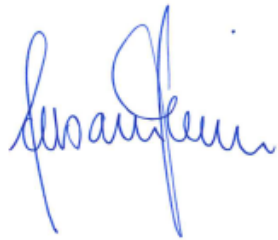


Curriculum Marketing Management (AP)

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

Approved 24 August 2015



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1. FRAMEWORK

This curriculum, covering the Academy Profession Degree Programme in Marketing Management, hereinafter referred to as the study programme or the programme, is composed in compliance with the ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (*LEP-bekendtgørelsen*) 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 these institutions in the respective education network, 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 qualifications.

The joint parts of the curriculum have been imposed by:

Business Academy Aarhus

www.baaa.dk

IBA International Business Academy

<http://www.iba.dk/internationalstudies>

Copenhagen Business Academy

www.cphbusiness.dk/english

Lillebaelt Academy of Professional Higher Education

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

Dania – Academy of Higher Education

<http://www.eadania.dk/en.aspx>

University College of Northern Denmark

<http://www.ucnorth.dk/Default.aspx>

EA Business Academy SouthWest

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

VIA University College

<http://www.viauc.com/Pages/via-university-college.aspx>

Erhvervsakademi MidtVest

<http://www.eamv.dk/>

Zealand Institute of Business and Technology

<http://zibat.dk/>

The joint parts of the curriculum have been approved by the national education network for business academies in the summer of 2015.

The curriculum as a whole has been approved by Cphbusiness in compliance with the institution's internal approvals procedure on 24 August 2015.

1.1. Purpose and Objectives of the Study Programme

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

Learning objectives and outcomes

The learning outcome includes the knowledge, skills and competences an AP Graduate in Marketing Management will achieve from the programme, cf. the ministerial order no. 829 of 4 July 2015 on the Academy Profession Degree Programme in Marketing Management, appendix 1.

Following are English translations of Danish texts published in the Danish Official Gazette (Lovtidende). In the event of a discrepancy between the translated version and the Danish version, the latter is valid.

Knowledge

The graduate will possess knowledge of:

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

Skills

The graduate will be able to:

- conduct an international market assessment
- assess and implement problem oriented projects within marketing related subjects
- communicate practice based problems and solutions in English
- draw up relevant solutions within marketing related problems on an analytical basis
- assess business and economic conditions
- assess business legal problems in relation to trade
- assess organisational and supply chain management issues as well as apply project and innovation tools.

Competencies

The graduate will be able to:

- participate in professional and interdisciplinary cooperation for the development of the company's marketing strategy and internationalisation
- handle development oriented situations at a national and international level within sales and marketing
- handle the planning of marketing and sales for the business as well as participate in its implementation
- acquire new skills and new knowledge within the trade
- analyse a company's economic development considering the economic conditions in order to act
- take a professional approach to discipline-specific and interdisciplinary collaboration in English in writing and orally.

1.2. Title, Duration and Certificate

Title

Upon completion of the programme, graduates are entitled to use the title *AP Graduate in Marketing Management* (in Danish: *markedsføringsøkonom AK*). In agreement with the Danish Qualification Framework for Lifelong Learning, the programme is graded at level 5.

Duration and maximum length of study

With 60 ECTS credits (European Credit Transfer System) corresponding to one full-time year of study, cf. section 9 in the ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (*BEK nr. 1521 af 16/12/2013: Bekendtgørelse om erhvervsakademiuddannelser og professionsbacheloruddannelser*), the programme amounts to 120 credits in total.

Study programmes that do not exceed 120 ECTS shall be completed within the number of years corresponding to twice the nominal length of study, and the remaining programmes shall be completed no later than the nominal length of study plus two years, cf. section 5, subsection 2, in the ministerial order on academy profession programmes and bachelor programmes. This means that the Marketing Management programme must be completed within 4 years. Under exceptional circumstances, Cphbusiness is entitled to grant exemptions from this rule, cf. subsection 1.2. (further details about exemptions at Cphbusiness can be found in subsection 6.6.).

Certificate

Upon completion of the Marketing Management programme, a certificate is issued to the student by Cphbusiness.

1.3. Commencement and Transitional Arrangements

This curriculum is effective as of 1 September 2015, and the terms and conditions stated herein apply to students starting the programme in the autumn of 2015.

Interim provisions from old curriculum to the 2nd semester of the new curriculum:

Since significant changes have been made in contents and structure, students who have completed the 1st or 2nd semester following a previous curriculum and who have been delayed are recommended to follow the course of study as described for this curriculum.

Students who have completed the 1st semester following a previous curriculum:

It is recommended that students are transferred to the new curriculum.

As a rule, students who are re-registered for the Marketing Management study programme are registered for the most recent curriculum.

