educational Elements	International Marketing and Sales	Economics	Communi- cation, Organisation and Management	Business Law	Electives
Theme					
The Strategic Situation of the Company	10 ECTS A: Strategic Analysis of the Company and the Environment B: Basic Statistics 1	5 ECTS A: Company Analysis B: Mikroeconomics	10 ECTS A: Communication B: Organisational Structure C: Innovation D: Developing and Analysing the Supply Chain	5 ECTS A: Sources of Law B: Contract Law C: Security of Credit D: The Legal Conditions of the Company	
Making Strategies	10 ECTS A: Market Analysis B: Basic Statistics 2 C: Growth Strategy D: Internationalisation E: Segmentation criteria, differentiation opportunities and positioning strategies	5 ECTS A: Investment and Financing B: Descriptive Economics and Trade Theory	5 ECTS A: Managing the Supply Chain B: Culture Analysis	5 ECTS A: Compensation for Tort outside Contract B: Danish and International Rules on Buying and Selling Goods C: Rules Regulating the Market	5 ECTS A: Statistics or B: Electives
Implementing Strategies	10 ECTS A: Strategic Marketing B: Sales and Negotiation	10 ECTS A: Makroeconomics B: Budgeting and Optimising Parameters	5 ECTS A: Sales and Project Management B: Organisational Development		5 ECTS A: Business Economics or B: Electives
Internship and Final examination project	Internship 15 ECTS Final examination project 15 ECTS				

In the following, the compulsory educational elements will be elaborated on.

International Marketing and Sales

Work load: 30 ECTS

The compulsory educational elements of the programme:

- International Marketing and Sales I (10 ECTS)
- International Marketing and Sales II (10 ECTS)
- International Marketing and Sales III (10 ECTS)

International Marketing and Sales I

Contents:

- Strategic Analysis of the Company and the Environment
- Basic Statistics 1

Learning objectives:

Knowledge

The student will possess knowledge of:

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

Skills

The student will be able to:

- apply the company's strategic platform including mission, goal and strategies
- assess the company's product/market portfolios, competencies and resources
- identify the company's stakeholders and assess the company's customer relations and the customer's buying behaviour
- identify and analyse the company's micro and macro environment
- communicate the company's strengths and weaknesses, opportunities and threats to partners and users
- use IT tools in connection with the study (IMS)
- make hypothesis tests and confidence intervals
- process a specific market analysis by using statistical tools

Competencies

The student will be able to:

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

International Marketing and Sales II

Contents:

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

Learning objectives:

Knowledge

The student will possess knowledge and understanding of:

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

Skills

The student will be able to:

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

Competencies

The student will be able to:

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

International Marketing and Sales III

Contents:

- Strategic Marketing
- Sales and Negotiation Technique

Learning Objectives:*Knowledge*

The student will possess knowledge of:

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

Skills

The student will be able to:

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

Competencies

The student will be able to:

- handle the planning of marketing and sales for the company
- participate in the organisation, implementation and the follow up on marketing and sales initiatives
- negotiate with a professional, personal and linguistic clout
- work in international teams/groups

Tests and examinations:

- Examination in the strategic situation and strategy formulation of the company (International Marketing and Sales I and II)
- Examination in strategy implementation (International Marketing and Sales III)

Economics

Work load: 20 ECTS

The compulsory educational elements of the programme:

- Economics I (5 ECTS)
- Economics II (5 ECTS)
- Economics III (10 ECTS)

Economics I

Contents:

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

Learning objectives:

Knowledge

The student will possess knowledge of:

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

Skills

The student will be able to:

- assess different types of cost and their characteristics
- analyse the contribution margin with a view to break-even analyses and financial management
- analyse and assess company accounts in relation to profitability, cash

generating ability, capital adjustment, financial position, liquidity and cash flow as well as stock related key figures

- communicate financial information and state reasons for development tendencies to stakeholders
- analyse the cost concepts, utility value and demand
- analyse the price formation of different market structures
- analyse the effects of intervention on the price formation
- apply consumer and producer surplus to analyse market efficiency

