

Curriculum for Bachelor of International Sales and Marketing Management

2014-2015

Professionsbacheloruddannelse i International Handel & Markedsføring
Bachelor of International Sales & Marketing Management

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PART 1: GENERAL PART

1. The programme

1.1 Title

This course can be referred to as a *Bachelor of International Sales and Marketing Management*.

Its equivalent Danish title is *Professionsbachelor i international handel og markedsføring*.

1.2 The purpose

The purpose of the course is to educate Students within International Sales and Marketing Management who can independently and professionally perform duties related to international business in the market-place - not only in small and medium-sized businesses but in particular within international business-to-business sales.

1.3 Learning Objectives

Knowledge

The graduate will

- have knowledge and understanding of practice, applied theory and methods in sales and marketing management in an international context
- be able to understand and reflect upon central theories and models necessary for business-to-business sales and marketing management

Skills

The graduate will

- be able to develop, assess and implement international sales strategies for different business types (industry, sizes, resources etc.) and apply relevant models to the implementation of product and concept development in business
- be able to analyse, assess and apply legal methods and tools to support the sales performance in an internationally focused company
- be able to assess the competitive position of a business as a basis for the preparation of the company's marketing mix with a focus on the sales effort
- be able to substantiate and communicate the chosen strategies into a sales plan for the relevant parties
- be able to create a motivating environment in the sales department and develop and implement sales meetings with a focus on the economic results and human contribution

Competencies

The graduate will

- be able to stay informed of and identify the need for relevant economic and legal information surrounding international sales assignments
- be able to form part of multidisciplinary teams related to the company's work and be able to independently plan and implement assignments related to international sales
- be able to develop, manage and implement sales strategies starting from different complex situations and with the involvement of relevant parties
- be able to enter into work towards the sales performance in a business with independent responsibility at management level
- be able to attain competencies for further education
- develop independence, the ability to co-operate and the ability to create something new

- develop an interest in and ability to actively co-operate in a democratic society

1.4 Scope

The course is arranged as a 1½ year full-time programme which corresponds to 1½ years of full-time study or 90 ECTS credits.

One year's study is a full-time student's work in one year. The work load includes timetabled classes, preparation for classes, self-study, written assignments, class assignments, study trips, internships and projects in companies, along with preparation for and participation in exams.

2. Course content and structure

The course consists of 3 semesters which combined give the student the competencies outlined in Section 1.

At the same time each semester forms a complete self-contained teaching period with its own assessment. It is therefore possible for a student to replace a semester with a documented equivalent course and assessment from another Danish or foreign institution.

Similarly, foreign students can complete one or more semesters on the course.

The academic content is structured into two core components for the first two semesters of the course. The 2 core components are divided up below into course elements whose approach to theoretical knowledge is drawn from the following academic disciplines:

- Sales / Marketing
- Supply Chain Management
- Management / Organisation
- Economics
- Law

The core components and course elements dictate the learning process, not the academic disciplines.

2.1 Semester overview with ECTS classification

	ECTS credits	ECTS credits	ECTS credits
1st Semester	30		
Core component 1: The Background for a Company's sales including semester project		25	
<ul style="list-style-type: none"> • Compulsory course element 1: The Customer as Starting Point • Compulsory course element 2: Industry and competitors • Compulsory course element 3: Innovation 			15
			5
			5
Compulsory course element 4: Theory and Methods		5	
2nd Semester	30		
Core component 2: Business Development with an International Perspective including semester project		20	
<ul style="list-style-type: none"> • Compulsory course element 5: Developing the Sales Base • Compulsory course element 6: The Tactical and Operational Sales Performance • Compulsory course element 7: Implementation and Follow-up 			10
			5
			5
Elective course element:		10	
3rd Semester	30		
Internship		15	
BA project (dissertation)		15	
Total	90		

In Appendix A the content of the core components is described in detail. This description contains a list of course elements along with aims for educational gain in the form of the knowledge, skills and competencies the student will acquire.

3. Core Components

3.1 Core component 1: The Background for a Company's Sales

3.1.1 Contents

- An analysis of current and potential customers, their strategic situation, needs and wants as a basis for an assessment of a company's total efforts
- Analysis of a company's business model and effectiveness in a company's supply chain with a view to determining a company's core competencies and ability to cover the customers' needs

- Complex competition forms, competitor analysis, regulation of competition and an analysis and assessment of the international economic environment including financial and economic benchmarking and benchmarking of a company's supply chain
- The organisation of the sales department and its relation to other departments including business partners
- Product and concept development strategies and processes
- Assessment of the innovative platform including a company's innovative processes and incentives
- Conclusion of International Contracts and Sale of Goods and Services
- International Conflict Management from a Legal Perspective

3.1.2 ECTS points

The Background for a company's Sales has a weighting of 25 ECTS points.

3.1.3 Learning Objectives

Knowledge

The student will:

- have knowledge and understanding of relevant theories and models to analyse a company's competencies, customer base, development of the customer portfolio and profitability assessments
- be able to understand the tools for assessment of the customer portfolio surrounding profitability, commitment and credit
- be able to understand the rules of international trade with goods and services including knowledge of EU competition law and marketing law
- have knowledge of employment clauses and EU employment law concerning employment contracts and posted employment
- have knowledge of the EU Service Directive
- have knowledge of international conflict management
- have knowledge of international patent and trademark law
- be able to relate to and implement relevant theories and models of the competitive position in the marketplace
- be able to understand benchmarking theory for comparisons within industry
- have established knowledge of the economic effects of globalisation
- have understanding of relevant models for assessment of growth and developmental possibilities
- have knowledge of different models of strategic handling of product and concept development processes in business
- understand theory of a company's innovative platform, creative processes and value-based management
- understand essential implications of innovative projects on a company's supply chain

Skills

The student will:

- be able to assess the customer base including the individual customer in relation to company and a sales competencies and business model
- be able to analyse and assess an internationally focused company's choice of supply chain with involvement of relevant theories
- be capable of implementing an economic analysis, assessment and prioritisation of a customer portfolio
- be able to analyse and assess a company's competitive position
- be able to benchmark a company against a competitor or industry
- be able to apply relevant models to the implementation of product and concept development in business including assessing the economic consequences

- be able to assess various options to secure the purchase sum

Competencies

The student will:

- be able to enter into a company's work with marketing intelligence with a focus on collection and assessment of information about the competitive position in the marketplace
- be able to involve relevant data for the assessment of a company's customer care and customer development structure including the ability to implement the sales assignment
- be able to assess and identify areas for improvement in a company's supply chain
- be able to make a basis for decision as support for an economic assessment of customer base and external influences
- be able to assess a company's innovative starting point and be able to enter into a company's work in order to plan and implement product and concept developmental processes
- be able to analyse and assess legal issues in relation to international trade
- be able to apply and assess different forms of distribution
- be able to assess the compliance of marketing measures with EU law on misleading and comparative advertising

3.1.4 Timing

The Background for a Company's Sales is placed on the 1st semester.

