


Curriculum for 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 ministerial order no. 247 of 15 March 2017:

'Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser' by the Danish institutions of higher education approved to offer the particular programme.

National 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 national parts have been incorporated in this document and constitute the following subsections: 1.1, 2.2, 3.2, 3.5, 5.4 and 6.1. The remaining parts are institution specific.

The national parts have been co-created by all institutions offering the study programme, and they have committed themselves to ensuring national competence and qualifications. The national parts of the curriculum have been approved by the national education network for business academies on 15 June 2017.

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

1.1. Purpose and Objectives of the Study Programme

The purpose of the study programme is to give students the competencies to apply international sales and marketing theory and methods and use these competencies in Danish and international companies and organisations. Students will be able to independently analyse, assess and reflect on relevant business issues, and perform complex tasks in connection with international customer relations and sales.

Learning objectives and outcomes

The learning outcomes include the knowledge, skills and competences students will gain from the programme, cf. ministerial order no. 247 of 15 March 2017: Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser.

Knowledge

The student must have knowledge of:

- 1) Sales and marketing practices, applied theories and methods within an international perspective and be able to reflect on them
- 2) Key theories and models necessary for B2C, B2B, and B2G sales and marketing
- 3) Key laws and regulations that impact on international sales and marketing
- 4) Relevant models for assessing growth and development opportunities
- 5) Management theories and methods.

Skills

The student can:

- 1) Develop, assess and implement international sales strategies for various types of companies
- 2) Apply relevant models to implement product and concept development in the company
- 3) Assess and apply legal methods and tools to support sales in an internationally-focused company
- 4) Assess the company's competitive situation as a basis for deciding the company's parameter focus, centred around sales
- 5) Justify and communicate the chosen strategies in a strategic sales plan to relevant stakeholders
- 6) Apply relevant models for development in connection with innovative projects
- 7) Apply methods for sales staff management.

Competencies

The student can:

- 1) Handle and identify needs for relevant financial and legal information in relation to international sales tasks
- 2) Independently participate in interdisciplinary teams and create a motivating environment in the sales department
- 3) Handle sales meetings centred around the financial results and human focus areas
- 4) Independently handle complex tasks and development-oriented situations in connection with international sales and marketing.
- 5) Identify their own learning needs and structure these in various learning environments within international trade and marketing.

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 a full-time student's work for one year of study, cf. section 10 in ministerial order no. 247 of 15 March 2017: 'Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser', this programme amounts to 90 ECTS credits in total.

Study programmes that do not exceed 120 ECTS must be completed within the number of years corresponding to twice the nominal length of study, and the remaining programmes must be completed no later than the nominal length of study plus two years, cf. section 6, subsection 2, in the ministerial order on technical and commercial academy profession programmes and bachelor programmes. This means that the programme must be completed within 3½ years. Under exceptional circumstances, Cphbusiness is entitled to grant exemptions from this rule.

Certificate

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

1.3. Commencement

This curriculum is effective as of 1 September 2017, and the terms and conditions stated herein apply to students starting the programme in the autumn term of 2017.¹

1.4. Interim Provisions/Transitional Arrangements

Students who have started the study programme prior to the summer of 2017 will follow the curriculum from 25 August 2014, and will then be transferred to this curriculum from 1 August 2020. Students who have started the study programme prior to the summer of 2017 may also request that they be covered by this curriculum until their completion of the programme, if this is possible without exceeding the maximum ECTS-points for the study programme, as well as meeting the previously listed requirements regarding the maximum length of study, cf. subsection 1.2. As regards the release of a new curriculum, or in the event of substantial alterations to the present curriculum, transitional arrangements will be laid down in the new curriculum.

¹ The national part of the curriculum comes into force on 20 August 2017.

1.5. Legal Framework

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

(The 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. 986 of 18 August 2017 on academy profession programmes and professional bachelor programmes (*LEP-loven*)
- Ministerial order no. 1009 of 28 August 2017 on technical and commercial academy profession programmes and bachelor programmes
- Ministerial order no. 1500 of 2 December 2016 on examinations (the Examination Order) (*Eksamensbekendtgørelsen*)
- Ministerial order no. 107 of 27 January 2017 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*)

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 the Academy Profession Degree in Marketing Management or another Danish or foreign degree equivalent to the same educational level.

