

Curriculum International Sales and Marketing

Bachelor's Degree Programme in International Sales and
Marketing
Professionsbachelor i international handel og
markedsføring

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1. FRAMEWORK

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

Joint parts and institution specific parts of the curriculum

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

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

The joint parts of the curriculum have been determined by:

Business Academy Aarhus

www.baaa.dk

Lillebaelt Academy of Professional Higher Education

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

Business Academy of Higher Education MidWest

www.eamv.dk

University College of Northern Denmark

www.ucnorth.dk

Copenhagen Business Academy

www.cphbusiness.dk/english

VIA University College

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

EA Business Academy SouthWest

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

Zealand Institute of Business and Technology

www.zibat.dk

IBA International Business Academy

www.uk.iba.dk

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

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

1.1. Purpose and Objectives of the Study Programme

The purpose of the Bachelor's Degree Programme in International Sales and Marketing is to provide the graduate with practice-based knowledge and understanding of internationally oriented sales and marketing as well as to qualify the graduate to analyse, assess and reflect upon issues related to same by means of applied theory and methodology. In addition hereto, the programme aims to enable the graduate to manage complex tasks with respect to international customer relations and direct sales.

Learning objectives and outcomes

The learning outcome includes the knowledge, skills and competencies a Bachelor of International Sales and Marketing will achieve from the programme, cf. the ministerial order no. 1031 of 3 November 2009 on the professional bachelor programme in International Sales and Marketing, appendix 1.

Following is an English translation of the Danish ministerial order no. 1031 of 3 November 2009 on the Professional Bachelor Programme in International Sales and Marketing, appendix 1, published in Lovtidende, which is the Danish national gazette. In the event of a discrepancy between the translated version and the Danish version, the latter is thus valid.

Knowledge

The graduate will:

- 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
- analyse, assess and apply legal methods and tools to support the sales performance in an internationally focused company
- 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
- substantiate and communicate the chosen strategies into a sales plan for the relevant parties
- 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
- form part of multidisciplinary teams related to the company's work and be able to independently plan and implement assignments related to international sales
- develop, manage and implement sales strategies starting from different complex situations and with the involvement of relevant parties
- enter into work towards the sales performance in a business with independent responsibility at management level
- 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

1.2. Title, Duration and Certificate

Title

Upon completion of the programme, graduates are entitled to use the title *Bachelor of International Sales and Marketing* (in Danish: *professionsbachelor i international handel og markedsføring*).

In agreement with the Danish Qualification Framework for Lifelong Learning, the programme is graded at level 6.

Duration and maximum length of study

With 60 ECTS credits (European Credit Transfer System) corresponding to one full-time year of study, cf. section 9 in the ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (*BEK nr. 1521 af 16/12/2013: Bekendtgørelse om erhvervsakademiuddannelser og professionsbacheloruddannelser*), the programme amounts to 90 credits in total. According to section 5, subsection 2, in the Order on Academy Profession Programmes and Bachelor Programmes, the study programme shall be completed within the number of years corresponding to twice the nominal length of study, meaning three years. Under exceptional circumstances, Cphbusiness is entitled to grant exemptions from this rule.

Certificate

Upon completion of the Bachelor's Degree Programme in International Sales and Marketing, a certificate is issued to the student by Cphbusiness.

1.3. Commencement and Transitional Arrangements

This curriculum is effective as of 1 August 2014, and the terms and conditions stated herein apply to students enrolled at and starting the programme in the autumn of 2014. Simultaneously, any Cphbusiness curriculum prior to the present that applies to this study programme is repealed and superseded by this curriculum.

Students covered by curricula prior to the present may however request that they be covered by these until their completion of the programme, provided that they meet the previously listed requirements regarding the maximum length of study, cf. subsection 1.2. Under special circumstances, including circumstances relevant to the individual student, Cphbusiness may grant exemptions from the rule stipulated in this subsection, cf. subsection 1.3., entailing that an otherwise repealed curriculum still applies.

As regards the release of a new curriculum, or in the event of substantial alterations to the present, transitional arrangements will be laid down in the new curriculum.