Competencies

The student will be able to:

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

Economics II

Contents:

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

Learning objectives:

Knowledge

The student will possess knowledge and understanding of:

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

Skills

The student will be able to:

- assess the assumptions and making calculations as the basis for investment decisions

- compare different funding concepts
- describe and analysing the requirement for financing current and fixed assets
- assess the conditions concerning the choice of funding via debt or equity
- describe and analysing the demographic development and its relevance for the society and the marketing related consequences
- describe and analysing the most important economic indicators with a view to market evaluation
- analyse the effects of trade policy
- analyse the advantages and disadvantages of globalization

Competencies

The student will be able to:

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

Economics III

Contents:

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

Learning Objectives:

Knowledge

The student will possess knowledge of:

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

Skills

The student will be able to:

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

Competencies

The student will be able to:

- make budgets as part of the company's financial management as well as be able to conduct budget control
- include the economic conditions in relation to market analysis and assessment
- use the economic analyses and prognoses professionally
- assess economic contexts and include relevant solutions

Tests and examinations:

- Examination in the strategic situation and strategy formulation of the company (Economics I and II)
- Examination in strategy implementation (Economics III)

Communication, Organisation and Management

Work load: 20 ECTS

The compulsory educational elements of the programme:

- | | |
|--|-----------|
| • Communication, Organisation and Management I | (10 ECTS) |
| • Communication, Organisation and Management II | (5 ECTS) |
| • Communication, Organisation and Management III | (5 ECTS) |

Communication, Organisation and Management I

Contents:

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

Learning objectives:*Knowledge*

The student will possess knowledge of :

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

Skills

The student will be able to:

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

Competencies

The student will be able to:

- develop relevant options for action and solutions for a new organisational structure, and for motivation and management styles in the company
- handle innovation models and tools for practical exchange of ideas and handle innovation as competitive parameter
- analyse the company's strategic structure and part elements, value creation through the supply chain and identification of core competencies

- participate in professional and interdisciplinary cooperation in English
- present messages with personal clout and independence in both Danish and English
- to acquire and apply skills and new knowledge in relation to the professional topic
- introduce the material orally and in writing (COM)

Communication, Organisation and Management II

Contents:

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

Learning objectives:

Knowledge

The student will possess knowledge and understanding of:

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

Skills

The student will be able to:

- include practical experiences in supply chain management and analyse and assess problems, as e.g. choice of production principle, buying policy, relationships with suppliers, etc.
- assess practical logistic problems and put forward relevant solutions to advance logistic efficiency and agility
- identify and assess cultural symbols and their consequences in practice
- understand the consequences of culture in a business/communicative context
- analyse and assess the relevance of the structure, processes, and management of employees for the goal, strategy and positioning of the organization
- define, analyse and assess company culture and the relevance for the

- company's strategy and competitive power
- find and assess the value of important players' experiences within types of organisation, management, motivation and company culture
- use English in writing and orally taking the various cultural contexts into account
- cooperate across cultures (COM)

Competencies

The student will be able to:

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

Communication, Organisation and Management III

Contents:

- Project Management
- Sales Organisation and Management
- Organisational Development

Learning Objectives:

Knowledge

The student will possess knowledge of:

- concepts, methods and IT tools for the planning and managing of projects
- theories on organisational development and methods for the implementation of organisational development projects
- methods and theories within sales organisation and sales management

Skills

The student will be able to:

- apply relevant IT tools for project management
- assess the consequences of the organisation and management of sales
- establish contact with relevant partners in various projects
- include and assess the value of important players' experiences in e.g. organisational development and project management
- communicate ideas, suggestions and projects in organisation, organisational development and sales management

Competencies

The student will be able to:

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

Tests and examinations:

- Examination in the strategic situation and strategy formulation of the company (Communication, Organisation and Management I and II)
- Examination in strategy implementation (Communication, Organisation and Management III)

Business Law

Work load: 10 ECTS

The compulsory educational elements of the programme:

- Business Law I (5 ECTS)
- Business Law II (5 ECTS)