2.2. Eligibility for Admission

With an AP degree in Marketing Management the formal requirements for enrolment to the study programme are fulfilled.

Graduates from other AP degrees in the field of business studies will be assessed using criteria from the AP degree in Marketing Management. If not all applicants are admitted to the study programme due to capacity limitations, emphasis will be given to one or more of the following academic criteria (not listed in order of priority):

- Average grade from the qualifying examination
- Grade and ECTS credits in marketing, economics, law and organisation

- The application letter and reasons for applying
- Relevant work experience, including compulsory military service (max. 12 months)
- Relevant supplementary training and/or courses
- Other experience, such as attending a folk high school, stays abroad, voluntary work (min. 3 months)
- Applicants may also be called in for an interview before admission.

Each institution indicates which of the above criteria form the basis for admission on their website.

3. PROGRAMME CONTENT

3.1. Programme Structure

As a prerequisite for completing the study programme, students must pass educational elements equivalent to a total workload of 90 ECTS credits. A full-time semester encompasses educational elements, including the internship, corresponding to 30 ECTS credits. The programme comprises educational elements equivalent to 60 ECTS credits, consisting of national educational elements as well as local educational elements including electives, an internship equivalent to 15 ECTS credits and a bachelor project equivalent to 15 ECTS credits.

Educational Elements		1 st year	2 nd year
National educational elements	<u>1st semester</u> - The Company's Strategic Basis (Business Model) (10 ECTS) - The Customer as the Starting Point (20 ECTS)	30 ECTS	
	<u>2nd semester</u> - Industry and Competitors (5 ECTS) - Sales Management and the Sales Development of the Company (10 ECTS)	15 ECTS	
Electives	<u>2nd semester</u> Elective 1 (10 ECTS) Elective 2 (5 ECTS)	15 ECTS	
Internship			15 ECTS
Bachelor's degree project			15 ECTS
In total		60 ECTS	30 ECTS

The sum of all educational elements and other study activities may not exceed the

prescribed ECTS credits.

All educational elements, including the bachelor project, are assessed and evaluated. When the outcome of the assessment is either 'passed' or at least the grade 02, the educational element concerned is seen as passed. For more information on examinations, please read chapter 5.

3.2. National Educational Elements

The programme covers a number of national educational elements corresponding to 45 ECTS credits. Learning goals, ECTS scope, content and number of examinations for the nationale educational elements have been determined collaboratively by the institutions of higher education offering the study programme.

The national educational elements consist of the following:

- The Company's Strategic Basis (Business Model)
- The Customer as the Starting Point (20 ECTS)
- Industry and Competitors
- Sales Management and the Sales Development of the Company

The Company's Strategic Basis (Business Model)
Timing: 1 st semester
Scope: 10 ECTS
<p>Content:</p> <p>The subject element includes strategic analyses of companies, including strategic directions and business models for B2C, B2B and B2G, and analyses of the company's resources and competencies, including in relation to the company's innovative platform, processes and driving forces. The analyses also incorporate the company's economic and financial foundation, cost perceptions, capacity utilisation and product mix optimisation.</p> <p>The subject element covers an understanding of the supply chain/SCM and the geographical location of production and competence centres, including choices for distribution channels, partnerships and outsourcing. The subject element also covers various legal aspects, including sources of law, international private law, types of conflict resolution and distribution forms.</p> <p>The subject element also includes a review of the scientific theory paradigms and perspectives on knowledge, insight and knowledge recognition.</p>
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student must:</p> <ul style="list-style-type: none"> • Have knowledge of different types of business models and of models and theories used to understand a company's strategic base • Have knowledge about different strategic directions related to the concept of innovation • Have knowledge of disruption as a concept and development direction • Have knowledge and understanding of relevant theories and models to

analyse the company's strategic platform, including resources and competences

- Have knowledge and understanding of theories about the company's innovative platform, creative processes and management
- Have knowledge of the elements of a company's supply chain (both functional and innovative products)
- Have knowledge of theories and models to assess insourcing and outsourcing
- Have knowledge and understanding of relevant economic models and theories in relation to the business model
- Have knowledge of localization analysis and distribution strategy (both digital and physical – omni-channel)
- Have knowledge and understanding of relevant economic models in relation to business models
- Have knowledge of important perspectives on knowledge, insight and cognition
- Have knowledge and understanding of key paradigm shifts in business economics
- Have a solid understanding of what knowledge is in a sociological sense and be aware of the role of knowledge in a business economics perspective
- Have a basic knowledge of major theoretical issues and schools within a social science perspective and particularly in the core areas of marketing, organisation/management and economics
- Have knowledge of international sources of law and their mutual relations as well as relations with national legal sources
- Have knowledge of international dispute resolution

