

Curriculum for Marketing Management (AK)

2011-2013

AP Graduate in Marketing Management

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The Common Part

1. The Programme

1.1 Objective

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

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

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

1.2 Extent

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

1.3 Objective of the Learning Outcome

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

Knowledge

The graduate will have knowledge of

- 1) The strategic and financial structure of the business
- 2) Fundamental economic conditions
- 3) Completion of sale
- 4) Business legal relations including Law on Marketing and Competition
- 5) Methods for solving complex and practice-based problems within marketing management

Skills

The graduate will be able to

- 1) Conduct an international market assessment

- 2) Assess and implement problem-oriented projects within marketing-related subjects
- 3) Communicate practice-based problems and solutions in Danish and English
- 4) Draw up relevant solutions within marketing-related problems on an analytical basis
- 5) Assess business and economic conditions
- 6) Assess business legal problems in relation to national and international trade
- 7) Assess organisational, logistical and managerial problems

Competencies

The graduate will be able to:

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

1.4 Title

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

2. Programme Content and Structure

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

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

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

	International Marketing and Sales	Economics	Communication, Organisation and Management	Business Law	Optional Subjects
1st semester: The Company's Strategic Situation	10 ECTS A: Strategic Analysis of the Company and the Environment B: Basic Statistics 1	5 ECTS A: Company Analysis B: Microeconomics	10 ECTS A: Communication B: Organisational Structure C: Innovation D: Developing and Analysing the Supply Chain	5 ECTS A: Sources of Law B: Contract Law C: Security of Credit D: The Legal Conditions of the Company	
2nd semester: Making Strategies	10 ECTS A: Market Analysis B: Basic Statistics 2 C: Growth Strategy D: Internationalisation E: Segmentation, Targeting and Positioning	5 ECTS A: Investment and Finance B: Descriptive Economics and Trade Theory	5 ECTS A: Managing the Supply Chain B: Culture Analysis	5 ECTS A: Compensation for Tort outside Contract B: Danish and International Rules on Buying and Selling Goods C: Rules Regulating the Market	5 ECTS A: Statistics or B: See section 12
3rd semester: Implementing Strategies	10 ECTS A: Strategic Marketing B: Sales and Negotiation	10 ECTS A: Macroeconomics B: Budgeting and Optimising Parameters	5 ECTS A: Sales and Project Management B: Organisational Development		5 ECTS A: Business Economics or B: See section 12
4th semester:	Internship 15 ECTS credit points Final examination project 15 ECTS credit points				

Programme structure appears from below model

3. Learning Objectives of the Core Areas

3.1 International Marketing and Sales (30 ECTS credit points)

Content

- Strategic Analysis of the Company and Its Environment
- Basic Statistics
- Market Analysis
- Growth Strategy
- Internationalisation
- Segmentation, Targeting and Positioning
- Strategic Marketing
- Sales and Negotiation Technique

The student shall have knowledge of

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

The student shall have skills in being able to

- 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

The student shall acquire competencies to

- 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

3.2 Economics (20 ECTS credit points)

Content

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

Furthermore, the student shall have knowledge of

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

The student shall have skills in

- 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

The student shall acquire competencies in

- 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

3.3 Communication, Organisation and Management (20 ECTS credit points)

Content

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

The student shall have knowledge of

- Concepts, theories and practical problems within communication/culture, organisation, management and logistics

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

The student shall have skills in being 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

The student shall acquire competencies 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

3.4 Business Law (10 ECTS credit points)

Content

- Sources of law and the judicial system

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

The student shall have 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

The student shall have skills in

Assessing business related legal problems in relation to

- Compensation, including product liability
- E-commerce
- 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

The student shall acquire competencies in

Handling development-oriented situations within the legal aspects of

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

4. The Programme's Compulsory Educational Elements

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

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

5. Learning Objectives and Content of the compulsory Educational Elements of the First semester

Theme: the Company's Strategic Situation

5.1 International Marketing and Sales (10 ECTS credit points)

Content

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

Objective of the learning outcome

The student shall have 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

The student shall have skills in being 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