Business Law I

Contents:

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

Learning objectives:

Knowledge

The student will possess knowledge of:

- the sources of law

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

Skills

The student will be able to:

- assess business legal problems in relations to
 - contract law, including
 - formation of contract, including international purchase contracts
 - terms and condition of the power of attorney
 - liability rules in various types of business organization
 - employment law, including the rules of the Danish Salaried Employees Act on notices of termination, expulsion and compensation
 - individual and universal proceedings, including
 - the minimum amount exempt from execution
 - bankruptcy, including in particular the insolvency claim, avoidance and order of priority
 - the Danish Credit Agreements Act on retention of title/property
 - financing the purchase/mortgage of real property, including the rules of the Danish Registration of Property Act on
 - order of priority
 - acts of perfection
 - validity
 - property constituents and charge of fixtures

Business Law II

Contents:

- Compensation for tort outside contract, including
 - Compensation conditions
 - Vicarious liability
 - Product liability
- Danish and international law pertaining to the sale of goods, including private international law
- The company's legal market aspects, including

- Marketing law
- Law on E-commerce
- Law on intellectual property rights
- Law on competition

Learning objectives:*Knowledge*

The student will possess knowledge and understanding of:

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

Skills

The student will be able to:

- assess business related legal problems in relation to
 - tort, including
 - conditions for compensation
 - vicarious liability
 - product liability as provided in the product liability act
 - e-commerce

Competencies

The student will be able to:

- Handle development-oriented situations nationally and internationally within the legal aspects of
 - Marketing Law
 - Danish and international sales, including
 - Transfer of risk
 - Delivery
 - Breach of contract
 - Breach of contract in Danish consumer transactions
 - Inco terms 2010

Tests and examinations:

- Examination in the strategic situation and strategy formulation of the company (Economics I and II)

3.4. Elective Educational Elements: Electives

In addition to the compulsory elements, the programme comprises elective educational elements corresponding to 10 ECTS credits.

The electives enable students to gain an impact on the profile of their study programmes by directing the programmes according to their own interests and prospective career paths. The elective study activities comprise two courses that are determined by the order on the academy profession programme in Marketing Management, and which are available at all institutions of higher education approved to offer the particular programme, cf. section 1. In addition hereto, the elective study activities comprise electives developed by, and only available through, Cphbusiness.

In the following, the two elective courses, predetermined by the order, are presented. The remaining electives are outlined in the Electives Catalogue.

Statistics
Timing: 2 nd semester
Work load: 5 ECTS
<p>Contents:</p> <ul style="list-style-type: none"> • Probability theory • Stochastic variables and probability distributions • Regression analysis • Variance analysis
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student will possess knowledge of :</p> <ul style="list-style-type: none"> • Descriptive statistics and probability theory • Stochastic variables and probability distributions • Scaling • Regression analysis • Variance analysis <p><i>Skills</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • Calculating and interpreting different measurements of central tendency and variation • Making probability calculations for stochastic variables/probability distributions • Listing, conducting and analysing a regression model with one or more explanatory variables, including a dummy variable <p><i>Competencies</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • Independently interpret a regression model with one or more explanatory variables for a specific market and sales-related problem

- Assess specific probability calculations in connection with market and sales-related problems
- Assess descriptive statistics of market and sales-related problems

Tests and examinations:

- 2nd semester: 1st Internal Examination (Test in Electives 1)

Business Economics

Timing: 3rd semester

Work load: 5 ECTS

Contents:

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

Learning objectives:

Knowledge

The student will possess knowledge of :

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

Skills

The student will be able to:

- Applying core cost concepts related to making decisions
- Optimising the parameter action based on cost and marketing conditions
- Optimising the sale on a market with price sensitivity and a market with constant sales price
- Conducting sensitivity analyses in connection with investment considerations

- Conducting calculations of capital requirements and payment flows as basis of a listing of investment calculations both for fixed and current assets
- Conducting calculations of the effective interest rates of various loans and credits before and after taxes
- Justify the choice of funding concepts including debt and equity used in connection with investments in fixed and current assets
- Introducing and communicating financial solutions