Skills

The student must:

- Be able to apply and discuss the different strategic directions
- Be able to use disruption and innovation to challenge a company's existing business model
- Be able to analyse and evaluate the company's strategic and innovative platform and development opportunities
- Be able to assess the impact of a company's site selection and form of distribution/channel
- Be able to assess the consequences of the choice of external partners
- Be able to assess the company's economic and financial base using relevant indicators
- Be able to carry out an economic analysis, assessment and prioritisation of product mixes in different cost models
- Be able to critically apply empirical-analytical theory and discuss what knowledge is, how it is generated and how it interacts with practice
- Be able to communicate theoretical issues and consequences to peers
- Be able to assess theoretical and practical issues in relation to the philosophy of science
- Be able to apply rules of applicable law and jurisdiction in international sales and assess the consequences of the choices made
- Be able to apply the rules of the different distribution forms in an analysis and assessment of the choice of distribution form

Competencies

The student can:

- Independently participate in interdisciplinary cooperation in order to assess a company's strategic position
- Make recommendations for the optimization of a company's business model
- Work with innovation in all phases of the business model
- Participate in the multidisciplinary development of a company's innovative foundation
- Identify elements of value creation in the supply chain
- Develop economic decision making options related to corporate strategy, business cases, cost and price structure
- Discuss different epistemological paradigms
- Discuss hypotheses in relation to different epistemological paradigms
- Discuss the consequences of the epistemological choice

The Customer as the Starting Point

Timing: 1st semester

Scope: 20 ECTS

Content:

The subject element covers analyses of current and potential customers, including their strategic situation, needs and wishes. These analyses provide the basis for developing the company's strategies and market offerings for existing and potential customers. In this connection, the element covers work on the development and retention of the customer base through relationship strategies.

The subject element also covers analyses of the company's sales organisation in relation to the sales team and purchase centre, including relations to other corporate functions and business partners. It also covers work with international strategies for the company's supply chain and logistic support for sales, and the integration of various sales channels – omni-channel, digital and physical. Strategies are based on an analysis of the company's financial situation, including product and customer mix, economic customer life cycle analyses and the legal context, including international purchasing and contract law, transport law and public procurement law.

The subject element's analyses and strategies are based on the students' ability to combine commercial theory with methodology in scientific projects.

Learning objectives:

Knowledge

The student must:

- Have knowledge and understanding of relevant theories and models to analyse a company's competencies, customer base and development of a customer portfolio including profitability reports
- Have knowledge and understanding of the company's market opportunities and possible marketing strategies
- Have knowledge of general strategic approaches and models in structuring

and organising sales

- Have knowledge and understanding of implementability and its relationship to other departments and partners, including competence assessment and communication structure
- Understand important implications for the company's logistics and supply chain of internationalization and innovative projects
- Be able to understand the theoretical tools in relation to the company's supply chain for the development of international sales bases – strategic, tactical and operational
- Have knowledge and understanding of tools and methods for the assessment of customer and product portfolios in relation to profitability, as well as alternative methods for profitability calculations
- Have gained an understanding of the application of methodology in project and report writing following the principles of scholarly work
- Have knowledge about how to collect, interpret and analyse data
- Have knowledge of the general principles of EU procurement rules for sales to public authorities

Skills

The student must:

- Be able to analyse and evaluate both the overall customer base and the individual customers in relation to the company's value proposition using methods and tools for analysing customer behaviour, including the use of big data and profitability reports
- Be able to carry out an assessment of customers profitability and future earnings potential and evaluate the relevance of a resource-based approach or a market approach
- Be able to develop the company's marketing strategies
- Starting from the customer, be able to analyse and assess the organization of the sale, including relationships with other business functions
- Be able to analyse and assess skill needs in the sales function in relation to customer requirements
- Be able to analyse and assess an internationally focused company's choice of supply chain with the involvement of relevant theory in the field
- Be able to analyse and organize the company's supply chain in relation to the sales organization and development of partnerships with a focus on ensuring customer satisfaction and quality of experience
- Be able to apply relevant models for the development of solutions for the company's supply chain in innovative projects
- Be able to evaluate and use methods and tools for the company's supply chain to support the tactical and operational sales
- Be able to calculate and assess the profitability of alternative cost allocation methods: Activity-Based Costing and traditional standard cost
- Be able to identify relevant total life cycle costs (TLCC)
- Be able to reflect on and engage in discussion about business financial perspectives in scientific contexts
- Be able to develop problem analysis and perform problem definition and put forward problems and hypotheses
- Be able to assess and select ideal survey forms for a given issue and compare critically to the survey forms used in practice

- Have knowledge of the transportation contract in maritime and road transport, with particular emphasis on carrier liability

Competencies

The student can:

- Independently participate in multidisciplinary teams in relation to the company's marketing intelligence, with customers as a starting point
- Select relevant data for analysis of the company's customer care and customer development structure
- Enter into a discussion about the company's ability to match the sales function to customer expectations
- Identify challenges in the company's supply chain in innovative projects
- Ensure the involvement of the company's supply chain in developing the sales strategy
- Prepare a reasoned decision presentation on the basis of alternative cost allocation models
- Evaluate a customer profitability portfolio and expected future earnings potential
- Critically assess opportunities and constraints related to quantitative and qualitative data
- Collect, process and interpret quantitative and qualitative data and relate it critically to existing or new data material, including knowledge of measurement scales and being able to judge the relevance, timeliness, validity, reliability and generalizability
- Prepare scientific reports and projects, including disseminating findings and solutions etc. in a clear and easily readable report containing a clear problem definition, methodology considerations and an evaluation of findings and prerequisites, reliability and validity
- Independently participate in professional and interdisciplinary cooperation on the conclusion of international sales agreements, with special emphasis on:
 - CISG (International contracts and the international sale)
 - Terms and conditions
 - INCOTERMS
 - Securing the purchase price

Industry and Competitors
Timing: 2 nd semester
Scope: 5 ECTS
<p>Content:</p> <p>The subject element covers analyses of competition, competitors and cluster and network collaboration, whereby the company can benchmark in relation to the supply chain, social responsibility and sustainability, including CSR, and the international economic environment, and seen in relation to competition law. The subject element also requires a methodical approach to acquiring knowledge based on the theoretical standpoint.</p>
<p>Learning objectives:</p> <p><i>Knowledge</i></p>

The student must:

- Have knowledge of relevant theories and models about competitive positions in the market and how these are implemented
- Have knowledge about different benchmarking models
- Have knowledge of CSR, social responsibility and sustainability
- Have knowledge about basic benchmarking theory and models in SCM
- Have knowledge of financial and non-financial benchmarking
- Have an understanding of international macroeconomic industry environment influences
- Have knowledge of the theory of science, theoretical assumptions and methodological approaches that support the generation of knowledge
- Have knowledge of Danish and European competition law and the interaction between the rules

Skills

The student must:

- Be able to analyse and evaluate a company's competitive position as a basis for development and adaptation of the company's market offerings. In relation to this, be able to benchmark a company in relation to an industry and to the company's closest competitors, including strategies
- Be able to analyse the company's social dimension in relation to the company's strategic position
- Be able to apply relevant theories and models in connection with benchmarking of an international company's supply chain
- Be able to assess international macroeconomic factors that may affect the competitive situation in the industry for a given company
- Be able to assess the risks of international commerce
- Be able to benchmark a company against a competitor or industry and
- Be able to make an assessment of identified international economic conditions in the external environment and assess the impact of such an industry and company
- Collect, process and interpret quantitative and qualitative data and relate it critically to existing or new data material, including knowledge of measurement scales and being able to judge the relevance, timeliness, validity, reliability and generalizability

Competencies

The student can:

- Participate in the company's marketing intelligence with a focus on design and analysis of information about competitive position in the market
- Identify and analyse the specific competitors
- Identify a company's main CSR challenges
- Identify areas for improvement in the company's supply chain, based on benchmarking
- Identify and manage risk and hedging in connection with international trade