An alternative course of study: If students are registered for a previous curriculum and wish to complete the study programme according to the old curriculum, the following specially planned courses of study have been designed for these students.

	Course of study for students following 2nd semester under an old curriculum	Course of study for students following 3rd semester under an old curriculum
Module in old curriculum	International marketing	International marketing
Met with the following learning activity in new curriculum	Analysis methods – data collection and data processing	Marketing mix and service marketing
Met with the following learning activity in new curriculum	Segmentation, positioning and choice of target group	The marketing plan, B2B and B2C
Module in old curriculum	Organisation and SCM	Economics
Met with the following learning activity in new curriculum	Cultural theories and methods	Budgeting and parameter optimising
Met with the following learning	-	Price strategies and pricing methods

activity in new curriculum		
Module in old curriculum	Economics	Sales and project management and organisational development
Met with the following learning activity in new curriculum	Investment theory and method	Project management
Met with the following learning activity in new curriculum	Macro Economics	Organisation
Module in old curriculum	Business Law	-
Met with the following learning activity in new curriculum	Legal Method	-
Met with the following learning activity in new curriculum	Rules for collecting and treating personal data	-
		NB! The student is not to attend the following subjects in the 3rd semester:
		Investment and Finance
		Trade Theory and Trade Policy
		Internationalisation

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 texts published in the Danish Official Gazette (Lovtidende). In the event of a discrepancy between the translated version and the Danish version, the latter is valid)

- Act no. 935 of 25 August 2014 on academies of professional higher education (the Academy Profession Act) (*Erhvervsakademiloven*)
- Act no. 1147 of 23 October 2014 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 (*LEP-bekendtgørelsen*)
- Ministerial order no. 1519 of 16 December 2013 on examinations (the Examination Order) (*Eksamensbekendtgørelsen*)
- Ministerial order no. 248 of 13 March 2015 on admission and enrolment on academy profession programmes and bachelor programmes (*Adgangsbekendtgørelsen*)
- Ministerial order no. 114 of 3 February 2015 on the grading scale and other forms of assessment (the Grading Scale Order) (*Karakterbekendtgørelsen*)
- Ministerial order no. 829 of 4 July 2015 on the Academy Profession Degree Programme in Marketing Management (*Uddannelsesbekendtgørelsen*)

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

2. ADMISSION TO THE PROGRAMME

2.1. Entry Requirements

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

For the programme specific entry requirements, please visit Cphbusiness' website.

2.2. Eligibility for Admission

In order to become eligible for admission to the programme, applicants must meet the entry requirements stated in subsection 2.1. If these are fulfilled, the applicant is qualified for, however not guaranteed, admission to the programme.

Provided that the number of eligible applicants, cf. subsection 2.1., exceeds the number of spaces available, Cphbusiness may specify additional selection criteria on the grounds of which applicants are accepted as long as spaces are available.

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

3. PROGRAMME CONTENT

3.1. Programme Structure

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

The programme comprises compulsory educational elements equivalent to 70 ECTS credits, electives equivalent to 20 credits, an internship equivalent to 15 credits and a final examination project equivalent to 15 ECTS credits.

Educational Elements		1 st year	2 nd year
Key subject areas	International Marketing (25 ECTS)	20 ECTS	5 ECTS
	Economics (20 ECTS)	15 ECTS	5 ECTS
	Sales and Marketing Communication (10 ECTS)	10 ECTS	
	Organisation and Supply Chain Management (10 ECTS)	10 ECTS	
	Business Law (5 ECTS)	5 ECTS	
Electives			20 ECTS
Internship			15 ECTS
Final examination project			15 ECTS
In total	(70 ECTS)	60 ECTS	60 ECTS

The sum of all educational elements and other study activities may not exceed the prescribed 120 ECTS credits. All educational elements, including the final examination, 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.

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 70 ECTS credits. The contents of the subject areas as well as the distribution of ECTS credits have been determined collaboratively by the institutions of higher education approved to offer the particular programme. The subject areas include the following:

International Marketing
Scope: 25 ECTS
Content: The key subject area 'International Marketing' covers three semesters and enables the student to understand a company's internal and external situation as well as to act operationally on a strategic foundation on both the B2B and B2C markets.

By applying existing data and theory as well as their own qualitative and quantitative analyses, the student will gain the skills to do segmentation, identify target audiences and apply positioning for both the Danish and the export markets.

Based on the above, and with an understanding of sound business practices and skills in applying marketing related trade parameters, the student will be able to prepare and implement marketing plans on an operational level.