Competencies

The student will be able to:

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

Tests and examinations:

- 3rd semester: 3rd Internal Examination (Test in Electives 2)

3.5. Internship

The Academy Profession Degree Programme in Marketing Management includes both theory and practical experience with the purpose of supporting the student's continuous learning process and contributing to the fulfilment of the learning objectives specified for the study programme. During the internship, students are faced with professionally relevant issues, just as they become familiarised with relevant job functions. Students must actively and independently seek a placement with one or more private or public companies, and Cphbusiness ensures that the internship settings are satisfactory.

The internship is unpaid.

Internship
Timing: 4 th semester
Work load: 15 ECTS
Learning objectives:
<i>Knowledge</i>
The student will:
<ul style="list-style-type: none"> • possess detailed knowledge of the company's products and procedures including knowledge of applied theory and methods • have experiences from participating in the solution of practical tasks
<i>Skills</i>
The student will be able to:
<ul style="list-style-type: none"> • apply a comprehensive number of technical, creative and analytical skills

connected to being employed within the industry

- independently gather information to solve a task
- be able to assess practice-based tasks/ problems, list up solutions and present them
- communicate professionally with customers and/ or other stakeholders

Competences

The student will be able to:

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

Examination and assessment:

- Internship examination. Details about examination and assessment are available in the internship manual and the local documents relevant to the study programme.

3.5.1. Rules Regarding the Internship

Requirements for the parties involved

The hosting company, offering the internship, provides a contact person who must be at the student's disposal for the duration of the internship. The contact person and the student must draw up an internship agreement in collaboration, and this agreement, which must be in writing, should outline the types of tasks and assignments the student will face during his/her internship. The internship agreement must take into account not only the learning objectives of the internship stipulated in this curriculum but also the student's prior knowledge, training and qualifications.

The internship agreement should afterwards be submitted for approval at Cphbusiness.

Close contact will be established between the student and one of the Cphbusiness appointed internship supervisors, who will act as the student's sparring partner for the entire duration of the internship and in addition hereto the examiner on the report.

A manual, describing the internship process in greater detail, is available through Cphbusiness.

Upon completion of the internship period, both the student and the hosting company will have to participate in an evaluation of the internship period. The student must complete the evaluation in order to attend the exam.

Roles and responsibilities of the parties involved

Student	Company	Cphbusiness
Seeks a placement with a company	Provides a contact person	Ensures satisfactory internship settings Appoints a Cphbusiness internship supervisor
The student and hosting company collaboratively draw up an internship agreement that takes into account the learning objectives of the internship		Discusses the internship agreement with the student Approves the submitted internship agreement, provided that it meets Cphbusiness' demands
The student and hosting company cooperate during the internship		
The contact person and the internship supervisor support the student for the duration of the internship		
(Prepares for the internship examination)		
Participates in an evaluation of the internship	Participates in an evaluation of the student and the internship	
(Attends the exam)		(Conducts the exam)

3.6. Teaching and Working Methods

At Cphbusiness, various teaching methods are practised. Among these are lectures, cases, assignments, practical and theoretical exercises, oral presentations, homework/study assignments, excursions/field trips, etc.

The purpose of the varied teaching methods is that students, by means of the selected teaching modes, acquire knowledge, skills and competencies within the programme's key subject areas, and that students apply these in accordance with the programme's learning objectives.

3.7. Language of Instruction

Marketing Management is an English taught programme, and all teaching is in English. In some cases, students may be able to choose electives in Danish, and students are free to enter into an internship agreement with a company in which the spoken language is Danish.¹

4. INTERNATIONALISATION

4.1. Study Abroad

All full-time studies at Cphbusiness shall be organised in a manner that allows students the opportunity to take at least one of the study programme components abroad within the nominal length of study.

The possibilities of studying abroad pertaining to the Academy Profession Degree Programme in Marketing Management include:

- 3rd semester
- The internship

Educational elements taken abroad can be approved for credit transfer provided that they are compatible with and meet the requirements regarding contents and level stipulated in the subsections about the internship and credit transfer.