The student has gained experience in the scientific method's limitations

Sales Management and the Sales Development of the Company
Timing: 2 nd semester
Scope: 10 ECTS
<p>Content:</p> <p>The subject element covers insight into the development of international sales strategies, including online and offline strategies, CRM for new and existing customers, customer follow-up, and key account and global account management.</p> <p>The subject element also covers insight into organisational development and change management, taking into account employment law, and measuring efficiency and risk assessment for the company's supply chain. The subject element covers budgeting, balanced scorecard and the triple bottom line in the selection of strategies for the company. The subject element also requires students to incorporate and reflect on the significance of the theoretical standpoint for projects.</p>
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student must:</p> <ul style="list-style-type: none"> • Understand and be able to reflect on key theories for the development of the company's sales base using different approaches • Have knowledge of models and methods for customer follow-up • Have knowledge and understanding of relevant theories and models related to business models, where sales are the starting point • Have knowledge and understanding of the organizational consequences of growth • Have knowledge of the management theories which may support the development of the company's sales base • Have knowledge about different theories on motivation and incentive strategies • Have knowledge and understanding of different types of conflict and conflict resolution options • Have knowledge of situational leadership • Have knowledge of the criteria for the evaluation of the sales department's efforts • Have knowledge of tools for measuring the effectiveness of a company's supply chain • Have knowledge of methods and models for risk assessment of the supply chain • Understand alternative budget models • Have knowledge of alternative financial and non-financial reporting forms, including understanding frameworks and legislation related to the company's economic, environmental and social reporting • Be able to assess the epistemological and methodological issues and integrate an understanding of academic work and methods with professionalism in project and report writing

Skills

The student must:

- Be able to analyse, develop and implement international sales strategies for different business types (industry, sizes, resources etc.).
- Be able to develop and adapt a company's marketing mix for individual clients
- Be able to justify and communicate selected strategies in a sales plan to relevant stakeholders
- Be able to evaluate the activities linked to the company's general marketing mix for customers, and for individual customers, and be able to propose possible changes in strategy and approach
- Be able to develop a plan for the organizations development and assess the impacts when compared with the organizations complexity
 - Be able to assess the development of the sales organization
 - Be able to assess the competency requirements for the sales team
 - Be able to develop strategies for motivation and coaching of the sales staff
 - Be able to identify their own learning needs, so that knowledge and skills are developed
 - Be able to be included in the evaluation of employees personal, professional, cultural and social skills
 - Be able to develop a follow-up plan for the company's business model in relation to measuring the effectiveness of a company's supply chain
 - Be able to prepare budget assumptions and prepare and evaluate a total budget for strategic decisions and assess their economic impact
 - Be able to make reflections on their own practice
 - Be able to make reflections on the scientific methods limitations
 - Be able to apply rules of employment in an international context, including compliance with the rules on jurisdiction and applicable law, with special emphasis on recruitment and retention, relocation and dismissal

Competencies

The student can:

- Manage and lead the development of sales strategies in complex situations and based on the involvement of relevant stakeholders
- Work with assessments of the company's overall activities for customers
- Work with a holistic approach on the development of the company's strategic base
- Identify their own learning needs in order to develop and maintain appropriate skills to work from a holistic approach
- Independently analyse and participate in the development of an organizational plan of action to ensure implementation of the sales plan
- Independently participate within and across disciplines in organizational development
- Enter into dialogue with the sales department about optimization of the company's total sales efforts from the perspective of efficiency throughout the supply chain
- Establish a basis for decisions regarding the company's strategy implementation

3.3. Study programme courses

The four topics covering the study programme's national academic elements are fleshed out in the following courses:

- Marketing
- Organisation & Management and Supply Chain Management
- Economics
- Scientific theory
- Business Law

For each of the learning objectives for the various courses, the topic they belong to is indicated:

Topic 1: The company's strategic basis (business model) (1)

Topic 2: The Customer as the Starting Point (2)

Topic 3: Industry and competitors (3)

Topic 4: Sales management and the company's sales development (4)