The student shall acquire competencies 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

5.2 Economics (5 ECTS credit points)

Content

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

Objective of the learning outcome

The student shall have knowledge of

- Companies' cost and market conditions
- The company's cost structure including fixed and variable costs as well as the cost driver concept
- The company's marketing mix as basis of income
- The companies' financial management areas including objectives and tasks
- Basic accounting principles and legislation

- Companies' financial information systems and on this basis interpret their information
- The company's cash flow
- The companies' supplementary types of reporting including balanced scorecard and green accounts
- Price formation on the consumer and producer's market including producer and consumer surplus
- The significance of price and income elasticity
- Different market structures and their influence on efficiency
- External impacts and different government interventions

The student shall have skills in being 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

The student shall acquire competencies 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

5.3 Communication, Organisation and Management (10 ECTS credit points)

Content

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

Objective of the learning outcome

The student shall have knowledge of

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

The students shall have skills in being 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

The student shall acquire competencies to 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)

5.4 Business Law (5 ECTS credit points)

Content

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

Objective of the learning outcome

The student shall have knowledge of

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

The student shall have skills in

Assessing business legal problems in relations to

- Contract law, including
 - Formation of contract, including international purchase contracts
 - Agency
- Liability rules in various types of business organisation
- 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

6. The Learning Objectives and Content of the Compulsory Educational Elements of the Second Semester

Theme: Formulating a Strategy

6.1 International Marketing and Sales (10 ECTS credit points)

Content

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

Objective of learning outcome

The student shall have knowledge

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

The student shall have skills in

- 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

The student shall acquire competencies 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

6.2 Economics (5 ETCS credit points)

Content

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

Objective of the learning outcome

The student shall have knowledge of

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

The student shall have skills in

- Assessing the assumptions and making calculations as the basis for investment decisions
- Comparing different funding concepts
- Describing and analysing the requirement for financing current and fixed assets
- Assessing the conditions concerning the choice of funding via debt or equity

- Describing and analysing the demographic development and its relevance for the society and the marketing-related consequences
- Describing and analysing the most important economic indicators with a view to market evaluation
- Analysing the effects of trade policy
- Assessing the advantages and disadvantages of globalisation

The student shall acquire competencies to

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

6.3 Communication, Organisation and Management (5 ECTS credit Points)

Content

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

Objective of the learning outcome

The student shall have knowledge of

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

The student shall have skills in being 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 organisation
- Define, analyse and assess company culture and the relevance for the company's strategy and competitive power
- To find and assess the value of important players' experiences within types of organisation, management, motivation and company culture
- Using English in writing and orally taking the various cultural contexts into account
- Cooperating across cultures (COM)

The student shall acquire competencies to 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

6.4 Business Law (5 ECTS credit points)

Content

- 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

Objective of the learning outcome

The student shall have knowledge 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

The student shall have skills in

Assessing business related legal problems in relation to

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

The student shall acquire competencies 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

7. The Learning Objectives and Content of the Compulsory Educational Elements of the Third semester

Theme: Strategy implementation

7.1 International Marketing and Sales (10 ECTS credit points)

Content

- Strategic Marketing
- Sales and Negotiation Technique

Objective of the learning outcome

The student shall have knowledge of

- The structure and content of the design brief, and
- be able to reflect on the marketing mix both on the domestic market as well as international markets, and
- understand the content and application of the marketing plan
- Marketing and sales budgets, and

- understand different sales strategies
- Different negotiation theories and models
- The significance of international competencies

The student shall have skills in

- 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 finally the following 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)

The student shall acquire competencies 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

7.2 Economics (10 ECTS credit points)

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

Objective of the learning outcome

The student shall have knowledge of

- Basic parameter optimising for a product on a market
- The significance of the budget to manage a company and the finance of a project

- Basic budgetary control
- The labour market and the basis of demand for and supply of labour
- The circular flow of income and the economic relations
- Various types of economic policy
- Different causes for unemployment and inflation
- Interest and exchange rates
- The monetary cooperation within the EU
- The perception of different economic theories of cyclical fluctuations