Learning objectives:

Knowledge

The student will possess knowledge of:

- various types of business models for B2C and B2B as well as both analogue and digital models
- theories and models for data collection and processing and statistical calculations
- practical theories and models for analysing the company's strategic situation with focus on both internal and external conditions
- theories and models about buying behaviour for B2C and B2B
- trade parameters in different business models
- the company's strategic opportunities for growth with particular focus on growth via internationalisation

Skills

The student will be able to:

- assess theoretical and real-life marketing issues in regard to the company's strategic platform, competency and resources
- implement qualitative and quantitative market analysis methods in specific marketing connections – both B2B and B2C including the use of relevant statistical analysis as well as establish and disseminate results in professional way
- apply models and theories for segmentation and target group choice and positioning
- apply models and theories for preparing proposals for business parameters based on knowledge of the company and the market
- apply models and theories to identify growth potential nationally and internationally

Competencies

The student will be able to:

- demonstrate good business sense in a development-orientated context for a company
- find professional and interdisciplinary solutions for real-life and marketing issues on the national and international market
- manage marketing planning for the company, including the economic implications of this

Economics

Scope: 20 ECTS

Content: The key subject area 'Economics' covers three semesters and enables the

student to contribute to the understanding of the company's internal and external situation by implementing economic analyses.

By applying analytical tools for economics, the student gains the competencies to support strategic analysis, investment in the company, price setting and budgeting. Based on the above understanding of the company's economical foundation, the student will be able to prepare the economic consequences of the marketing plan on an operational level.

Learning objectives:

Knowledge

The student will possess knowledge and understanding of:

- the company's accounting matters, the Annual Report and the financial reporting forms
- the basis for the company's profits, income and expenses
- the company's market including micro- and macroeconomic conditions affecting the company's decisions
- different types of markets and trade theories
- knowledge of the company's capital needs
- price as a trade parameter

Skills

The student will be able to:

- assess contribution margins in order to perform break even analyses and economic governance
- assess a company's accounts in terms of profitability, earnings, capital adjustment, solvency, liquidity and cash flow
- assess pricing under different market forms and make a simple cost optimisation based on known market and cost expectations
- assess and establish prerequisites for investments and make calculations as a basis for investment decisions
- assess, describe and analyse the main national economic indicators for the purpose of market assessment
- assess activity budgets, cash flow forecasts and balance budgets
- assess and determine the optimal price and quantity fixing for various market forms
- assess and manage the effects of various market interventions
- assess pricing strategies and pricing methods

Competencies

The student will be able to:

- participate in structuring the company's earning quality on core activities, including understanding the costs, assets and liabilities
- manage the accounts, and will be able to understand the importance of special posts for development
- participate in the preparation of activity budgets, including sales forecasts and marketing budgets as well as structuring and managing a budget control and analysing the possibility for change for changed income objectives
- participate in the assessment of the effect of macroeconomic policies

Sales and Marketing Communication

Scope: 10 ECTS

Content: The key subject area "Sales and Marketing Communication" covers two semesters and enables the student to communicate and negotiate with the company's stakeholders, in respectively the B2C and B2B markets. There is a focus on professionalism for both the physical client meeting as well as for digital and analogue mass communication.

Based on the company's business model and other strategic considerations, the student will be able to choose the correct communication channel and approach; the student will also get the competencies at an operational level so that a sale or a campaign will be carried out professionally.

Based on cultural understanding, the student will have the competencies to implement their customer relations in international markets

Learning objectives:

Knowledge

The student will possess knowledge and understanding of:

- marketing communication theory and models
- sales phases and sales processes
- salesmanship and sales psychology
- communication strategy and campaign planning
- the analogue and digital media landscape
- different negotiating strategies
- cultural theory and analysis

Skills

The student will be able to:

- develop and communicate a communication strategy and sales plan based on a company's marketing strategy
- use sales and negotiating techniques for the implementation of personal sales
- use the different phases of sales processes
- assess analogue and digital media choices, their synergy and the media selection's pros and cons
- use operational tools within selected areas of analogue and digital marketing, including social media
- develop a media strategy and plan
- assess the influence of culture on marketing communication

Competencies

The student will be able to:

- manage the preparation of a communication strategy and sales plan based on a company's marketing strategy
- participate in the preparation of and operationalise a campaign plan with a strategic starting point, including analogue and digital media
- in a structured way, implement sales and marketing communication in international markets, taking account of cultural barriers and differences
- keep up to date with current developments especially within the digital area, including identifying the need to develop own competencies