Marketing
Timing: 1st and 2nd semester
Scope: 17.5 ECTS
<p>Content:</p> <p><i>1st semester:</i></p> <ul style="list-style-type: none"> • Strategic analysis of the company, strategic directions, business models and innovation. Work with the B2B, B2C and B2G market forms (1) • Analyses of current and potential customers and their strategic situation, needs and wishes as a basis for assessing the company's total activities (2) • Analysis and development of the company's strategies and market offerings to the customer base (2) • Development and maintenance of customer relations (2) <p><i>2nd semester:</i></p> <ul style="list-style-type: none"> • Complex forms of competition, competitor analyses, cluster and network collaboration and benchmarking (3) • Development of international sales strategies, online and offline (versus omnichannel) and digitisation (4) • Development of CRM strategies, from attracting new customers to retaining existing customers (4) • Key account management (KAM) and global account management (GAM) (4) • Tools/methods for customer follow-up in relation to marketing, follow-up marketing and sales performance (4)
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student must:</p> <p><i>1st semester:</i></p> <ul style="list-style-type: none"> • Have knowledge of various types of business models, and of the models and theories used to understand a company's strategic basis (1)

- Have knowledge of various strategic directions related to innovation (1)
- Have knowledge of disruption as a concept and development direction (1)
- Have knowledge of and understand relevant theories and models for analysing a company's competencies and customer base and developing the customer portfolio, including profitability reports (2)
- Have knowledge of and understand the company's market offerings and possible marketing strategies (2)

2nd semester:

- Have knowledge of relevant theories and models related to competitive positions in the market and how they are implemented (3)
- Have knowledge of various benchmarking models (3)
- Understand and be able to reflect on key theories for development of the company's sales base using various approaches (4)
- Have knowledge of models and methods for customer follow-up (4)
- Have knowledge and understanding of relevant theories and models in relation to business models with a focus on sales (4)

Skills

The student must:

1st semester:

- Be able to apply and discuss the various strategic directions (1)
- Be able to apply disruption and innovation to challenge a company's existing business model (1)
- Be able to analyse and assess the total customer base and individual customers in relation to the company's value proposition, using methods and tools for analysing the customers' behaviour, including the use of big data and profitability reports (2)
- Be able to assess the customers' profitability and future earnings potential and evaluate the relevance of a resource-based or market-oriented approach (2)
- Be able to develop the company's marketing strategies (2)

2nd semester:

- Be able to analyse and evaluate a company's competitive position as a basis for developing and adapting the market offerings. In relation to the above, the student must be able to benchmark a company in relation to a sector and the company's closest competitors, including strategies (3)
- Be able to analyse, develop and implement international sales strategies for various types of business (sector, size, resources etc.) (4)
- Be able to develop and adapt a company's action parameters to individual customers (4)
- Be able to justify and communicate selected strategies in a sales plan to relevant stakeholders (4)
- Be able to evaluate the activities linked to the company's market offerings to customers in general and specific customers, in order to suggest possible changes in strategy and initiatives (4)

Competencies

The student must:

1st semester:

- Independently participate in interdisciplinary collaboration in order to evaluate a company's strategic situation (1)
- Be able to make recommendations to optimise a the company's business model (1)
- Be able to work with innovation in all phases of the business model (1)
- Be able to independently participate in interdisciplinary teams in relation to the company's work with marketing intelligence, with a customer focus (2)
- Be able to select relevant data for analysis of the company's customer care and development structure (2)

2nd semester:

- Be able to participate in the company's marketing intelligence, with a focus on design and analysis of information regarding the competitive market position (3)
- Be able to identify and analyse specific competitors (3)
- Be able to control and manage the development of sales strategies in complex situations, involving relevant stakeholders (4)
- Be able to work with assessments of the company's total activities in relation to customers (4)
- Be able to take a holistic approach to the development of the company's strategic base (4)
- Be able to identify their own learning needs, in order to develop and maintain relevant competencies for taking a holistic approach (4)

Assessment:

- 1st semester: The learning objectives for the 1st semester are tested in the 1st semester exam
- 2nd semester: The learning objectives for the 2nd semester are tested in the 2nd semester exam

Organisation & Management and Supply Chain Management

Timing: 1st and 2nd semester

Scope: 10 ECTS

Content:

1st semester:

- Strategic analysis, analysis of the company's resources and competencies, assessment of the innovative platform and the company's innovative processes and drivers (O1)
- The supply chain/SCM and the geographical location of production and competency centres, including choices for distribution channels, partnerships and outsourcing (S1)
- Organisational analysis of sales teams and purchasing centres in relation to sales, including customers, markets, sectors and types of purchases (O2)
- The relationship of sales to other functions, including collaboration partners (O2)
- Analysis of the company's supply chain in relation the company's strategy.