1.4. Legal Framework

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

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

- Act no. 214 of 27 February 2013 on academies of professional higher education (*the Academy Profession Act*)
- Act no. 467 of 8 May 2013 on academy profession programmes and professional bachelor programmes (*LEP-loven*)
- Ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (*the Order on Academy Profession Programmes and Bachelor Programmes*)
- Ministerial order no. 1519 of 16 December 2013 on examinations (*the Examination Order*)
- Ministerial order no. 223 of 11 March 2014 on admission and enrolment on academy profession programmes and bachelor programmes (*the Admission and Enrolment Order*)
- Ministerial order no. 262 of 20 March 2007 on the grading scale and other forms of assessment (*the Grading Scale Order*)
- Ministerial order no. 1031 of 3 November 2009 on the Professional Bachelor Programme in International Sales and Marketing

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

2. ADMISSION TO THE PROGRAMME

2.1. Entry Requirements

Admission to the programme requires a qualifying examination as well as fulfilment of the programme specific entry requirements. Admission to the programme requires the Academy Profession Degree in Marketing Management or another Danish or foreign degree equivalent to the same educational level as well as fulfilment of a number of programme specific entry requirements. The entry requirements are stipulated in the order on admission and enrolment on academy profession programmes and bachelor programmes in force, and should doubts arise from the formulations used in this subsection, the formulations in the order apply.

The programme specific entry requirements, cf. appendix to the Admission and Enrolment Order, include an evaluation of the grade point average from a qualifying degree, the applicant's motivation and relevant work experience. Cphbusiness may invite applicants for a personal and clarifying interview.

2.2. Eligibility for Admission

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

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

3. PROGRAMME CONTENT

3.1. Programme Structure

As a prerequisite for completing the study programme, students must attend and pass educational elements equivalent to a total workload of 90 ECTS credits. A full-time semester encompasses educational elements, corresponding to 30 ECTS credits.

The programme comprises compulsory educational elements equivalent to 50 ECTS credits, electives equivalent to 10 credits, an internship equivalent to 15 credits and a bachelor project equivalent to 15 ECTS credits.

Educational Elements		1 st year	2 nd year
Key subject areas	The Background for a Company's Sales (30 ECTS)	30 ECTS	
	Business Development with an International Perspective (20 ECTS)	20 ECTS	
Electives		10 ECTS	
Internship			15 ECTS
Bachelor project			15 ECTS
In total	(50 ECTS)	60 ECTS	30 ECTS

The sum of all educational elements and other study activities may not exceed the prescribed 90 ECTS credits. All educational elements, including the bachelor project, are assessed and evaluated according to the subsection on examinations in this curriculum, cf. chapter 5, and where the outcome of the assessment is either 'passed' or at a minimum the grade 02, the educational element concerned is perceived as passed. For more information on examinations, please read chapter 5 in this curriculum and the local documents relevant to the study programme.

3.2. Key Subject Areas

The programme covers a number of overarching subject areas to which the educational elements are related. The subject areas comprise educational elements corresponding to 50 ECTS credits. The contents of the subject areas as well as the distribution of ECTS credits have been determined collaboratively by the institutions of higher education approved to offer the particular programme. The subject areas include the following:

The Background for a Company's Sales
Work load: 30 ECTS
<p>Content:</p> <ul style="list-style-type: none"> • 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

Learning objectives:

Knowledge

The graduate 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 graduate 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 graduate will be able to:

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

Business Development with an International Perspective

Work load: 20 ECTS

Content:

- 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

Learning objectives:

Knowledge

The graduate will possess knowledge of:

- 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 graduate will be able to:

- 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 graduate will be able to:

- 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

3.3. Compulsory Educational Elements

The key subject areas cover a range of education elements that correspond to 50 ECTS credits. This part of the curriculum has been determined collaboratively by the institutions of higher education approved to offer the particular programme, and these educational elements are mandatory. The compulsory educational elements are all concluded with an examination and include the following:

Schematic presentation of the educational elements divided by semester

Educational elements distributed on semesters	1st semester	2nd semester	3rd semester	E C T S
	ECTS	ECTS	ECTS	
Key Subject Areas and Compulsory Educational Elements				50
The Background for a Company's Sales				30
The Customer as Starting Point	15			15
Industry and Competitors	5			5
Innovation	5			5
Theory and Methods	5			5
Business Development with an International Perspective				20
Developing the Sales Base		10		10
Tactical and Operational Sales		5		5
Implementation and Follow-up		5		5
Elective Educational Elements				10
Electives		10		10
Internship and Bachelor Project				30
Internship and Project			15	15
Bachelor Project			15	15
Total	30	30	30	90
Examination (1st semester)				30
The Background for a Company's Sales	25			25
Theory and Methods	5			5
Examination (2nd semester)				30
Business Development with an International Perspective		20		20
Electives		10		10
Examination (3rd semester)				30
Internship Examination			15	15
Bachelor Project Examination			15	15

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

The Customer as Starting Point
Key subject area: The Background for a Company's Sales
Timing: 1 st semester
Work load: 15 ECTS
<p>Content:</p> <ul style="list-style-type: none"> • 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 centers 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
<p>Learning goals:</p> <p><i>Knowledge</i></p> <p>The graduate will:</p> <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 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 graduate 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/forfeiting and retention of ownership

<p>Competencies</p> <p>The graduate will:</p> <ul style="list-style-type: none"> • 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
<p>Examination and assessment:</p> <ul style="list-style-type: none"> • 1st semester: External examination graded according to the 7-point grading scale (1st External examination/The Background for a Company's Sales).

<p>Industry and Competitors</p>
<p>Key subject area: The Background for a Company's Sales</p>
<p>Timing: 1st semester</p>
<p>Work load: 5 ECTS</p>
<p>Content:</p> <ul style="list-style-type: none"> • 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
<p>Learning goals:</p> <p><i>Knowledge</i></p> <p>The graduate will:</p> <ul style="list-style-type: none"> • 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 graduate 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
- be able to 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
- be able to benchmark a company against a competitor or industry with the involvement of relevant economic theory

Competencies

The graduate will:

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

Examination and assessment:

- 1st semester: External examination graded according to the 7-point grading scale (1st External examination/The Background for a Company's Sales).

Innovation

Key subject area: The Background for a Company's Sales

Timing: 1st semester

Work load: 5 ECTS

Content:

- 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

Learning goals:

Knowledge

The graduate 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 graduate 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 graduate will:

- be able to enter into a company's work with planning and implementing product and concept development
- 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
- be able to assess a company's innovative basis

- be able to apply the rules of protection of incorporeal rights
- be able to define Key Performance Indicators for a company's innovative work in relation to the sales effort

Examination and assessment:

- 1st semester: External examination graded according to the 7-point grading scale (1st External examination/The Background for a Company's Sales).

Theory and Method

Key subject area: The Background for a Company's Sales

Timing: 1st semester

Work load: 5 ECTS

Content:

- 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

Learning goals:

Knowledge

The graduate 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

<p><i>Skills</i></p> <p>The graduate will:</p> <ul style="list-style-type: none"> • 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 • be able to reflect upon and enter into discussions about business economic perspectives in academic contexts • be able to work with theoretically and methodologically based problems and integrate understanding of academic work and methods professionally in project and report writing • be able to 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 • be able to 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 • be able to structure and analyse following the principles of academic work <p><i>Competencies</i></p> <p>The graduate will:</p> <ul style="list-style-type: none"> • 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 • be able to draw up a research plan along with assessing the strong and weak points of alternative research methods • be able to substantiate choice of method along with relating critically to the method <p>Examination and assessment:</p> <ul style="list-style-type: none"> • 1st semester: Internal examination graded according to the 7-point grading scale (1st Internal examination/Theory and Methods).
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Developing the Sales Base
Key subject area: Business Development with an International Perspective
Timing: 2 nd semester
Work load: 10 ECTS
<p>Content:</p> <ul style="list-style-type: none"> • 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

Learning goals:*Knowledge*

The graduate 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 graduate will:

- be able to develop, assess and implement international sales strategies for different business types (industry, sizes, resources etc.)
- be able to substantiate and arrange the chosen strategies into a sales plan for relevant parties
- be able to develop and assess the company's action parameters in relation to the individual customer
- be able to collate relevant data for the assessment and development of plans for a company's supply chain plans which support the sales base
- 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 management

- be able to prepare a plan for the development of an organisation in relation to aspects of a company's culture and values
- be able to apply taught theory in relation to the assessment of alternative sales plans
- be able to assess the sales department's implementation power in connection with sales measures

Competencies

The graduate 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

Examination and assessment:

- 2nd semester: External examination graded according to the 7-point grading scale (2nd External Examination/Business Development with an International Perspective).