The student shall have skills in

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

The student shall acquire competencies 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

7.3 Communication, Organisation and Management (5 ECTS credit points)

Content

- Project Management
- Sales Organisation and Management
- Organisational Development

Objective of the learning outcome

The student shall have 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

The student shall have skills in being 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

The student shall acquire competencies to 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

8. Learning Objectives and Content of the Optional Educational Elements

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

8.1 Statistics - 2nd semester (5 ECTS credit points)

Content

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

Objective of the learning outcome

The student shall have knowledge of

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

The student shall have skills in

- 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

The student will acquire competencies to

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

8.2 Business Economics - 3rd semester (5 ECTS credit points)

Content

- 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

Objective of the learning outcome

The student shall have knowledge of

- Relationship between the sourcing and production factors and production of goods and services

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

The student shall have skills in

- 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

The student will acquire competencies 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

9. Internship and Final Examination Project

9.1 Internship (15 ECTS credit points)

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

The practical part of the programme shall create coherence between theories and practice to supports the student in applying knowledge and skills in connection with

solving concrete tasks. The internship shall support the development of professional and personal competencies towards independent performance.

Objective of the learning outcome

Knowledge

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

Skills

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

Competencies

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

9.2 Final Examination Project (15 ECTS credit points)

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

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

Knowledge

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

Skills

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

Competencies

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

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

10. Tests

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

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

All tests must be passed.

10.1 Outline of Tests and Examinations

The programme comprises the following tests by semesters, .

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

10.2 Compulsory Tests and Examinations

Annual Test (1st external examination)

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

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

The learning objectives of knowledge and skills are widely tested in

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

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

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

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

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

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

3rd semester test (2nd internal examination)

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

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

The assignment must be handed in individually.

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

Test in internship (4th internal examination)

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

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

Based on the written report, the student sits in at an individual oral examination of 45 minutes' duration including the discussion of his/her performance. The assessment is made according to the Danish 7-point scale.

The student is awarded one grade in all for the project on the basis of an overall assessment of the written work and oral presentation. The weight of the written part of the main project is 2/3 and the oral defence 1/3. No sub-grade will be announced.

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

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

10.3 Tests in Optional Elements

Test in the optional subject (1st internal examination) STATISTICS

The test in the one optional subject is held at the end of the second semester. A grade is awarded and transferred to the degree certificate.

Statistics: a 3-hour written test.

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

The test in the other optional subject is held at the end of the 3rd semester. A grade is awarded and transferred to the degree certificate.

Business Economics: a 3-hour written test

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

11 Register for the Tests and Examinations

The student's participation in the tests of the programme presupposes that the institution has approved one or more compulsory assignments/activities in the individual subjects and projects. The compulsory activities can be seen in the institution's section of the curriculum.

To register for an examination it is a prerequisite that all examinations in the previous semester have been passed. This means e.g. that in order to register for examinations in the 3rd semester, the student must have passed all examinations in the 2nd semester. Finally, all examinations in the 2nd and 3rd semesters, as well as the test in internship must be passed in order to register for the final examination project.

The Institution's Part

12. Optional Educational Elements

The institution offers optional educational elements described in section 4.4. Besides this, the institution offers optional educational elements as described below. These are conducted in English if there are not a sufficient number of Danish students to Establish a class in Danish.

12.1 Advertising and Promotion 2nd semester (5 ECTS credit points)

Offered at:

Copenhagen Business Academy, Niels Brock.

The subject provides the student with understanding of general corporate communication as a strategic function in relation to internal and external stakeholders, and makes the student able to participate in the communication process of the company at strategic, tactical and operational level.

In terms of the concrete communication assignment, the student is to understand the interrelation between corporate vision and mission, message generation, target group, and the communicative context.