Students, wishing to study abroad, have to apply for credit transfer before the period is initiated in due time to receive a pre-approval for credit transfer. The decision as to whether the educational elements can be approved for credit transfer rests on Cphbusiness' evaluation of the contents and standards offered by the educational institution or host company. When the period abroad is completed, students who have received a pre-approval for credit transfer have to document that they have successfully completed the pre-approved educational elements. As part of the pre-approval process, students shall concur that Cphbusiness has the right to obtain information relevant to the final credit transfer after the student has returned from the period of study abroad. A pre-approved educational element will be regarded as successfully completed, if the student has passed the element in accordance with the rules and regulations in effect at the hosting educational institution.

¹ The Marketing Management programme is offered as a Danish taught programme as well. For a description of the study programme with Danish as the language of instruction, please consult the Danish version of this curriculum (Studieordning for markedsføringsøkonom).

5. EXAMINATION AND ASSESSMENT

5.1. General Rules Regarding the Exam

For exams at Cphbusiness, the following rules apply:

- The ministerial order no. 1519 of 16 December 2013 on examinations (the Examination Order), as well as
- The ministerial order no. 262 of 20 March 2007 on the grading scale and other forms of assessment (the Grading Scale Order)

In addition, the Cphbusiness rules and regulations regarding examination in effect at the time in question apply to examinations. Please see further instructions at the local documents published at the institution's Intranet.

5.2. Description of Assessment of Educational Elements

In the following, an overview of the examinations at the Marketing Management programme is provided. Requirements and details on the specific examinations, including form and materialities, the use of aid during examination, etc., are available in the local documents relevant to the study programme.

Each examination, which may test several educational elements concurrently, will appear with one grade on the final diploma.

Diagrammatic outline of the connection of the examinations, the educational elements and the structure of the study programme

Semester	Name of the examination	Educational element	Note on the final diploma	ECTS
2 nd	1 st External Examination (The Strategic Situation and Strategy Formulation of the Company)	International Marketing and Sales, Economics, Communication, Organisation and Management including Business Law	One grade	55
	1 st Internal Examination (Test in Electives 1)	Electives	One grade	5
3 rd	2 nd Internal Examination (Strategy Implementation)	International Marketing and Sales, Economics, Communication, Organisation and Management including Business Law	One grade	25
	3 rd Internal Examination (Test in Electives 2)	Electives	One grade	5
4 th	4 th Internal Examination (Test in internship)	Internship	One grade	15
	2 nd External Examination (Final Examination Project)	Final examination project	One grade	15

5.3. Other Requirements for Completion of Activities

Besides the examinations mentioned above, students are required to attend and have a number of obligatory study activities approved in order to attend the exam and continue their studies, cf. the Examination Order section 9 and section 5, subsection 2.

5.3.1. Mandatory Learning Activities: Requirements for Participation and Submission of Assignments

In order to attend some of the exams, students must have a number of mandatory learning activities approved. In case the mandatory learning activity is not approved, the student cannot attend the exam, which counts as an attempt at the exam. The

student is automatically signed up for the re-examination; however, the student must still pass the mandatory learning activity, as it is the prerequisite for attending the exam.

The mandatory learning activities vary, depending on the educational elements. Examples of mandatory learning activities include requirements for participation, presentations, assignments, etc. The mandatory assignments for the Marketing Management programme can be found in the local documents relevant to the study programme.

5.3.2. The Study Start Test

Cphbusiness conducts study starts tests on all full-time study programmes. A student must fulfil the study start test requirement in order to remain enrolled at the study programme, cf. the Examination Order section 9.