3.2 Core component 2: Business Development with an International Perspective

3.2.1 Contents

- Strategy development focusing on customers, relations, products, incentives, sales organisation and presentations, activity-based costing and value chain optimisation
- Evaluation of the contribution of the sales department
- Management of the sales department

3.2.2 ECTS points

Business Development with an International Perspective has a weighting of 20 ECTS points.

3.2.3 Learning Objectives

Knowledge

The student will:

- have an understanding of and be able to reflect upon central theories and models for the development of a company's sales base
- have a general and broad knowledge about the management theories which can support the development of a company's sales base
- have knowledge and understanding of theories and models which support and develop the tactical and operational sales performance
- have knowledge of tools and models for customer follow-up
- have knowledge of situation-specific management in the sales department
- have knowledge and understanding of tools for measurement and management of the effectiveness in the company's supply chain

Skills

The student will:

- be able to develop, assess and implement international sales strategies for different business types
- be able to substantiate and communicate the chosen strategies in a sales plan to relevant parties
- be able to choose and apply theories and models for the planning of the tactical and operational sales performance based upon the chosen sales strategy
- be able to draw up a balanced scorecard for a sales department and sales territory including making suggestions for follow-up
- be able to assess and apply methods and tools for a company's supply chain to benefit the sales performance
- be able to assess the marketing mix against customers generally and the individual customer specifically
- be able to make suggestions for possible changes in strategy and operations

Competencies

The student will:

- be able to handle and manage the development of the sales strategy starting from different complex situations and with the involvement of relevant parties
- develop an organisational plan of action which ensures the implementation of the sales plan
- be able to develop the economic foundation for a sales strategy in a practical context for a specific company
- be able to participate in the sales work in a company at the tactical and operational level
- be able to make his/her own balanced scorecard in relation to a company's primary strategy and plan and secure ongoing follow-up
- be able to enter into a dialogue with the sales department about the optimisation of a company's total sales activities

3.2.4 Timing

Business Development with an International Perspective is placed on the 2nd semester.

4. Compulsory Course Elements

4.1 Compulsory course element 1: The Customer as Starting Point

4.1.1 Contents

- An analysis of current and potential customers, their strategic situation, needs and wants as a basis for an assessment of a company's total efforts
- Assessment of a company's business model and competencies
- Analysis of relations and marketing mix
- Analysis of effectiveness in a company's supply chain with a view to determining the company's core competencies and ability to satisfy the customers' needs
- Assessment of choice of geographical positioning of centres of production and know how, including partnerships and outsourcing
- A company's strategic foundation and focus
- The organisation of the sales department - strategically, tactically and operationally
- Organisational analysis of the sales team and buy centre in relation to a sales assignment
- The relation of the sales department to other departments, including business partners
- Competency analysis
- The rules for international agreement contracts and international sales of goods and services
- EU employment law concerning employment contracts and posted employment

- International conflict management
- The economic and financial foundation of the sale
- Activity-based costing
- Customer profitability, including credit assessment

4.1.2 ECTS points

The Customer as Starting Point has a weighting of 15 ECTS points.

4.1.3 Learning Objectives

Knowledge

The student will:

- have knowledge of and be able to understand relevant theories and models for analysis of a company's competencies, customer base, development of the customer portfolio including profitability assessment
- have knowledge and understanding of relevant models and theories of business models with the sale as the starting point
- be able to understand practical international examples in connection with current theory in the discipline
- have knowledge of general strategic perceptions and models within the structuring and organising of the sale, competence assessment, customer organisation, assessment of ability to implement plans, and relations to other departments and partners
- be able to understand tools for assessment of the customer portfolio surrounding profitability, commitment and credit
- have knowledge of how to apply to employment clauses in connection with employment in exporting countries and knowledge of EU rules concerning posted employment, employment contracts and social insurance
- have knowledge of the Brussels Regime (EU rules regulating jurisdiction in the EU and EFTA) and various international conflict management methods, including the rules concerning venue, pros and cons of court orders compared with arbitration and mediation
- have knowledge of the EU Service Directive

Skills

The student will:

- be able to assess the customer base as well as the individual customer in relation to a company's and sale's competencies and business model.
- be able to analyse and assess these relations between a customer and a company
- be able to assess the customer's profitability and projected future earning potential along with the relevance of either a resource-based or market-oriented approach
- be able to analyse and assess an internationally focused company's choice of supply chain with the use of relevant theory from the discipline. This analysis will focus on the connection between:
 - the organisation of the sale
 - development of partnerships
 - securing customer satisfaction and experience of quality
- be able to analyse and perform an assessment of a company's strategic position
- be able to analyse and assess the organisation of a sale seen from a customer point of view, including relations to other departments in a company
- be able to analyse the organisation of a sale
- be able to use customer analysis to analyse and assess the competencies and requirements of the sales department
- be capable of implementing an economic analysis, assessment and prioritisation of a customer portfolio
- be capable of assessing various ways of securing the purchase sum in connection with export transactions, including the use of delivery clauses, letters of credit, export credit schemes, various types of banker's guarantees, factoring/forfaiting and retention of ownership

Competencies

The student will:

- be able to participate in multidisciplinary teams in marketing intelligence, focusing on the customer
- be able to extract relevant data for the assessment of a company's customer care and customer development structure
- assess a company's competencies and ability to match the customers' expectations to the sales department
- be able to identify legal regulations that are relevant for sales agreements
- be able to analyse and assess the legal consequences of an international sales agreement
- be able to make a basis for decision which supports an economic assessment of the customer base
- be able to use and assess the need for and the legal consequences of conditions of sales and delivery
- be able to analyse and assess questions in relation to international trade with goods and services, including choice of law and international contract rules with the main focus on the Global Sales Law (CISG)
- be able to apply the rules concerning the different forms of distribution to an analysis with a view to choosing form of distribution in connection with export transactions, including direct sales, sales agents, sales through branches, sales through subsidiaries, franchising, joint venture/strategic alliances and e-commerce

4.1.4 Timing

The Customer as Starting Point is placed on the 1st semester.

4.2 Compulsory course element 2: Industry and Competitors

4.2.1 Contents

- Analysis of the increasing complexity of forms of competition
- Analysis of competitors, clustering, and applications of benchmarking
- Benchmarking of a company's supply chain
- Ethics and social responsibility including corporate social responsibility
- Regulation of competition
- An analysis and assessment of international economic environment relations
- Financial and economic benchmarking

4.2.2 ECTS points

Industry and Competitors has a weighting of 5 ECTS points.