Contents

- Linguistic usage and communication
- Journalism
- Practical media knowledge

Learning objectives:

The student must acquire knowledge of:

- linguistic code and discourse
- analysis of argumentation
- rethorical means and strategies
- the news concept
- media convergence

The student must acquire skills in:

- analysing and evaluating rethorical means
- the structure of journalistic articles
- research and use of sources
- interview technique
- electronic production of corporate communication materials

The student must acquire competence in:

- selecting linguistic strategy
- participating in the preparation of corporate market communication

Assessment (1st internal examination): 3-hour written open-book exam

12.2 Entrepreneurship 2nd semester (5 ECTS credit points)

Offered at:

Copenhagen Business Academy, Niels Brock.

Contents:

- The role, conditions and individual characteristics of the entrepreneur
- Entrepreneurial culture and business approach
- Identifying and evaluating market and capacity factors

Learning objectives:

The student must acquire knowledge of:

- The role of entrepreneurship, intrapreneurship, entrepreneurial culture and business approach, domestically and internationally
- Start-up opportunities in Denmark
- New-venture prerequisites
- Start-up phase of a new venture

The student must acquire skills in:

- Profiling a modern entrepreneur
- Identifying potential existing and new markets
- Generating and evaluating the commercial viability of business ideas

The student must acquire competence in:

- Taking entrepreneurial action
- Developing, presenting and evaluating a business proposition

Assessment (1st internal examination)

An individual written exam.

Duration 3 hours.

Assessment is based on the 7-point grading scale.

12.3 Experience economy and event management, 2nd semester, (5 ECTS credit points)

Offered at:

Copenhagen Business Academy, Copenhagen North

Content:

- Discussion and definition of an experience economy
- Development and trends in experience economy
- The potential of experience economy from a marketing perspective
- Event management and marketing
- Development of an event

Learning objectives:

The student shall have knowledge of

- Definition and content of experience economy
- The economic value of experience economy
- Trends in consumer behaviour related to experience economy
- How to develop a commodity into an experience
- Entrepreneurship and experience economy
- Experience communication
- Event Management and event Marketing
- Events and sponsorship
- How to organize, implement and evaluate an event

The student shall have skills to

- Discuss and identify potential experience economy projects/possibilities in the organization
- Discuss how experience economy can strengthen the brand
- Relate experience economy to the concept of the organization and its marketing strategies
- Using event management as a marketing tool to reach communication objectives
- Developing concepts and strategies for potential events for the organization

The student shall acquire competencies in

- Presenting and discussing the potential implementation and experience economy and event projects for the organization
- Participating in the development of an experience economy project in the organization
- Participating in development of events as a marketing tool for the organization

Assesment (1st internal examination)

30 minutes oral exam based on a project or synopsis handed in before the exam. A joint grade is given for the written and oral part.

Assessment based on the 7-point grading scale

12.4 Personal development and leadership, 2nd semester, (5 ECTS credit points)

Offered at:

Copenhagen Business Academy, Copenhagen North

Content:

- Psychology
- Personal development
- Management
- Communication

Learning objectives:

The student shall have knowledge of

- Basic psychological theories
- Methodologies concerning personal development
- Principal differences between leadership and management.
- Management theories: situational leadership, change management, implementation of teams, needs and motivation theories, and the view of human nature.
- Theory of learning

The student shall have skills in

- Managerial theories concerning conflict resolution and organisational analyses - SWOT
- Using communication tools, coaching, the difficult dialogue, the JoHari Window, and analysing communication situations.

The student shall acquire competencies in

- Making and implementing a personal action plan with a view to reaching predetermined objectives.
- Analysing circumstances regarding the employees' conditions in a company.
- Applying analysis to specific management initiatives

Assessment (1st internal examination)

30 minutes oral exam based on a project or synopsis handed in before the exam. A joint grade is given for the written and oral part.