Business Law
Scope: 5 ECTS
<p>Content:</p> <p>The key subject area "Business Law" covers two semesters. The aim is that the student gets knowledge of the overall legal framework for good business. They should also achieve skills to independently select the appropriate legal basis and remain critical to usability. Additionally, they should have the competencies to assess when the company needs to involve specialist legal knowledge.</p>
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student will possess knowledge and understanding of:</p> <ul style="list-style-type: none"> • legal methods, information retrieval and legal sources including their interrelationship hierarchy • competition law topics • the rules for marketing, including e-commerce • the rules for the collection and processing of personal data in relation to customers • the rules for making contracts, including concluding digital contracts, interpretation and invalidity • the rules for trade purchases • the Consumer Protection Act's rules on consumer sales, including rights to cancel an agreement • business forms • the Product Liability Act and various laws concerning product liability <p><i>Skills</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • assess business-law issues in relation to: <ul style="list-style-type: none"> ○ marketing law ○ contract law ○ sales of goods law, including <ul style="list-style-type: none"> ▪ transfer of risk ▪ delivery ▪ non-compliance of merchant and consumer sales ○ E-commerce ○ liability for various company forms <p><i>Competencies</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • assess whether or not the marketing plan is in compliance with relevant legislation and determine when it is necessary to involve legal specialists.

Organisation and Supply Chain Management
Scope: 10 ECTS
Content: The key subject area "Organisation and Supply Chain Management" is

spread over two semesters. The key subject area makes sure the students get a basic understanding of a company's organisation, resources and competencies. The key subject area also makes sure that the student is competent to act professionally in collaborative relationships at work - both internally with superiors, co-workers and colleagues and externally with customers and suppliers.

The key subject area enables the student, through the use of personal leadership and project management tools, to manage and coordinate projects.

Through this key subject area, the student gains an understanding of the organisation as a basis for the company's value creation, including the company's innovation abilities and methods.

Based on the understanding of a company's business model, there is a focus on working innovatively with the optimisation of supply chains and distribution channels.

Learning objectives:

Knowledge

The student will possess knowledge and understanding of:

- the organisation's culture and structure - theories and concepts
- personal leadership and professional identity
- supply chain management and distribution channels including omnichannels on B2B and B2C
- theories and methods for implementing innovative projects in an organisation

Skills

The student will be able to:

- analyse how the company's organisation and culture can form the basis for the company's core competencies
- use essential tools in a project process
- develop a professional written report and present the major conclusions with focus on the receiver
- identify:
 - essential resources and competencies in the company and its supply chain
 - personal leadership roles in the development of own standpoint and professional identity
- apply innovation processes and tools in practice
- use essential tools in a project process
- communicate a professionally written report and present the major conclusions with focus on the receiver

Competencies

The student will be able to:

- participate in the management and coordination of projects through the use of project management tools and knowledge of human mechanisms in a project team
- participate in the company's innovation processes so that ideas are developed in practice
- participate in the company's selection of distribution channels in the B2B and B2C markets
- participate in a collaboration for the development of the range and relationship management as well as principles of planning

- participate in the planning of the company's flow of goods
- in a structured context, prepare cultural analyses and compare cultural differences

3.3. Compulsory Educational Elements

The key subject areas cover a range of education elements that correspond to 70 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:

Diagrammatic outline of educational elements on semesters

Educational Elements	1st semester	2nd semester	3rd semester	4th semester	E C T S
Key Subject Areas and Compulsory Educational Elements					70
International Marketing Management					25
Business understanding	1				1
Methodology	6				6
Market understanding	5				5
Tactical operational marketing B2C		5			5
Tactical operational marketing B2B		3			3
Internationalisation			5		5
Economics					20
Business understanding	1				1
Methodology	2				2
Market understanding	2				2
Tactical operational marketing B2C		6			6
Tactical operational marketing B2B		4			4
Internationalisation			5		5
Sales and Marketing Communication					10
Market understanding	5				5
Tactical operational marketing B2C		5			5
Business Law					5
Market understanding	2				2
Tactical operational marketing B2C		3			3
Organisation and Supply Chain Management					10
Business understanding	3				3
Methodology	2				2
Market understanding	1				1
Tactical operational marketing B2C		1			1
Tactical operational marketing B2B		3			3

Elective Educational Elements					20
Electives			10		10
Electives			10		10
Internship and Final Examination Project					30
Internship and project				15	15
Final examination project				15	15
I alt	30	30	30	30	120