4.2.3 Learning Objectives

- Knowledge
- The student will:
- be able to relate to and extract relevant theories and models about the competitive position in the marketplace
- be able to identify and analyse specific competitors
- have knowledge about different benchmarking models
- have knowledge about basic benchmarking theory and models including supply chain management
- have knowledge about business ethics and corporate social responsibility
- have knowledge of international competition law with the main focus on EU competition law
- have knowledge of the ICC Advertising and Marketing Code
- have basic knowledge of the economic effects of globalisation
- have an understanding of international trade movements in the area
- be able to understand economic and financial benchmarking theory for comparisons within an industry

Skills

The student will be able to:

- analyse and assess the company's competitive position as a basis for preparation of the company's marketing mix with a focus on the sales effort. In relation to this the student will be able to benchmark a company against both the industry and its actual competitors with reference to strategic, tactical and operational level
- involve relevant theories and models in relation to benchmarking the supply chain of an internationally-oriented medium-sized company
- understand a company's ethical dimension
- benchmark a company against a competitor or industry with the involvement of relevant economic theory

Competencies

The student will be able to:

- carry out marketing intelligence with a focus on compilation and assessment of information about the competitive position in the marketplace
- assess and identify areas of improvement in a company's supply chain based on benchmarking
- handle an economic assessment of the external influences on a company from both the industry and international environment
- assess whether certain marketing measures comply with the EU rules concerning misleading and comparative advertising

4.2.4 Timing

Industry and competitors is placed on the 1st semester.

4.3 Compulsory course element 3: Innovation

4.3.1 Contents

- Analysis of growth basis of businesses
- Analysis of product and concept development strategies and processes
- Consequences of innovation for a company's supply chain
- Assessment of the innovative platform along with a company's innovative processes and incentives
- International/EU incorporeal law
- Project management and measurement systems

4.3.2 ECTS points

Innovation has a weighting of 5 ECTS points.

4.3.3 Learning Objectives

Knowledge

The student will:

- have an understanding of the relevant models for assessment of growth and development possibilities
- have knowledge about different models for strategic handling of product and concept developmental processes in a company
- understand practical implications of innovative products on a company's supply chain
- understand theory about a company's innovative platform and creative processes along with value-based management
- understand economic theory related to project management and assessment
- have knowledge of the rules concerning intellectual property rights, including international patents and EU trademarks

Skills

The student will:

- be able to apply relevant models to the implementation of product and concept development in a company
- be able to apply relevant models to the development of solutions for a company's supply chain in relation to innovative projects
- be capable of assessing the innovative structures, processes and incentives of the organisation of sales
- be able to analyse the economic consequences of a particular policy of innovation for a company

Competencies

The student will be able to:

- enter into a company's work with planning and implementing product and concept development
- form part of multidisciplinary teams with a view to solving challenges in a company's supply chain in relation to implementation of innovative projects
- assess a company's innovative basis
- apply the rules of protection of incorporeal rights
- define Key Performance Indicators for a company's innovative work in relation to the sales effort

4.3.4 Timing

Innovation is placed on the 1st semester.

4.4 Compulsory course element 4: Theory and Methods

4.4.1 Contents

- Theory and Methods refers to the specific subject area's considerations of its existence as an academic discipline
- Illustration of what consequences the choice of scientific paradigms have for choice of method and what it ultimately means for the analysis and assessment of practice
- A foundation for academic work
- Research into the central methodological approach within the disciplines of business economics
- Systematization of the ability of the approach to produce knowledge
- Understanding and command of the academic challenges encountered in modern society

4.4.2 ECTS points

Theory and Methods has a weighting of 5 ECTS points.

4.4.3 Learning Objectives

Knowledge

The student will:

- gain insight into important perspectives in knowledge, perceptions and recognition
- have a solid grasp of what knowledge means in the context of social science and have a grasp of what role the knowledge plays in a business economic perspective
- have a basic knowledge of essential theoretical problems and schools within a social-science perspective and in particular within the core areas of marketing, organisation/management and economics
- have knowledge about the theory's theoretical hypotheses and methodological approaches which support the production of knowledge
- have knowledge and understanding of central paradigm shifts within the disciplines of business economics
- have understanding of the application of methodology in project and report writing following the principles of academic work

Skills

The student will be able to:

- relate critically to empirical-analytical theory and among other things be able to discuss what knowledge is, how it is generated and how it relates to practice
- reflect upon and enter into discussions about business economic perspectives in academic contexts
- work with theoretically and methodologically based problems and integrate understanding of academic work and methods professionally in project and report writing
- collate, adapt and interpret quantitative and qualitative data along with relating critically to existing or new data materials, including having knowledge about measuring scales and being able to judge the relevance, topicality, validity, reliability and scope for generalisation of data
- prepare problem analysis and perform problem definition, put forward problems and hypotheses, along with being able to perform methodological considerations and substantiate choice of research methods
- structure and analyse following the principles of academic work

Competencies

The student will be able to:

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

4.4.4 Timing

Theory and Methods is placed on the 1st semester.

4.5 Compulsory course element 5: Developing the Sales Base

4.5.1 Contents

- Development of international sales strategies
- Development of CRM strategies from attracting new customers to retaining and developing existing customers. Includes key account management (KAM) and global account management (GAM)
- Development of sales plans
- Development of international strategies for a company's supply chain to support sales strategies and plans
- Adaptation of action parameters
- Organisational development and innovation management
- Personal development, including self-leadership and stress management
- Team building
- Competence development plans
- Management of partnerships
- Strategic behaviour and game theory
- Economic value added and Weighted Average Costs of Capital (WACC)
- Forecasting models
- Implementation power

4.5.2 ECTS points

Developing the Sales Base has a weighting of 10 ECTS points.

4.5.3 Learning Objectives

Knowledge

The student will:

- have an understanding of and be able to reflect upon central theories and models for the development of a company's sales base based on as well relational as transactional approaches
- understand the theoretical tools in relation to a company's supply chain for development of an international sales base including the basic agent theory
- have a general and broad knowledge about management theories which can support the development of a company's sales base including the development of competency planning, partnerships and the sales team
- understand basic sales strategy models and their applications

Skills

The student will be able to:

- develop, assess and implement international sales strategies for different business types (industry, sizes, resources etc.)
- substantiate and arrange the chosen strategies into a sales plan for relevant parties
- develop and assess the company's action parameters in relation to the individual customer
- collate relevant data for the assessment and development of plans for a company's supply chain plans which support the sales base
- identify areas of development in the organisation of sales, including international agencies
- develop competency plans for the sales team including self-leadership and stress management
- prepare a plan for the development of an organisation in relation to aspects of a company's culture and values
- apply taught theory in relation to the assessment of alternative sales plans
- assess the sales department's implementation power in connection with sales measures

Competencies

The student will:

- be able to handle and manage the development of the sales strategy starting from different complex situations and with involvement of relevant stakeholders
- be able to identify their own learning needs, including necessary knowledge and constant skills development
- be able to ensure the involvement of theories and methods for a company's supply chain for the development of a commercial plan for the sale
- develop an organisational plan of action which secures the implementation of the sales plan
- be capable of identifying and constructing personal networks
- be able to apply the rules of different distribution types in an analysis with reference to choice of distribution type
- be able to assess and develop the company's ability to implement the sales activity

4.5.4 Timing

Developing the Sales Base is placed on the 2nd semester.

4.6 Compulsory course element 6: The Tactical and Operational Sales Performance

4.6.1 Contents

- Implementation of sales strategies and sales plans
- Coordination and cooperation in a company's supply chain
- Preparation of back-up plans
- Recruitment and selection of sales personnel
- Incentive strategies
- Coaching
- Conflict management
- Management of the sales department including stress management
- Activity-based costing and value-chain optimisation
- Foreign currency and option theory

4.6.2 ECTS points

The Tactical and Operational Sales Performance has a weighting of 5 ECTS points.