Assessment based on the 7-point grading scale

12.5 Marketing in practice, 3rd Semester, (5 ECTS credit points)

Offered at:

Copenhagen Business Academy, Copenhagen North

Content:

- The structure of the communication industry
- Briefing the agency
- Development of a campaign including budgetting
- The creative techniques
- Production of promotional material - processes and techniques
- Tactical promotional planning
- Promotional tools in everyday work with promotion, mediaplanning etc.
- Alternative promotional tools e.g viral marketing and sponsorships
- Trademarketing and instore marketing
- Local Marketing
- Evaluation of campaign materials
- The working relationship between sales and marketing

Learning objectives:

The student shall have knowledge of

- Key players in the communication industry, their role and responsibilities
- Different ways to brief and work with an agency including evaluation of campaign materials
- The different elements of a campaign and how it is planned and budgeted
- Creative techniques
- How to develop tactical promotional plan
- Production processes
- Different and alternative advertising opportunities
- Trade marketing and instore marketing
- Local Marketing
- Promotion budgeting
- Gathering and evaluation of data to support campaign planning
- The internal processes between the sales department and marketing department

The student shall have skills in

- Campaign planning, development, execution, follow-up and evaluation

- Building campaigns using a broad range of promotional tools
- Developing and executing an agency brief
- Assessing proposals from suppliers e.g. creative work, media plans etc.
- Development of creative proposals for minor campaigns
- Optimizing company resources from a marketing point of view to achieve company goals
- Promotion budgetting
- External partner's processes e.g. creative partners, promotional material production etc.

The student shall acquire competencies in

- Working as a professional partner with the different suppliers to a marketing department ie advertising agency, media planning agency etc.
- Participating in the development of a promotion plan in the organization
- Presenting and discussing the promotion plan with internal and external stakeholders

Assessment (3rd internal examination)

30 minutes oral exam based on a project or synopsis handed in before the exam. A joint grade is given for the written and oral part.

Assessment based on the 7-point grading scale

12.6 Market Communication, 3rd Semester, (5 ECTS credit points)

Offered at:

Copenhagen Business Academy, Copenhagen North

Subject aim

The purpose of the market communication option is to give the student the knowledge and skills to be able to communicate on behalf of a company or organization to its customers or greater group of stakeholders in an appropriate and innovative way. The student should be able to make an informed choice of the best and most appropriate method to communicate for the company or organization in relation to the variety of techniques available and media at their disposal.

Contents

- An introduction to and the understanding of, the communication process in its various forms and the various stages of the communication process.
- An understanding of the individual and how they react and process information in given communication situations, including the relevance of perception, interaction and relationships for individuals and the importance of culture in communication.

- An understanding of the process of argumentation and persuasion including rhetoric and the use of rhetorical tropes such as metaphors, metonymy, synecdoche and irony.
- An understanding of storytelling and its relevance in communication including myths and cultural relevance.
- An understanding of semiotics, including the various authors viewpoints on semiotics and the relevance of semiotics (the study of signs) in all communications.
- An understanding of the new methods of communication and the role they play for organizations for example the internet, blogs and social media.

Learning outcomes

The student shall have knowledge of

- Key players in the communication industry, their role and responsibilities
- Different ways to brief and work with an agency including evaluation of campaign materials
- The different elements of a campaign and how it is planned and budgeted
- Creative techniques
- How to develop tactical promotional plan
- Production processes
- Different and alternative advertising opportunities
- Trade marketing and instore marketing
- Local Marketing
- Promotion budgeting
- Gathering and evaluation of data to support campaign planning
- The internal processes between the sales department and marketing department

The student shall have skills in

- Campaign planning, development, execution, follow-up and evaluation
- Building campaigns using a broad range of promotional tools
- Developing and executing an agency brief
- Assessing proposals from suppliers e.g. creative work, media plans etc.
- Development of creative proposals for minor campaigns
- Optimizing company resources from a marketing point of view to achieve company goals
- Promotion budgeting
- External partner's processes e.g. creative partners, promotional material production etc.

The student shall acquire competencies in

- Working as a professional partner with the different suppliers to a marketing department ie advertising agency, media planning agency etc.
- Participating in the development of a promotion plan in the organization
- Presenting and discussing the promotion plan with internal and external stakeholders

Assessment (3rd internal examination)

30 minutes oral exam based on a project or synopsis handed in before the exam. A joint grade is given for the written and oral part. Assessment based on the 7-point grading scale.