The Tactical and Operational Sales Performance

Key subject area: Business Development with an International Perspective

Timing: 2nd semester

Work load: 5 ECTS

Content:

- 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

Learning goals:*Knowledge*

The graduate 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 graduate 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 graduate will:

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

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

Examination and assessment:

- 2nd semester: External examination graded according to the 7-point grading scale (2nd External Examination/Business Development with an International Perspective).

Implementation and Follow-up

Key subject area: Business Development with an International Perspective

Timing: 2nd semester

Work load: 5 ECTS

Content:

- 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

Learning goals:

Knowledge

The graduate 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 graduate 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
- be able to prepare a follow-up plan for measuring effectiveness of a

company's supply chain

- be able to perform a measurement of sales efforts and subsequently put forward commercial suggestions based upon the measured results
- be able to draw up a balanced scorecard for a sales department and sales area along with suggestions for follow-up

Competencies

The graduate 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
- be able to 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
- be able to develop and implement an evaluation of personal, professional, cultural and social competencies and employee satisfaction
- be able to create their own balanced scorecard in connection with a company's primary strategy and plan, and secure on-going follow-up
- be able to be part of multidisciplinary teams in connection with the company's marketing intelligence with the customer as starting point

Examination and assessment:

- 2nd semester: External examination graded according to the 7-point grading scale (2nd External Examination/Business Development with an International Perspective).

3.4. Electives

In addition to the compulsory elements, the programme comprises elective study activities corresponding to 10 ECTS credits. Students may choose between either a range of predetermined electives offered by Cphbusiness or a subject discussed in and determined by study groups. In case of the latter, a teacher will tutor the study groups and help them organise the subject, just as the teacher will help identify disciplines relevant to the subject. Additionally, learning objectives and outcomes, stating the knowledge, skills and competencies students must obtain through the elective study activity, will be outlined.

Information about the electives offered by Cphbusiness is available in the Electives Catalogue.

3.5. Internship

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

The internship is unpaid.

Internship
Timing: 3 rd semester
Work load: 15 ECTS
Purpose: 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.
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The graduate will possess knowledge of:</p> <ul style="list-style-type: none"> • 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 <p><i>Skills</i></p> <p>The graduate will be able to:</p> <ul style="list-style-type: none"> • be able to convert the studied knowledge into practice within business • be able to assess theoretical and practical problems and draw up suggested solutions • be able to apply and arrange relevant theories to the solution of assignments in the workplace <p><i>Competencies</i></p> <p>The graduate will be able to:</p> <ul style="list-style-type: none"> • be able to see their own professional role in relation to actual assignments • be able to enter into professional as well as interdepartmental cooperation
<p>Examination and assessment:</p> <ul style="list-style-type: none"> • 3rd semester: Internal examination graded according to the 7-point grading

scale (3rd Internal Examination/Internship examination). For more information on examinations, please read chapter 5 and the local documents relevant to the study programme.

3.5.1. Rules Regarding the Internship

Requirements for the parties involved

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

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

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

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

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

Roles and responsibilities of the parties involved

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

3.6. Teaching and Working Methods

At Cphbusiness, various teaching methods are practised. Among these are lectures, cases, assignments, practical and theoretical exercises, laboratory work, oral presentations, homework/study assignments, excursions/field trips, etc. The teaching may be thematised, just as it may be divided into different courses.

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

Simultaneously, each semester constitutes a complete and defined learning process, which is concluded with an examination. Essential parts of the learning process are carried out in study groups.

3.7. Language of Instruction

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

4. INTERNATIONALISATION

4.1. Study Abroad

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

The possibilities of studying abroad pertaining to the Bachelor's Degree Programme in International Sales and Marketing include:

- 2nd semester
- The internship
- The bachelor project

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

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

¹ The Bachelor's Degree Programme in International Sales and Marketing is offered as a Danish taught programme as well. For a description of the study programme with Danish as the language of instruction, please consult the Danish version of this curriculum (Studieordning for international handel og markedsføring).