4.6.3 Learning Objectives

Knowledge

The student will:

- have knowledge and understanding of theories and models which support and develop the tactical and operational sales performance
- have basic understanding of problems, theory and models in a company's supply chain which are linked to the tactical and operational sales performance
- have knowledge and understanding of different methods for recruitment of sales personnel
- be able to understand and reflect upon the meaning of different theories of motivation for the preparation of incentive strategies
- have knowledge and understanding of different conflict styles and problem-solving possibilities
- have knowledge of situation-specific management in the sales department
- understand basic theory and models in the area

Skills

The student will:

- be able to choose and apply theories and models to the planning of the tactical and operational sales performance based on the chosen sales strategy
- be able to develop a company's strategy starting from unique customer relations and be able to communicate this to relevant parties
- be able to assess and apply methods and tools for a company's supply chain to support the tactical and operational sales performance
- prepare suggestions for the recruitment plan
- prepare strategies for the motivation of sales personnel
- have an understanding of the relevance of coaching in relation to sales personnel
- prepare suggestions for conflict management in a company
- have an understanding of situation-specific management in the organisation of sales
- be able to apply the taught theory to actual international sales assignments

Competencies

The student will be able to:

- participate in the tactical and operational sales performance in a company at the tactical and operational levels

- identify problems and solutions in a company's supply chain for planning the tactical and operational sales performance
- manage and develop solutions surrounding complex situations within international sales management
- assess the economic consequences of a given international sales effort including risk assessment and limitation

4.6.4 Timing

The Tactical and Operational Sales Performance is placed on the 2nd semester.

4.7 Compulsory course element 7: Implementation and Follow-up

4.7.1 Contents

- Customer follow-up tools
- MIS (Marketing Intelligence Systems)
- CRM software
- Measuring effectiveness of a company's supply chain
- Evaluation of the sales department's efforts, including personal, professional, cultural and social competencies
- Preparation of analysis of employee satisfaction
- Balanced scorecard
- Variable analysis with basis in the marketing mix

4.7.2 ECTS points

Implementation and Follow-up has a weighting of 5 ECTS points.

4.7.3 Learning Objectives

Knowledge

The student will:

- have knowledge of tools and models for customer follow-up
- have knowledge and understanding of tools for measuring effectiveness of a company's supply chain
- have knowledge and understanding of tools for measuring colleague satisfaction and criteria for evaluation of the sales department's efforts
- have understanding of general economic reporting methods and their application in Danish commerce

Skills

The student will be able to:

- assess marketing mix for a company's customers generally and the individual customer specifically and be able to make suggestions for possible changes in strategy and efforts
- prepare a follow-up plan for measuring effectiveness of a company's supply chain
- perform a measurement of sales efforts and subsequently put forward commercial suggestions based upon the measured results
- draw up a balanced scorecard for a sales department and sales area along with suggestions for follow-up

Competencies

The student will be able to:

- enter into work assessing a company's combined efforts along with individual efforts in relation to sales work for its customers. In relation to this the student will be able to identify their own learning needs to be able to develop and maintain relevant competencies for this work
- enter into a dialogue with the sales department about optimisation of a company's total sales efforts from the perspective of effectiveness in the whole supply chain
- develop and implement an evaluation of personal, professional, cultural and social competencies and employee satisfaction
- create their own balanced scorecard in connection with a company's primary strategy and plan, and secure on-going follow-up
- be part of multidisciplinary teams in connection with the company's marketing intelligence with the customer as starting point

4.7.4 Timing

Implementation and Follow-up is placed on the 2nd semester.

4.8 Compulsory course element 8: Elective Subject

4.8.1 Contents

The contents of the Elective Subject is determined by the institution.

4.8.2 ECTS points

The Elective Subject has a weighting of 10 ECTS points.

4.8.3 Learning Objectives

The learning objectives for the Elective Subject are determined by the institution - if relevant in cooperation with the students.

4.8.4 Timing

The Elective Subject is placed on the 2nd semester.

4.9 Internship

4.9.1 ECTS points

The Internship has a weighting of 15 ECTS points.

Where applicable, the SU (Danish student grant) is paid during the internship period, and the student and internship company agree upon their own financial terms for the company internship.

4.9.2 Learning Objectives

The course's internship will create a connection between the studied theory and the profession's vocational relations. The internship will ensure closeness to practice and the development of professional and personal competencies for independent participation in business.

The internship assists the student in converting the studied knowledge into practical experience.

Knowledge

The student will:

- have knowledge of the profession's theory and methods along with practice
- be able to understand terms and methods along with reflecting upon the application
- have experiences of participating in the solution of practical work assignments

Skills

The student will be able to:

- convert the studied knowledge into practice within business
- assess theoretical and practical problems and draw up suggested solutions
- apply and arrange relevant theories to the solution of assignments in the workplace

Competencies

The student will be able to:

- see their own professional role in relation to actual assignments
- enter into professional as well as interdepartmental cooperation

4.9.3 Timing

The internship takes place at the start of the 3rd semester immediately before the BA project.

4.10 Bachelor Project

4.10.1 Contents

The project will take the central topics of the course as its starting point and will contain elements from the internship.

The problem proposal for the project is prepared by the student and as much as possible in cooperation with a company. The project's problem proposal must be approved by the institution.

4.10.2 ECTS points

The Bachelor Project has a weighting of 15 ECTS points.

4.10.3 Learning Objectives

The learning objectives are the same as for the course (see above). In addition the following learning objectives apply to the BA project.

Knowledge

- The student will:
- have knowledge about the profession's and subject area's applied theory and methods along with practice
- be able to understand theory and methods along with being able to reflect upon the profession's application of theory and methods

Skills

The student will be able to:

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

Competencies

The student will be able to:

- handle complex and development-oriented situations in relation to work and study
- independently enter into academic and interdisciplinary cooperative work and take on responsibility within the settings of professional ethics

- identify their own learning needs and, in relation to the profession, develop their own knowledge and skills

4.10.4 Timing

The BA project is completed at the end of the 3rd Semester. The student must have passed all previous exams to be considered for the BA qualification. In addition the internship must be approved.

5. Internal and External Examinations

The educational gain which is acquired in the core areas of the course is documented through examinations which can consist of oral and written exams, assessment of assignments and projects, participation in seminars, practical training and so on.

The examinations are either external or internal. For the external exams an external examiner appointed by the Ministry of Education and Research contributes to the assessment. For the internal exams the assessment is undertaken by one or more lecturers, selected by the educational institution. The regulations for the individual exams explain whether the exam is internal or external and who takes part in the assessment.

Participation in the exams implies that the student has handed in and passed one or more compulsory homework exercises in the individual compulsory course elements.