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

Business Understanding
Scope: 5 ECTS
Contents: The educational element ensures that the students will have an understanding of good business sense and will be able to analyse a company's business model and on the basis of this, develop innovative alternatives
<p>Learning Objectives:</p> <p><i>Knowledge</i> The student will possess knowledge and understanding of:</p> <ul style="list-style-type: none"> • different types of business models and concepts - offline and online. • theories and models about the company's value creation • the company's accounting matters, including the Annual Report and the financial reporting forms, as well as additional reports • the company's revenue base and costs, including fixed costs and variable costs • concepts and theories in organisational structure and organisational culture • concepts and theories of supply chain structure • theory of innovation, sources of innovation and the innovative organisation • how the company's competencies originate and develop through many different activities, functions, processes, relationships, etc. <p><i>Skills</i> The student will be able to:</p> <ul style="list-style-type: none"> • analyse the company's strategic platform • assess the company's competencies and resources focussing on their efficiency in value creation • evaluate the company's internal strategic situation and its ability to deliver added value • be able to assess the basic financial reporting in the annual report • assess the company's structure and organisation as the company's competency base • identify significant resources in the company's supply chain and assess how the supply chain relationships are included in the company's competency base • participate in innovation processes and use innovation tools both in product innovation and in organisational innovation <p><i>Competencies</i> The student will be able to:</p> <ul style="list-style-type: none"> • participate in the company's innovation processes in interaction with others

- manage the structuring and analysis of significant economic posts in the annual report.

Methodology

Scope: 10 ECTS

Contents: The educational element ensures that the students can methodically apply the relevant analysis tools and on this basis, draw up and disseminate the basis of decisions within sales, marketing and economics.

Learning Objectives:

Knowledge

The student will possess knowledge and understanding of:

- various marketing analysis methods - including desk and field research.
- economic analysis tools to assess the company's internal economic situation
- concepts, theories and practical problems within team cooperation
- methods for project management and control

Skills

The student will be able to:

- use various marketing analysis methods in order to collect and process information, both desk-and field research
- use both qualitative and quantitative methods and combinations of these to strengthen the quality of marketing analysis (method triangulation)
- evaluate the quality of the marketing analysis based on qualitative criteria within quantitative and qualitative analyses
- use qualitative analysis methods and be able to identify and present the main conclusions
- identify and present the results of quantitative data analysis using statistical tools (descriptive statistics)
- determine statistical relationships between variables in connection with surveys (cross-tabulation)
- assess and analyse company accounts in terms of profitability, earnings, capital adjustment, solvency, liquidity and cash flow and equity-related ratios
- compare the company's or the industry's economic situation based on external information including the Annual Report
- evaluate the different types of costs and their impact on the company's accounting, including analyses of contribution margin and break-even
- use appropriate tools and models for project management - including IT tools
- draw up reports with a thesis statement, reasoned methods, as well as analyses that comply with formalities and are adapted to the recipient. This includes the use of digital tools.

Competencies

The student will be able to:

- to participate in the company's data-gathering and-analysis
- in a structured context, relate and reflect on their own and other others' perspectives in order to achieve results in cooperation with others
- manage the planning, implementation and evaluation of a project
- produce a professional report according to the given framework (formalities)

Market understanding
<p>Scope: 15 ECTS</p>
<p>Contents: This educational element ensures that the student will be able to develop, implement and apply analyses to gain an overall understanding of marketing. On the operational level, the students will get the competencies to implement sales for the company's customers. In this educational element, law is included as an important component to understand the regulations the company will meet in the market.</p>
<p>Learning Objectives:</p> <p><i>Knowledge</i></p> <p>The student will possess knowledge and understanding of:</p> <ul style="list-style-type: none"> • relevant theories and models concerning the company's external situation • the company's market conditions including micro- and macroeconomic conditions affecting the company's business decisions. • different types of markets and their impact on efficiency • population development, the labour market and income • legal methods, information retrieval and legal sources including their interrelationship hierarchy • rules for the collection and processing of personal data • competition law topics • sales cycle stages, challenges and opportunities • personal sales - identification of customer needs • sales psychology - different types of customers • various sales and negotiation theories and strategies • CRM - systems for managing customer relationships • cultural theories and models • cultural values and cultural behaviour, including cultural barriers • trend analysis <p><i>Skills</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • assess the company's strategic position: • assess the company's product/market portfolio in relation to customers and competitors. • identify the company's customers and be able to assess the company's customer relations and the customer's buying behaviour – both B2B and B2C. • assess the main national key performance indicators in relation to the company's market situation • assess population trends, labour market and income in relation to the market situation, • assess the importance of culture in a commercial and communicative context • assess the effect of various market interventions, including commercial policy interventions on the company's activities • use legal methods, information retrieval and legal sources including their interrelationship hierarchy • apply the rules for the collection and processing of personal data • use market segmentation, select target groups and position the company and its products or services • assess the strategy options in connection with the implementation of sales,

- from subject selection to sales closure and follow-up
- apply different negotiation theories and models to implement concrete sales negotiations
 - assess the company's position in the supply chain and apply this in sales and communication contexts

Competencies

The student will be able to:

- participate in the planning of the selection of relevant markets for the company on the basis of competitive conditions
- manage development-orientated situations for the organisation's verbal and non-verbal communication to other cultures
- manage development-orientated situations in connection with the company's sales planning, organisation, implementation and follow-up
- participate in negotiations with a professional and personal impact
- in a structured context, acquire new knowledge about legislation in relation to the market
- manage the societal effects of various market interventions in relation to the company's activities

Tactical and operational marketing B2C

Scope: 20 ECTS

Contents: This educational element will ensure that the student will be able to participate in the preparation and implementation of a marketing campaign on the B2C market.