5. EXAMINATION AND ASSESSMENT

5.1. General Rules Regarding the Exam

For exams at Cphbusiness, the following rules apply:

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

In addition, the Cphbusiness rules and regulations regarding examination in effect at the time in question apply to examinations.

5.2. Description of Assessment of Educational Elements

In the following, an overview of the examinations at the Bachelor's Degree Programme in International Sales and Marketing is provided. Requirements and details on the specific examinations, including form and materialities, the use of aid during examination, etc., are available in the local documents relevant to the study programme and published by the institution.

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

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

Semester	Name of the examination	Educational element	Note on the final diploma	ECTS
1st semester	1 st External Examination (The Background for a Company's Sales)	The Customer as Starting Point, Industry and Competitors and Innovation	One grade	25
	1 st Internal Examination (Theory and Methods)	Theory and Methods	One grade	5
2nd semester	2 nd External Examination (Business Development with an International Perspective)	Developing the Sales Base, Tactical and Operational Sales and Implementation and Follow-up	One grade	20
	2 nd Internal Examination (Electives)	Electives	One grade	10
3rd semester	3 rd Internal Examination (Internship Examination)	Internship and project	One grade	15
	3 rd External Examination (Bachelor Project Examination)	Bachelor project	One grade	15

5.3. Other Requirements for Completion of Activities

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

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

In order to attend some of the exams, students must have a number of mandatory learning activities approved. In case the mandatory learning activity is not approved, the student cannot attend the exam, which counts as an attempt at the exam. The student is automatically signed up for the re-examination, however, the student must still pass the mandatory learning activity, as it is the prerequisite for attending the exam.

The mandatory learning activities vary, depending on the educational elements. Examples of mandatory learning activities include requirements for participation, presentations, assignments, etc. The mandatory learning activities specific to the Bachelor's Degree Programme in International Sales and Marketing are available through the local documents relevant to the study programme.

5.3.2. The Study Start Test

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

Study Start Test
Timing: The study start test is conducted no later than two months after commencement of the study programme
Form: The study start test is described in greater detail in the local documents relevant to the study programme.
Assessment: Approved/not approved.
Admission criteria: None
Consequences of not passing: If the student does not fulfil the study start test requirements in the first attempt, it is possible to participate in a "re-examination", which will be held no later than three months after commencement of the study programme. If the re-exam is not approved, the student cannot continue the study programme and his/her enrolment will be terminated, cf. the Examination Order section 9.
Special conditions and specifications for the study start test: The study start test is not covered by the regulations on complaints regarding examinations, cf. the

Examination Order section 9, subsection 4. Under special circumstances, such as serious illness or other unusual circumstances, Cphbusiness is entitled to grant exemptions from rules stipulated in this section. Students will have to submit a request for exemption, which must specify and document the reasons for exemption.

5.4. Requirements for the Bachelor Project

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

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

Bachelor project
Timing: 3 rd semester
Work load: 15 ECTS
Purpose: 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.
<p>Learning goals:</p> <p><i>Knowledge</i></p> <p>The graduate will:</p> <ul style="list-style-type: none"> • 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 <p><i>Skills</i></p> <p>The graduate will be able to:</p> <ul style="list-style-type: none"> • 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 graduate 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

Assessment: A single grade according to the 7-point grading scale.

6. OTHER RULES

6.1. Credit Transfer and Change of Study Programme

In some cases, Cphbusiness may be able to transfer ECTS and educational elements, or parts hereof, completed at other educational institutions, provided that the elements in question correspond to elements included in this curriculum. Cphbusiness bases the decision about a possible credit transfer on an assessment of the element's content, level etc.

A transferable educational element from a stay abroad will be regarded as successfully completed, if the student has passed the element in accordance with the rules and regulations in effect at the educational institution, at which the element was taken. Students are obliged to notify Cphbusiness of any previously passed educational elements at a higher educational level, which includes educational elements from both Danish and foreign higher educational institutions, presumed to be transferable. Cphbusiness handles all applications for credit transfer according to these rules.

Change of study programme

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

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

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

6.2. Exemptions from the Curriculum

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