5.1 Overview of Examinations

The course features the following examinations:

Semester	Examination	Internal / External Exam (Grading)
1	6 hour written exam in the core component <i>The Background for a Company's Sales</i> (core exam)	External (graded)
	4 hour written exam in <i>Theory and Methods</i> (institutional exam)	Internal (graded)
2	½ hour oral exam focusing on the core component Business Development with an International Perspective (core exam)	External (graded)
	Elective course component (institutional exam)	Internal (graded)
3	Company Internship (core exam)	Internal (pass/fail)
	BA Project (core exam)	External (graded)

5.2 Description of Exams in the 1st and 2nd semesters

5.2.1 The Background for a Company's Sales

6 hour written exam in the core component The Background for a Company's Sales. Graded on the 7 point scale.

5.2.2 Theory and Methods

The subject is assessed with a 4 hour written exam. The exam form will be determined by the institution. Graded on the 7 point scale.

5.2.3 Business Development with an International Perspective

½ hour exam focusing on the core component Business Development with an International Perspective. The oral exam focuses on the semester project in Semester 2 - business development with an international perspective. The exam is assessed only on the oral performance. Graded on the 7 point scale. The project must be approved before the oral exam.

5.2.4 Elective course element

The exam in the elective topic is decided by the institution. The exam is assessed internally by the institution. Graded on the 7 point scale.

5.2.5 Company internship

The exam is assessed internally by the institution and the student must pass.

5.2.6 BA Project

With a basis in the written report, the student is examined through an oral exam which lasts 45 minutes, including discussion of the examinee's performance. Graded on the 7 point scale.

One total grade is given for the BA project of which the written report counts for 2/3 and the oral exam counts for 1/3.

Firstly the written part of the project is jointly assessed by the supervisor and an external examiner. Afterwards the project is defended in front of the supervisor and external examiner.

If the total assessment gives a grade of lower than 02 the student must prepare a new project with a new problem proposal.

PART 2: INSTITUTIONAL PART

6. Elective course element

6.1 Contents

- The student must immerse him/herself in an elective course element and study the element in greater detail. The elective course element is chosen from a list of ideas set by the tutors or a self-selected topic - possibly inspired by one or more external lecturers.
- The elective topic is worked on in study groups. A tutor's association with a study group is dependent on the students' choice of topic and here tutors act primarily in a supervisory role.
- The supervisor assists a particular study group in structuring the elective topic into compulsory course elements and encompassing the parts of the relevant academic disciplines which can contribute to the immersion. In addition goals are formulated for educational gain specified in the knowledge, skills and competencies which participants in the study group must acquire.

6.2 Learning Objectives

This section of the course will put the course's core components into perspective. Learning objectives are prepared in cooperation with the individual student as they depend upon the chosen topic.

7 Internal and external exams at the institution

7.1 Examination in course element: Theory & Methods

This course element will be tested in a 4 hour written internal exam.

7.2 Examination in elective course element: Internal exam

The evaluation method is described in the institution's guidelines for the Elective Subject. An individual grade on the 7-point scale will be given.

8 Guidelines for the internship

During the internship a supervisor from the programme will be allocated to the student. Between them, the student and the supervisor set targets for the student's educational gain from the internship period. These subsequently give direction for the company's organisation of the student's work tasks.

The internship period concludes with an examination in the form of an evaluation meeting based upon a written report where the student and supervisor assess the student's educational gain from the internship compared the targets.

The student's reflection upon the educational gain must be sufficient to pass.

The company internship is comparable with a full-time job with the same requirements of working hours, contribution, commitment and flexibility which the graduate would expect to find in their first job.

9 Study abroad

During the course it is possible for the student to complete the 2nd semester at an educational institution abroad.

Similarly it is possible to complete a company internship and BA project in businesses or organisations outside Denmark.

The institution must approve/give credit before the period abroad takes place.

10 Written assignments and projects

During the programme there are a number of compulsory projects, individual or group based submissions, case presentations etc. that must be approved in order to be eligible for the exams at the end of the semesters. Refer to Appendix B

The compulsory assignments and projects as well as the consequences of non-approval are described in more detail by the institution. Guidelines for all compulsories, projects etc. are made available by the institution.

10.1 Bachelor project

As a general rule the BA project is prepared individually.

When solving the problem it is important that the student can apply central theories and methods. Furthermore the BA project must include empirical material for the solution of a concrete problem.

The educational institution prepares more detailed guidelines with the formal requirements of the project. The guidelines are given to the student in good time before the assessed project starts.

11 Applied forms of learning and working

11.1 Goal-oriented learning

The course consists of 3 semesters which combined give the Student the competencies outlined in Section 1.

At the same time each semester forms a complete self-contained teaching period with its own assessment. It is therefore possible for a student to replace a semester with a documented equivalent course and assessment from another Danish or foreign institution.

Course elements are intended to give the student professional and methodical competencies so that he or she can tackle complex problems in practice within the profession from a well-founded theoretical background.

In addition, throughout the course the student will learn to identify and cover their own learning needs along with putting themselves in a position to enter into personal and complex cross-cultural relations while being flexible, commercially strong and goal-oriented - both in relation to customers and commercial partners, colleagues and managers - in and outside Denmark.

The compulsory course elements reflect the profession's core functions in practice. Moreover during the elective topic the students in study groups can define a relevant topic in relation to the profession and, within these parameters, a set of academically compulsory course elements for greater immersion.

The first two semesters each conclude with a semester project.

The purpose of the internship placement is to give the student the possibility of putting into practice the first two semesters' educational gains on the profession's problems in the field. The internship will therefore take place in a business and job role relevant to the profession.

The final BA project is also conducted in a company and role relevant to the profession and the student will in practice document their total educational gains for the solution of a defined problem relevant to the profession.

The elective topic together with the company internship and BA project gives the student the possibility of individualising their complete competency profile.

11.2 Practice-based learning

Through participation in quality and development work along with involvement in business and knowledge networks with customers and research institutions, the tutors gain insight into and knowledge about the latest tendencies in business. These experiences are systematically brought into the course.

Through semester projects, the company internship and the BA project the student gains contact with practice and the possibility for combining theory and practice.

11.3 Teaching Methods and Structure

The teaching in the first two semesters of the course is built around compulsory course elements which relate to the core topics The Background for a Company's Sales, Theory and Methods, Business Development with an International Perspective along with the elective topic.

The academic approach to the compulsory course elements draws upon traditional academic disciplines for the profession but the core areas and the compulsory course elements also guide the learning process.

Through this a holistic and interdisciplinary approach is ensured to complex problems in practice which characterise the profession. The course is therefore organised with these problems as a starting point and

will to a large extent build upon empirical methods, cases and best practice from the businesses which the course works together with.

Importance is also attached to the course tutors' practical professional experience and entrance into knowledge-sharing networks in both practice and research environments within the profession's academic field.

The course is implemented through the application of lectures, classes, practical training exercises, presentations, cases, seminars and projects along with a work placement. Significant parts of the students' work will be group based.

During the course the latest knowledge and results from national and international research, trials and developmental work from the disciplines connected to the profession will be utilised.

IT is used as a tool, educational method and for information gathering.