12.7 Advertising and Promotion 3rd semester (5ECTS credit points)

Offered at:

Copenhagen Business Academy, Niels Brock

(Prerequisite: Communication from the 2nd semester from Niels Brock)

Contents

- Corporate visual strategy
- Market communication

Learning objectives

The student must acquire knowledge of:

- the design elements that form the visual identity of the company, including design & layout, colours, pictures & graphics
- various communication theories as background for market communication
- basic market communication categories (e.g. advertising, press release, direct mail) and journalistic genres (e.g. article, portrait, feature)
- the communicative characteristics and applicability of various
- storytelling
- pr-strategies
- ethical communication

The student must acquire skills in:

- analysing and evaluating the communicative characteristics and applicability of various media

The student must acquire competence in:

- planning a communication strategy harmonising with corporate platform, communicative message and target group

Assessment (3rd internal examination)

30 minutes oral exam based on a synopsis. Grading according to the 7-point scale.

12.8 Entrepreneurship 3rd semester (5 ECTS credit points)

Offered at:

Copenhagen Business Academy, Niels Brock

(Prerequisite: Entrepreneurship 2nd semester)

Contents:

- The role, conditions and individual characteristics of the growth-stage entrepreneur
- Developing and evaluating a business model and portfolio

Learning objectives:

The student must acquire knowledge of:

- The possibilities of starting up global enterprises
- How to establish a global enterprise
- How to raise venture capital to finance the first difficult phases of the enterprise

The student must acquire skills in:

- Identifying and evaluating financial needs and options
- Developing and evaluating a project plan for the business idea

The student must acquire competence in:

- Preparing, presenting and evaluating a project plan based on the business idea
- Preparing, presenting and evaluating a financial plan based on the financial needs

Assessment (3rd internal exam):

Individually or in groups of max. 3 persons a project plan of max. 15 pages excl. exhibits is prepared.

The project plan is presented and defended at an individual oral exam at the end of the semester. Duration 30 mins. per student. A presentation of max. 10 mins is prepared for the exam. The written project plan forms the basis for the oral exam..

One overall individual grade based on the 7-point grading scale is given

12.9 Developing your own business (entrepreneurship), 3rd Semester (5 ECTS credit points)

Offered at:

Copenhagen Business Academy, Copenhagen North

Purpose

To develop the students business skills, while supporting the process of setting up their own new business.

Content

- From the five C's to the five investor criterias
- From the five to the eight investor criterias
- From the eight investor criterias to the prototype
- From the prototype to the feasibility study
- From the feasibility study to the business model
- From the business model to the Sales Plan

Learning objectives

The student shall have knowledge of how

- to use idea generation tools and to develop a concept
- to use the framework of a business model
- to apply the framework of a sales plan

The student shall have skills in

- preparing a proper bench mark analysis from market research
- developing and performing a feasibility study
- applying the knowledge from other subjects, to analyze and plan a new business

The student shall acquire competencies in

- developing, articulating and demonstrating a business idea from ground up to a presentable product or business service.
-

Assessment (3rd internal examination)

30 minutes oral exam based on a project or synopsis handed in before the exam. A joint grade is given for the written and oral part.

Assessment based on the 7-point grading scale

12.10 Viral Communication and Social media, 3rd Semester, (5 ECTS credit points)

Offered at:

Copenhagen Business Academy, Niels Brock

Contents

- Viral communication and the use of social media in companies, organizations and institutions
- The social and political aspects of viral communication

Aim for the Learning Outcome:

The student must acquire knowledge about

- Viral communication and social media from a historical perspective
- Communication theories within viral and social media communication
- Integration of viral communication and social media in the company's overall communication and promotional strategy
- The characteristics of the various communication channels and their applicability (e.g. Facebook, Twitter, Youtube, LinkedIn, mobile applications etc.)

The student must gain skills in

- Analyzing the company's communication strategy and its use of digital channels
- Evaluate the communicative characteristics of the various digital channels and their applicability in business

The student must acquire competence to

- Plan an operational digital communication strategy which is in line with the company's platform, the communicative message and the target group
- Develop a communication plan including viral communication and social media
- Develop communicative objects which are to be used in the digital communication (e.g. video, Facebook campaigns, competitions, banners etc.)