Learning Objectives:

Knowledge

The student will possess knowledge and understanding of:

- the company's parameter mix, for both service and manufacturing companies
- service marketing
- the content and application of the marketing plan - online and offline
- marketing and sales budgets
- the company's market communication and marketing objectives in a national and international perspective
- the impact of the marketing mix on market communication
- various media platforms/genre - offline and online
- effect measurements
- basic parameter optimisation for a product in one market
- the budget's impact on the management of a company's economy and basic budget control
- price formation for the consumer and producer market including producer and consumer surplus
- the price and income elasticity in connection with the pricing of a product
- pricing strategies and pricing methods
- regulations for marketing, including e-commerce
- regulations for the formation of a contract, including invalidity, power of attorney and interpretation
- commercial law

- business forms
- the Product Liability Act and various laws concerning product liability
- instruments in omnichannels including space management, range management, distribution and partner management

Skills

The student will be able to:

- assess the company's parameter mix according to the company's target market/s - online and offline
- prepare proposals for adapting the company's parameter mix and assess its profitability
- assess the economic impact of different parameter efforts
- prepare a marketing budget including estimates of revenues and expenses and their impact on the profit budget
- prepare a profit budget and a cash budget for a company
- assess the marketing plan's liquidity effect
- prepare a break even calculation for the marketing plan
- assess and explain the consequences of any changes in budget assumptions to the profit and cash flow budgets, as well as basic budget control
- make a simple cost optimisation based on known market and cost expectations
- assess price formation for different market forms
- assess pricing strategies and pricing methods
- assess business legal problems in relation to:
 - marketing law
 - contract law
 - sale of goods, including
 - transfer of risk
 - delivery
 - breach of consumer sales
 - E-commerce
- establish marketing and communication objectives in relation to the chosen target group
- establish a brand positioning statement
- run analyses and evaluations of media plans and creative presentations
- apply updated techniques and tools for designing the company's internal and external communication
- assess the importance of appropriate values in a marketing context
- apply theoretical and practical tools for planning and implementation of marketing communication tasks
- assess and optimise the organisation's use of promotional resources
- evaluate and use rhetorical strategies based on brand positioning, target audience and media that was used
- analyse and evaluate the company's opportunities within omnichannels including space management, range management, distribution

Competencies

The student will be able to:

- manage marketing and sales planning for the company, as well as disseminate the marketing plan to business partners and users
- participate in the organisation, and implement and monitor marketing and

sales initiatives

- participate in the company's pricing of a product
- participate in the preparation of the company's marketing campaign plans online and offline
- be part of the company's work with various partners, such as advertising and media agencies
- participate in an assessment of whether or not the marketing plan complies with relevant legislation and determine when it is necessary to involve legal specialists
- manage the company's range and distribution

Tactical and operational marketing B2B

Scope: 20 ECTS

Contents: This educational element will ensure that the student will be able to participate in the preparation and implementation of a marketing campaign on the B2B market.

Learning Objectives:

Knowledge

The student will possess knowledge and understanding of:

- the company's parameter mix on the B2B market
- the content and application of the marketing plan - online and offline
- marketing and sales budgets
- sales strategies B2B - online and offline
- various negotiation theories and models
- basic parameter optimisation for a product in one market
- the budget's impact on the management of a company's economy
- basic budget control
- price formation for the consumer and producer market including producer and consumer surplus
- the price and income elasticity in connection with the pricing of a product
- knowledge of relational types and SCM collaboration

Skills

The student will be able to:

- apply different negotiation theories and models to implement concrete negotiations in a B2B context
- do a basic budget control
- make a simple cost optimisation based on known market and cost expectations
- assess pricing strategies and pricing methods
- analyse and evaluate the company's relation types and SCM collaboration according to strengths and weaknesses

Competencies

The student will be able to:

- carry out B2B marketing and sales planning for the company - including: implementing the organisation of, execution of and monitoring of marketing and sales initiatives, as well as the dissemination to business partners and

users

- participate in controlling the marketing plan's financial consequences
- manage the optimisation of the company's supply chain relationships