12 Credits

12.1 Transfer of Credits

The institution is able to approve course elements or parts thereof which have been passed at another institution which are equivalent to corresponding course elements or parts thereof in the present curriculum. If the course element concerned is graded using a 7 point scale at the institution where the exam is gained and is equivalent to a complete core area in the present curriculum, the grade is carried over. In all other cases the grade is marked as 'passed' and does not get counted as part of the grade average.

The institution is able to approve course elements from another Danish or foreign higher education course which have been passed in the place of course elements which are included as part of this curriculum. The course element is considered approved if it is passed following the rules of the course concerned. The grade is transferred as 'passed'.

12.2 Credit students

The institution is able to approve students from other higher education courses to follow parts of the course and obtain exams as per current guidelines. A prerequisite is that this is an approved route in their own course.

13 Compulsory Attendance

Attendance is mandatory as per the guidelines for compulsory assignments and projects.

14 English language and course materials

The course's international dimension means that the class material, cases, classes, written projects and presentations etc. will be in English. The student is therefore required to have gained competency in written and spoken English equivalent to graduates on the Marketing Management Programme.

15 Rules of Exemption

The Business Academy can in exceptional circumstances grant an exemption from the rules in the curriculum which are exclusively set by the institution.

16 Provisions on effective Date

This curriculum comes into force with effect for students who begin their study by September 2012.

17 References to Current Legislation

The law applicable to the curriculum is the following legislation and executive orders (only available in Danish):

- [Lov nr. 467 af 08/05/2013 om erhvervsakademiuddannelser og professionsbacheloruddannelser](#)
- [Bekendtgørelse nr 636 af 29/06/2009 om erhvervsakademiuddannelser og professionsbacheloruddannelser](#) (For students who apply for preapproval of credit transfer after January 1st 2014, the rules for transfer of credit in the following ministerial order applies [bekendtgørelse 1521 af 16/12/2013 om erhvervsakademiuddannelser og professionsbacheloruddannelser](#))
- [Bekendtgørelse nr. 1031 af 03/11/2009 om uddannelse til professionsbachelor i international handel og markedsføring](#)
- [Bekendtgørelse nr. 1486 af 16/12/2013 om adgang til erhvervsakademiuddannelser og professions-bacheloruddannelser](#)
- [Bekendtgørelse nr 714 af 27/06/2012 om prøver og eksamen i Erhvervsrettede uddannelser](#)
- [Bekendtgørelse nr. 262 af 20/03/2007 om karakterskala og anden bedømmelse](#)

The acts and orders are accessible under retsinfo.dk

Appendix A: The course's academic content and educational objectives

1st semester - The Background for a Company's Sales (30 ECTS)

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
The Customer as Starting Point (15 ECTS)	<p>An analysis of current and potential customers, their strategic situation, needs and wants as a basis for an assessment of a company's total activities</p> <p>Assessment of the selling company's own business model and competencies</p> <p>Analysis of relation- and marketing mix</p>	<p>Analysis of effectiveness in a company's supply chain with a view to determining the company's core competencies and ability to cover the customers' needs</p> <p>Assessment of choice of geographical positioning of production facilities, warehouse location and planning functions, including partnerships and outsourcing</p>	<p>A company's strategic foundation and focus</p> <p>The organisation of the sales department - strategically, tactically and operationally</p> <p>Organisational analysis of the sales team and purchase centre in relation to a sales assignment</p> <p>The relation of the sales department to other departments, including business partners</p> <p>Competency analysis</p>	<p>The rules concerning international contracts and international sales of goods and services.</p> <p>The various forms of distribution, sales and delivery conditions, securing the purchase sum and employment clauses.</p> <p>International conflict management</p>	<p>The economic and financial foundation of the sale</p> <p>Activity-based costing</p> <p>The profitability of customers, including credit assessment</p>
Knowledge	The student will:	The student will:	The student will:	The student will:	The student will:

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
	<ul style="list-style-type: none"> • have knowledge of and be able to understand relevant theories and models for analysis of a company's competencies, customer base, development of the customer portfolio including profitability assessment • have knowledge and understanding of relevant models and theories relating to business models with the sale as the starting point 	<ul style="list-style-type: none"> • be able to understand practical international examples in connection with current theory in the discipline 	<ul style="list-style-type: none"> • have knowledge of general strategic perceptions and models within the structuring and organising of the sale, competence assessment, organising the customer, assessment of ability to implement, and relations to other departments and partners 	<ul style="list-style-type: none"> • have knowledge of the application of employment clauses in connection with employment in exporting countries and knowledge of the EU rules concerning employment contracts and social insurance • have knowledge of the Brussels Regime (EU rules regulating jurisdiction in the EU and EFTA) and various international conflict management methods, including: the rules concerning venue, pros 	<ul style="list-style-type: none"> • be able to understand tools for assessment of the customer portfolio surrounding profitability, commitment and credit

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
				and cons of court orders compared with arbitration and mediation <ul style="list-style-type: none"> • have knowledge of the EU Service Directive 	
Skills	The student will: <ul style="list-style-type: none"> • be able to assess the customer base as well as the individual customer in relation to a company's and sales competencies and business model. The assessment will be based upon the application of methods (including relevant statistical methods) and tools for collecting and analysing information about a company's customers and their behaviour along with internal 	The student will: <ul style="list-style-type: none"> • be able to analyse and assess an internationally focused company's choice of supply chain with involvement of relevant theory from the discipline. This analysis will focus on the connection between: <ul style="list-style-type: none"> ○ customer segmentation ○ development of partnerships in SC ○ securing customer satisfaction and quality of experience in the SC relationship 	The student will: <ul style="list-style-type: none"> • be able to analyse and perform an assessment of a company's strategic position • be able to analyse and assess the organisation of a sale starting from the customer including: <ul style="list-style-type: none"> ○ relations to other departments in the company ○ analysis of the organisation of the sale • be able to analyse and assess, distinct from customer analysis, the competencies and requirements of the 	The student will: <ul style="list-style-type: none"> • be able to assess various ways of securing the purchase sum in connection with export transactions, including: <ul style="list-style-type: none"> ○ the use of delivery clauses ○ letters of credit ○ export credit schemes ○ various types of banker's guarantees ○ factoring/forfeiting ○ retention of ownership 	The student will: <ul style="list-style-type: none"> • be capable of implementing an economic analysis, assessment and prioritisation of a customer portfolio

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
	<p>relationships within a company</p> <ul style="list-style-type: none"> • be able to analyse and assess relations between a customer and a company • be able to assess the customer's profitability and projected future earning potential and be able to assess the relevance of either a resource-based or market-oriented approach 	<p>with the customers</p>	<p>sales department</p> <ul style="list-style-type: none"> • be able to assess the sales department's strength of implementation in connection with previous initiatives in the sales area 		
Competencies	<p>The student will:</p> <ul style="list-style-type: none"> • be able to participate in multidisciplinary teams in relation to a company's work with marketing intelligence with the customer as the starting point • be able to extract relevant data for the assessment of a 		<p>The student will:</p> <ul style="list-style-type: none"> • assess a company's competencies and ability to match the customers' expectations to the sales department • assess a company's ability to implement a sales assignment 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to apply the rules concerning the different forms of distribution to an analysis with a view to choosing the form of distribution in connection with export transactions, including in particular: 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to make a basis for decision which supports an economic assessment of the customer base