Study Start Test
Timing: The study start test must be conducted no later than two months after commencement of the study programme
Form: The study start test is described in greater detail in the local documents relevant to the study programme.
Assessment: Approved/Not approved.
Admission criteria: None
Consequences of not passing: If the student does not fulfil the study start test requirements in the first attempt, it is possible to participate in a "re-examination", which will be held no later than three months after commencement of the study programme. If the re-exam is not approved, the student cannot continue the study programme and his/her enrolment will be terminated, cf. the Examination Order section 9.
Special conditions and specifications for the study start test: The study start test is not covered by the regulations on complaints regarding examinations, cf. the Examination Order section 9 subsection 4. Under special circumstances, such as serious illness or other unusual circumstances, Cphbusiness is entitled to grant exemptions from rules stipulated in this section. Students will have to submit a request for exemption, which must specify and document the reasons for exemption.

5.3.3. The First-Year Exam

Students must meet a study activity requirement called the first-year exam. In order to meet this requirement, students must pass a specific exam before the end of their first year of study. At the Academy Profession Degree Programme in Marketing Management, the first-year exam includes the 1st External Examination (The

Strategic Situation and Strategy Formulation of the Company).

Consequences of not passing the first-year exam

In the event that a student does not pass the respective exam within the stipulated time frame, the enrolment of the student will be terminated, cf. the Examination Order section 8, subsection 2, and the Admission and Enrolment Order section 36, subsection 1, number 4.

5.4. Requirements for the Final Examination Project

The final examination project, concluding the Marketing Management programme, must document the students' abilities to understand and analyse a practice-based problem related to their respective fields of study by means of relevant theory and methodology. Thus, central subjects from the programme should be covered by the project, and a problem statement, which must be key to not only the programme but also the respective type of industry/profession, has to be formulated by the student, and if desired in cooperation with a private or public company. Cphbusiness will subsequently approve the problem statement.

The final examination project is conducted as an external examination, which, together with the internship report and other programme examinations, should document that the programme's learning objectives and requirements are met. The examination comprises a written part and an oral part that result in a single joint grade. The examination can only take place after the student has passed all other educational elements. For more about the final examination project, see section 5.2. in this curriculum and the final examination project manual.

Final Examination Project
Timing: 4 th semester
Scope: 15 ECTS
Purpose: The purpose of the final examination project is that the student completes an independent, interdisciplinary and practice-based assignment that demonstrates the knowledge, skills and competencies that originate from the overall learning objectives of the programme, as mentioned introductory in this curriculum. As a main rule, the project takes its starting point in concrete problems in a company.
Learning goals: <i>Knowledge</i> The student will possess knowledge of: <ul style="list-style-type: none"> the most used theories and methods within the profession <i>Skills</i> The student will be able to:

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

Competencies

The student will be able to:

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

Examination and Assessment:

- A single grade according to the 7 point grading scale. The examination cannot take place until the student has passed all other examinations on the study programme.

6. OTHER RULES

6.1. Credit Transfer and Change of Study Programme

In some cases, Cphbusiness may be able to transfer ECTS and educational elements, or parts hereof, completed at other educational institutions, provided that the elements in question correspond to elements included in this curriculum. Cphbusiness 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 Cphbusiness of any previously passed educational elements at a higher educational level, which includes educational elements from both Danish and foreign higher educational institutions, presumed to be transferable. Cphbusiness handles all applications for credit transfer according to these rules.

Change of study programme

A student requesting a change to another study programme at the same educational institution or at another educational institution or requesting transfer to the same programme at another educational institution shall apply for enrolment at the relevant programme. Change of study programmes are regulated by the rules that apply at the receiving educational institution.

Transfer to the same study programme at another educational institution can only take place after the student has passed study elements equivalent to the first year of the study programme, to which the applicant wishes to change or transfer, or to which the applicant wants to be admitted, at the receiving institution.

It shall be a condition for enrolment that the study programme has vacant places. Under special circumstances, the receiving institution may permit that transfer within the same programme may take place through enrolment even though the applicant has not passed study elements equivalent to the first year, cf. the Admission and Enrolment Order section 35, subsection 2.

6.2. Exemptions from the Curriculum

Under special circumstances, Cphbusiness is entitled to grant exemptions from certain rules stipulated in this curriculum. Students have to submit a request for exemption, which must specify and document the reasons for exemption. Cphbusiness will subsequently process the request and notify the student of the decision once it is made.