Internationalisation
Scope: 10 ECTS
Contents: This educational element ensures that the student can participate in professional and interdisciplinary collaboration in the development of the company's growth and internationalisation.
<p>Learning Objectives:</p> <p><i>Knowledge</i></p> <p>The student will possess knowledge and understanding of:</p> <ul style="list-style-type: none"> • different growth strategies • internationalisation theories, market selection, as well as establishment forms • international parameter strategies • terminology concerning the programme's compulsory element subjects • correlation between growth and investment • investment theory and methods • financing options including equity as well as debt capital • classical and recent commerce theories • the development of international trade and knowledge of the most important international organisations • causes of inflation and the consequences of these • exchange-rate formation • cyclical theory <p><i>Skills</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • propose possible solutions for the company's internationalisation, including market screening, market selection and entry strategies into international markets • use international parameter strategies • assess and establish prerequisites for investment and make calculations as a basis for investment decisions • set relevant multi-period cash flows, based on, for example, estimated budgets of planned marketing initiatives • assess and compare the measures envisaged on the basis of a calculation of the net present value, internal rate of return and sensitivity. Calculate and evaluate effective interest rates • describe and analyse the main national economic indicators for the purpose of export market assessment • analyse and assess the impact of trade policy interventions on export markets <p><i>Competencies</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • participate in the preparation of the company's international growth and marketing strategies, taking into account the economic consequences of

macroeconomic measures and the company's economy

3.4. Elective Educational Elements: Electives

In addition to the compulsory elements, the programme comprises elective study activities corresponding to 20 ECTS credits.

The exam in one elective educational element is worth 10 ECTS. Therefore, two elective educational elements worth 5 ECTS each will be weighted together to form one grade. Thus, two partial examinations and two grades, which will be computed to one total grade for each of the 10 ECTS elective educational elements will be listed given for elective elements on the degree certificate. Each partial examination must be passed, i.e. the assessment of at least 02 must be achieved.

The elective educational elements enable the students to design their study programme in accordance with their interests and future career directions. The elective educational elements consist of two subjects which are laid down in the ministerial order and which are offered by all the educational institutions which are offering the study programme as well as of other electives developed and offered by Cphbusiness.

Information on the electives is published in the the Electives Catalogue.

3.5. Internship

The Academy Profession Degree Programme in Marketing Management includes both theory and practical experience with the purpose of supporting the students' continuous learning process and contributing to the fulfillment 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. The student actively and independently seeks a placement with one or more private or public companies, and Cphbusiness ensures that the internship settings are satisfactory.

The internship is unpaid.

Internship
Timing: 4 th semester
Scope: 15 ECTS
Purpose: The internship must ensure real-life competencies and the independent development of professional and personal vocational competencies. The student must be able to solve practical problems on a methodical basis with the inclusion of relevant theories and models and thus contribute to the implementation of value-adding activities in the company.

Learning objectives:*Knowledge*

The student will get:

- in depth knowledge about the industry/profession
- experience from participating in practical work within the business economics field

Skills

The student will be able to:

- apply a comprehensive range of technical, creative and analytical skills related to employment within the profession
- use collected information to independently solve a task
- apply the programme's methods and theories in participation in the resolution of the company's tasks
- communicate professionally with colleagues, customers and/or other stakeholders

Competencies

The student will be able to:

- in a structured context, reflect on and independently relate the application of theory and methods in practice
- manage their own professional and personal roles in relation to the concrete tasks and participate in disciplinary and interdisciplinary cooperation
- in a structured context, acquire new knowledge, skills and competencies in relation to the profession

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		
(Writes an internship report)		
Participates in an evaluation of the internship	Participates in an evaluation of the student and the internship	
(Attends the exam)		(Conducts the exam)

The internship is unpaid.

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 competences within the programme's key subject areas, and that students apply these in accordance with the programme's learning objectives.

3.7. Language of Instruction

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

Educational elements taught in English are examined in English, cf. subsection 5.9.

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 possibility of studying abroad pertaining to the Marketing Management programme includes:

- The entire 3rd semester
- The internship

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

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

institution or host company.

When the period abroad is completed, students who have received a pre-approval of 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 following 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 regulations in effect at the hosting educational institution.

5. EXAMINATION AND ASSESSMENT

5.1. General Rules Regarding the Exam

The latest versions of the ministerial orders no. 1519 of 16 December 2013 on examinations (the Examination Order) and no. 114 of 03 February 2015 on the grading scale and other forms of assessment (the Grading Scale Order) apply to examinations at Cphbusiness. 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 Marketing Management programme is provided. Requirements and details on the specific examinations, including dates, form and materialities, the use of aid during examination, etc., are available in the local documents published at the institution's Intranet.