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
	<p>company's customer care and customer development structure</p>			<ul style="list-style-type: none"> ○ Direct sales ○ Sales agents ○ Sales through branches ○ Sales through subsidiaries ○ Franchising ○ Joint venture/strategic alliances ○ E-commerce <ul style="list-style-type: none"> ● be able to analyse and assess questions in relation to international trade with goods and services, including in particular: <ul style="list-style-type: none"> ○ Choice of law ○ International contract rules with the main focus on the Global Sales 	

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
				Law (CISG) and the Danish/Nordic reservations <ul style="list-style-type: none"> ○ Need for and consequences of international sales and delivery conditions 	

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
Industry & Competitors (5 ECTS)	<p>Complex forms of competition</p> <p>Analysis of competitors</p> <p>Clusters</p> <p>Benchmarking</p>	Benchmarking of a company's supply chain	Ethics and social responsibility including corporate social responsibility	Regulation of competitors in the same market	<p>An analysis and assessment of international economic worldwide relations</p> <p>Financial and economic benchmarking</p>
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> • be able to relate to and implement relevant theories and models about the competitive position in the marketplace • be able to identify and analyse specific competitors • have knowledge about different benchmarking models 	<p>The student will:</p> <ul style="list-style-type: none"> • have knowledge about basic benchmarking theory and models including supply chain management 	<p>The student will:</p> <ul style="list-style-type: none"> • have knowledge about business ethics and corporate social responsibility 	<p>The student will:</p> <ul style="list-style-type: none"> • have knowledge of international competition law with the main emphasis of EU competition law • have knowledge of the ICC Advertising and Marketing Code 	<p>The student will:</p> <ul style="list-style-type: none"> • have basic knowledge of the economic effects of globalisation • have an understanding of international trade movements in the area • be able to understand economic and financial benchmarking theory for comparisons within a industry

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
Skills	<p>The student will:</p> <ul style="list-style-type: none"> • be able to analyse and assess a company's competitive position as a basis for preparation of the company's marketing mix with a focus on the sales effort. In relation to this the student will be able to benchmark a company against both the industry and its actual competitors with reference to strategic, tactical and operational levels 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to involve relevant theories and models in relation to benchmarking the supply chain of an internationally-oriented medium-sized company 	<p>The student will:</p> <ul style="list-style-type: none"> • understand a company's ethical dimension 		<p>The student will:</p> <ul style="list-style-type: none"> • be able to understand economic and financial benchmarking theory for comparisons within a industry
Competencies	<p>The student will:</p> <ul style="list-style-type: none"> • be able to participate in a company's work with marketing intelligence with a focus on compilation and assessment of information about the competitive position in the marketplace 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to assess and identify areas of improvement in a company's supply chain with a basis in a benchmarking exercise 		<p>The student will:</p> <ul style="list-style-type: none"> • be able to assess the compliance of marketing measures with EU law on misleading and comparative advertising 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to handle an economic assessment of the external influences on a company from both the industry and international relations

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
Innovation (5 ECTS)	Growth analysis Product and concept development strategies and processes	Consequences of innovation for a company's supply chain	Assessment of the innovative platform along with a company's innovative processes and incentives	International and EU Intellectual Property Rights Law (IPR)	Project management and measurement systems
Knowledge	The student will: <ul style="list-style-type: none"> • have an understanding of the relevant models for assessment of growth and development possibilities • have knowledge about different models for strategic handling of product and concept development processes in a company 	The student will: <ul style="list-style-type: none"> • understand practical implications of innovative products on a company's supply chain 	The student will: <ul style="list-style-type: none"> • understand theory about a company's innovative platform, creative processes along with value-based management 	The student will: <ul style="list-style-type: none"> • have knowledge of the rules concerning international protection of intellectual property rights, including in particular: <ul style="list-style-type: none"> ○ international patents ○ EU trademarks ○ International trademarks 	The student will: <ul style="list-style-type: none"> • understand economic theory surrounding project management and assessment
Skills	The student will: <ul style="list-style-type: none"> • be able to apply relevant models to the 	The student will: <ul style="list-style-type: none"> • be able to apply relevant methods 	The student will: <ul style="list-style-type: none"> • be capable of assessing the 		The student will: <ul style="list-style-type: none"> • be able to analyse the

	implementation of product and concept development in a company	and models to the development of solutions for a company's supply chain in relation to innovative projects	innovative structures, processes and incentives of the organisation of sales		economic consequences of a particular policy of innovation for a company
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Competencies	The student will: <ul style="list-style-type: none"> • be able to enter into a company's work with planning and implementing product and concept development 	The student will: <ul style="list-style-type: none"> • be able to form part of multidisciplinary teams with a view to solving challenges in a company's supply chain in relation to implementation of innovative projects 	The student will: <ul style="list-style-type: none"> • be able to assess a company's innovative starting point 		The student will: <ul style="list-style-type: none"> • be able to define key performance indicators for a company's innovative work in relation to the sales effort
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2nd Semester - Business Development with an International Perspective:

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
Developing the Sales Base (10 ECTS)	<p>Development of international sales strategies.</p> <p>Development of CRM strategies from attracting new customers to retaining and developing existing customers. Includes key account management (KAM) and global account management (GAM)</p> <p>Pricing strategy Distribution strategy Promotion strategy Product strategy</p>	<p>Development of international strategies for a company's supply chain to support sales strategies and plans</p>	<p>Organisational development and innovation management</p> <p>Implementation power</p> <p>Personal development, including self-leadership and stress management</p> <p>Team building</p> <p>Competence development plans</p> <p>Management of partnerships</p>		<p>Strategic behaviour and game theory</p> <p>Economic value added and Weighted Average Costs of Capital (WACC)</p> <p>Forecasting models</p>
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> • have an 	<p>The student will:</p> <ul style="list-style-type: none"> • understand the 	<p>The student will:</p> <ul style="list-style-type: none"> • have a general and 		<p>The student will:</p> <ul style="list-style-type: none"> • understand basic

	<p>understanding of and be able to reflect upon central theories and models for the development of a company's sales base based on both relational and transactional approaches</p>	<p>theoretical tools in relation to a company's supply chain for development of an international sales and operation plan</p>	<p>broad knowledge about management theories which can support the development of a company's sales base including the development of competency planning, partnerships and the sales team</p> <ul style="list-style-type: none"> ● be able to assess the implementation power of the sales department in relation to sales measures 		<p>models and their applications</p>
Skills	<p>The student will:</p> <ul style="list-style-type: none"> ● be able to develop, assess and implement international sales strategies for different business types (industry, sizes, resources etc.) ● be able to develop and adjust the 	<p>The student will:</p> <ul style="list-style-type: none"> ● be able to collate relevant data for the assessment and development of plans for a company's supply chain which support the sales base 	<p>The student will:</p> <ul style="list-style-type: none"> ● be able to identify areas of development in the organisation of sales, including international agencies ● be able to develop competency plans for the sales team including self-leadership and stress 		<p>The student will:</p> <ul style="list-style-type: none"> ● be able to apply taught theory in relation to the assessment of alternative sales plans