Assessment (3rd internal examination)

30 minutes' oral exam based on a synopsis. The exam takes place by the end of 3rd semester

The grade is awarded according to the 7-point grading scale to be entered on the diploma.

13. Rules for the Completion of the Internship

During the internship period the student has an internship advisor from the education. Together the student and the advisor determine the objectives for the student's learning outcome during the internship. The learning objectives are directional for the company's planning of the student's work.

The learning outcome is evaluated by internal examination as pass/non pass

Evaluation requirements

To complete the period of internship a report has to be worked out which has to be practice-related and cover problems/issues from the workplace.

The internship period is evaluated with a point of departure in the written report. The student's learning outcome is evaluated in comparison to the objectives set.

The internship has to be passed before the student can sign up for the exam in the final examination project.

Up to 3 students may have their internship in the same function in the same company.

The internship is comparable to having a full-time job with the requirements regarding working hours, effort, commitment and flexibility that the student may expect to meet in his/her first job. The internship period is further described in the educational institution's guidelines for internship.

14. Internationalisation

The educational institutions shall include the international dimension in the courses.

The programme consists of modules that make it possible for a student to attend one semester abroad, just as it is possible for international students to attend one semester of the programme at the department. Also, the internship in the fourth semester can be taken abroad.

15. Requirements for Written Assignments and Projects

15.1 Projects and Assignments

During the programme there are compulsory projects and assignments to be handed in (mandatory prerequisites). Mandatory prerequisites are qualitative and quantitative demands on the students for approval of specified relevant study activities. Mandatory prerequisites are not regarded as examinations, but as part of the learning process which is to document that the student is an active student.

In order to be allowed to sign up for internal and external examinations of the individual semesters, the student must get the mandatory prerequisites of the respective semesters approved.

The mandatory prerequisites are described in more detail on the intranet of the educational institution as regards form, contents and time frame.

15.2 Final Examination project

Content

The project is to take its point of departure in main issues/problem statements within the education and as a main rule has to take its point of departure in the internship period.

The issues/problem statements are to be worked out by the student and as far as possible in co-operation with a company. The issues/problem statements have to be approved by the school.

The final examination project may be worked out individually or by 2-3 persons together.

The final examination project is described in more detail on the intranet of the educational institution as regards form, contents and time frame.

16. Applied Teaching and Study Methods

The teaching is carried out using lectures and classroom teaching, dialogues, exercises, presentations, cases, seminars, domestic and foreign lecturers, projects as well as internships.

The teaching incorporates the most recent knowledge and results from national and international research, experiments and development in the disciplines attached to the profession.

Furthermore, the teaching incorporates the practitioner's experiences and knowledge from key trends in the profession together with methods for developing the profession as well as carrying out quality and development work.

17. Rules on Transfer of Credit

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

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

18. Rules on the Students' Obligation to Participate in Lectures etc.

It is compulsory to participate according to the descriptions in the section on Requirements for Written Assignments and Projects (Mandatory prerequisites). Registration of attendance will take place where the educational institution finds this relevant.

19. Requirement for Reading Texts in a Foreign Language

A large part of the literature will be in English and several educational elements will be partly or entirely conducted in English.

20. Provisions for an Effective Date

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

21. References to Current Legislation

The curriculum's legal basis is the following legislation and orders:

- Law number 207 of 31st March 2008 concerning business academy courses and professional bachelor courses
- Executive Order number 636 June 29th 2009 on business academy courses professional bachelor courses
- Executive Order number 689 of July 3rd 2009 on business academy courses in International trade and marketing (AP Degree in Marketing Management)
- Executive Order number 87 of February 7th 2011 on admission to business academy and professional bachelor courses
- Executive Order number 262 of March 20th 2007 on grading scales and other assessments
- Executive Order number 1016 of August 24th 2010 on tests and examinations in business studies
- The laws and ministerial orders are available at or www.retsinfo.dk