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

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

Semester	Name of examination	Key subject area/ educational element	ECTS	Noted on the final diploma
1 st semester	1 st Internal Examination	Business understanding, Methodology and Market understanding	30	One grade
2 nd semester	1 st External Exam	Tactical operational marketing B-C, Tactical operational marketing B-B	30	One grade
3 rd semester	2 nd Internal Examination	Internationalisation	10	One grade
	3 rd Internal	Elective element 1	10	One grade

4 th semester	Examination			
	4 th Internal Examination	Elective element 2	10	One grade
	5 th Internal Examination	Internship	15	Pass/fail
	2 nd External Exam	Final examination project	15	One grade

The exams are described in greater detail in local documents relevant to the study programme.

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 take some of the exams, students must submit a number of mandatory learning activities. In case the mandatory learning activity is not submitted, the student cannot take 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 submit the mandatory learning activity, as it is the prerequisite for taking the exam.

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

5.3.2. The Study Start Test

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

Study start test
Timing: The study start test must be conducted no later than two months after the commencement of the study programme
Form: Details about the study start test are described in the catalogue for examinations and other test for the particular programme

Assessment: Approved/Not approved
Admission requisite: None
Consequences of not passing: If the student does not fulfill the study start test requirements in the first attempt, it is possible to participate in a "re-examination". This new test must be conducted no later than three months after the commencement of the study programme. If the new test is not approved, the student cannot continue on the study programme and his/her enrolment will consequently be cancelled, cf. the ministerial order about exams section 9.
Specific for the study start test: The study start test is not covered by the regulations about examination complaints, cf. the ministerial order about examinations section 9, subsection. 4. Cphbusiness can grant exemptions from the appointed time required to fulfill the study start test requirement. Exemptions can be granted in cases of serious illness, child birth or unusual circumstances. Such cases must be documented.

5.3.3. Study Activity Requirement: The First-Year Exam

Students must meet a study activity requirement called the first-year exam. In order to meet this requirement, students must pass a specific exam before the end of their first year of study.

In the marketing management study programme the the first-year exam consist of a requirement that the 1st external and the 1st internal exam in the first year must be passed before the end of the first year of study. This further appears from local documents pertaining to the study programme.

Consequences of not passing the first-year exam

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

5.4. The Final Examination Project

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

The final examination project is conducted as an external examination, which, together with the internship report and other programme examinations, should

document that the programme's learning objectives and requirements are met. The examination comprises a written part and an oral part that result in a single joint grade. The examination can only take place after the student has passed all other educational elements. For more about the final examination project, see section 5.1. in this curriculum and the final examination project manual.

Final Examination Project
Timing: 4 th semester
<p>Purpose: The purpose of the final exam project is that the student methodologically prepares an independent, interdisciplinary and practice-orientated assignment that demonstrates knowledge, skills and competencies that are based on the general learning objectives for the programme given in the introduction to this curriculum. The project is prepared in cooperation with a specific company and takes as its starting point any current issues for this company.</p>
<p>Learning objectives:</p> <p><i>Knowledge</i> The graduate will possess knowledge of:</p> <ul style="list-style-type: none"> • methods for the identification and solution of complex and real-life issues within the profession on the basis of business economics <p><i>Skills</i> The graduate will be able to:</p> <ul style="list-style-type: none"> • identify developmental needs and potential for a company • assess theoretical and practical issues and justify the selected methods for the solution of the problem • apply methods and tools for the systematic collection and analysis of both primary and secondary data • apply value-adding activities and draw up proposals, on the basis of the chosen problem • establish and communicate proposals which include economic impact calculations and implementation plans • apply and disseminate new perspectives on the basis of a concrete problem <p><i>Competencies</i> The graduate will be able to:</p> <ul style="list-style-type: none"> • participate in disciplinary and interdisciplinary, holistic and practice-based teamwork • disseminate and justify the practice-based issues and proposed solutions to relevant stakeholders • manage development-orientated situations nationally and internationally within sales and marketing • participate in academic and interdisciplinary collaboration with a professional approach

6. OTHER RULES

6.1. Credit Transfer and change of study programme

In some cases, Cphbusiness may be able to transfer credits for 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.

An educational element transferred from a stay abroad is considered completed, if the element is passed in accordance with the rules of the particular study programme. Students are obliged to notify Cphbusiness of any previously passed educational elements at a higher educational level, which includes both Danish and foreign higher educations, presumed to be transferable. Cphbusiness handles all applications for credit transfer according to these rules.

Change of study programme

Change of study programme at the same or another educational institution is regulated by the rules of the study programme, receiving the student.

Changing to the same study programme at another institution cannot take place until the student has passed examinations corresponding to the first year of study at the programme receiving the student unless special circumstances apply, cf. the ministerial order of admission and enrolment section 35, subsection 2. A change of study programme can only take place if the the receiving institution has spaces available at the relevant level of the study programme.

6.2. Exemptions from the Curriculum

Under special circumstances, Cphbusiness is entitled to grant exemptions from 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.