	<p>company's action parameters to individual customers</p> <ul style="list-style-type: none"> • be able to substantiate and communicate the chosen strategies in a sales plan for relevant parties 		<p>management</p> <ul style="list-style-type: none"> • be able to prepare a plan for the development of an organisation in relation to aspects of a company's culture and values 		
Competencies	<p>The student will:</p> <ul style="list-style-type: none"> • be able to handle and manage the development of the sales strategy based on different complex situations and with involvement of relevant stakeholders • be able to identify his/her own learning needs, including necessary knowledge and constant skills development 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to ensure the involvement of theories and methods for a company's supply plan 	<p>The student will:</p> <ul style="list-style-type: none"> • assess and develop the company's ability to implement sales • develop an organisational commercial plan which secures the implementation of the sales plan • be capable of identifying and constructing personal networks • be able to handle and develop solutions surrounding complex situations within international partnerships 		<p>The student will:</p> <ul style="list-style-type: none"> • be able to develop the economic foundation for a sales strategy in practical consideration to an actual company

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
The Tactical and Operational Sales performance (5 ECTS)	Implementation of sales strategies and sales plans Relations parameter Product parameter Customer parameter	Coordination and cooperation in a company's supply chain Preparation of back-up plans	Recruitment and selection of sales personnel Incentive strategies Coaching Conflict management Management of the sales department including stress management		Activity-based costing and value-chain optimisation Foreign currency and option theory
Knowledge	The student will: <ul style="list-style-type: none"> • have knowledge and understanding of theories and models which support and develop the sales performance 	The student will: <ul style="list-style-type: none"> • have basic understanding of problems, theory and models in a company's supply chain which are linked to delivery relative to demand 	The student will: <ul style="list-style-type: none"> • have knowledge and understanding of different methods for recruitment of sales personnel • be able to understand and reflect upon the meaning of different theories of motivation for the preparation of incentive strategies 		The student will: <ul style="list-style-type: none"> • understand basic theory and models in the area

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
			<ul style="list-style-type: none"> • have knowledge and understanding of different conflict styles and problem-solving possibilities 		
Skills	<p>The student will:</p> <ul style="list-style-type: none"> • be able to choose and apply theories and models to the planning of the sales performance based on the chosen sales strategy 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to assess and apply methods and tools for a company's supply chain to optimise the supply chain in relation to the expected sales performance 	<p>The student will:</p> <ul style="list-style-type: none"> • prepare suggestions for the recruitment plan • prepare strategies for the motivation of sales personnel • have an understanding of the relevance of coaching in relation to sales personnel • prepare suggestions for conflict management in a company • have an understanding of situation-specific management in the organisation of sales 		<p>The student will:</p> <ul style="list-style-type: none"> • be able to apply the taught theory to actual international sales assignments
Competencies	<p>The student will:</p> <ul style="list-style-type: none"> • be able to participate in sales in a company with re- 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to identify problems and solutions in a 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to manage and develop solutions surrounding 		<p>The student will:</p> <ul style="list-style-type: none"> • be able to assess the economic consequences of a given in-

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
	responsibility at middle-management level	company's supply chain to secure delivery according to demand	complex situations within international sales management		international sales effort including risk assessment and limitation

Compulsory Course Element	Sales / Marketing	SCM	Management / Organisation	Law	Economics
Implementation & Follow-up (5 ECTS)	<p>Customer follow-up tools in relation to marketing and sales performance</p> <p>CRM software</p> <p>Balanced scorecard</p>	Measuring effectiveness of a company's supply chain	<p>Evaluation of the sales department's efforts, including personal, professional, cultural and social competencies</p> <p>Preparation of analysis of colleague satisfaction</p>		<p>Balanced scorecard</p> <p>Variable analysis</p>
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> • have knowledge of tools and models for customer follow-up 	<p>The student will:</p> <ul style="list-style-type: none"> • have knowledge and understanding of tools for measuring effectiveness of a company's supply chain 	<p>The student will:</p> <ul style="list-style-type: none"> • have knowledge and understanding of tools for measuring colleague satisfaction and criteria for evaluation of the sales department's efforts 		<p>The student will:</p> <ul style="list-style-type: none"> • have understanding of general economic reporting methods and their application in Danish commerce
Skills	<p>The student will:</p> <ul style="list-style-type: none"> • be able to assess the marketing mix activities directed towards a 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to prepare a follow-up plan for measuring 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to perform a measurement of sales efforts and subsequently put 		<p>The student will:</p> <ul style="list-style-type: none"> • be able to draw up a balanced scorecard for a sales department and sales area along with

	company's customers generally and the individual customer specifically and be able to make suggestions for possible changes in strategy and efforts	effectiveness of a company's supply chain	forward commercial suggestions based upon the measured results		suggestions for follow-up
Competencies	<p>The student will:</p> <ul style="list-style-type: none"> • be able to enter into work assessing a company's combined activities along with individual efforts in relation to sales work towards its customers. • be able to participate in multidisciplinary teams in marketing intelligence, focusing on the customer • In relation to this the student will be able to identify his/her own learning needs to 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to enter into a dialogue with the sales department about optimisation of a company's total sales efforts from the perspective of optimum exploitation of the supply chain 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to develop and implement an evaluation of personal, professional, cultural and social competencies and colleague satisfaction 		<p>The student will:</p> <ul style="list-style-type: none"> • be able to create their own balanced score-card in connection with a company's primary strategy and plan, and secure ongoing follow-up

	be able to develop and maintain relevant competencies for this work				
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Appendix B: Schematic overview of the compulsory course elements of the programme - 90 ECTS

		Core Component 1: The Background for a Company's Sales			
1st Semester	Compulsory Course Element 1	Compulsory Course Element 2	Compulsory Course Element 3	Compulsory Course Element 4	
	The Customer as Starting Point	Industry and Competitors	Innovation	Theory and Methods	
	15 ECTS	5 ECTS	5 ECTS	5 ECTS	
	30 ECTS	Compulsory Assignment	Compulsory Assignment	Compulsory Assignment	Assignments according to the
	Compulsory Semester Project				
	External 6 hours written exam - 7 point scale			Oral exam ½ hour or written exam 4 hours	
				Internal - 7 point scale	
		Core Component 2: Business Development with an International Perspective			
2nd Semester	Compulsory Course Element 5	Compulsory Course Element 6	Compulsory Course Element 7	Elective Course Element	
	Developing the Sales Base	The Tactical and Operational Sales Performance	Implementation and Follow-up	10 ECTS	
	10 ECTS	5 ECTS	5 ECTS		
	30 ECTS	Compulsory Assignment	Compulsory Assignment	Compulsory Assignment	Internal exam - 7 point scale
	Compulsory Semester Project				
	External oral exam - ½ hour - 7 point scale				
3rd Semester	Company Internship		BA Project		
	15 ECTS		15 ECTS		
30 ECTS	Internal exam		External oral exam - ¾ hour		
	Pass/Fail		Written report 2/3, oral 1/3 - 7 point scale		