Consequences of innovation for the company's supply chain, including integration of various sales channels (omnichannel, web/physical) (S2)

- Development of international strategies for the company's logistics and supply chain, to support sales strategies and plans. Management of partnerships in the company's supply chain (S2)

2nd semester:

- Social responsibility and sustainability, including CSR (O3)
- Benchmarking the company's supply chain (S3)
- Measuring the effectiveness of the company's supply chain and performing risk assessment of the company's supply chain (S4)
- Organisational development and change management, including handling complexity and sales management, including recruitment, motivation, self-management, conflict management, etc. (O4)

Learning objectives:

Knowledge

The student must:

1st semester:

- Have knowledge of and understand relevant theories and models for analysis of the company's strategic platform, including resources and competencies (O1)
- Have knowledge of and understand theories about the company's innovative platform, creative processes and management (O1)
- Have knowledge of the elements of a company's supply chain (functional and innovative products) (S1)
- Have knowledge of theories and models for assessing insourcing and outsourcing (S1)
- Have knowledge of and understand relevant economic models and theories in relation to the business model
- Have knowledge of localisation analysis and distribution strategy (digital and physical – omnichannel) (S1)
- Be able to understand significant implications of internationalisation and innovative projects for the company's logistics and supply chain (S2)
- Be able to understand the theoretical tools in relation to the company's supply chain for the development of an international sales foundation – strategically, tactically and operationally (S2)
- Have knowledge of theories and models for assessing insourcing and outsourcing (S2)
- Have knowledge of general strategic approaches and models for structuring and organising sales (O2)
- Have knowledge of and understand implementability and relationships to other functions and partners, including competency assessment and communication structure (O2)

2nd semester:

- Have knowledge of CSR, social responsibility and sustainability (O3)
- Have knowledge of fundamental benchmarking theory and models within SCM (S3)

- Have knowledge of tools for measuring the efficiency of the company's supply chain (S4)
- Have knowledge of methods and models for supply chain risk assessment (S4)
- Have knowledge of and understand the organisational impacts of growth (O4)
- Have knowledge of the management theories that can support development of the company's sales foundation (O4)
- Have knowledge of various motivation theories and incentive strategies (O4)
- Have knowledge of and understand various conflict styles and resolution options (O4)
- Have knowledge of situational leadership (O4)
- Have knowledge of criteria for evaluating sales activities (O4)

Skills

The student must:

1st semester:

- Be able to analyse and assess the company's strategic and innovative platform and development opportunities (O1)
- Be able to assess the consequences of a company's choice of location and distribution form/channel (S1)
- Be able to assess the consequences of the choice of external partners (S1)
- With a focus on the customer, be able to analyse and assess the organisation of sales, including relationships to other functions in the company (O2)
- Be able to analyse and assess competency needs in the sales function in relation to the customer's requirements (O2)
- Be able to analyse and assess an internationally focused company's choice of supply chain, drawing on relevant theory in the field (S2)
- Be able to analyse and organise the company's supply chain in relation to the organisation of sales and the development of partnerships, with a focus on ensuring customer satisfaction and a quality experience (S2)
- Be able to use relevant models to develop solutions for the company's supply chain in connection with innovative projects (S2)
- Be able to assess and apply methods and tools for the company's supply chain to support tactical and operational sales (S2)

2nd semester:

- Be able to analyse the company's social dimension in relation to the company's strategic position (O3)
- Be able to draw on relevant theories and models in connection with benchmarking an international company's supply chain (S3)
- Be able to prepare a follow-up plan for the company's business model in relation to measuring the effectiveness of the company's supply chain (S4)
- Be able to draw up a plan for developing the organisation and assess the consequences in relation to the organisation's complexity (O4)
- Be able to assess the development areas in the sales organisation (O4)
- Be able to assess the sales team's competency needs (O4)
- Be able to develop strategies for motivating and coaching sales staff (O4)
- Be able to identify their own learning needs, to ensure that knowledge and skills are developed (O4)
- Be able to participate in evaluation of employees' personal, professional,

cultural and social competencies (O4)

Competencies

The student can:

1st semester:

- Participate in the interdisciplinary development of a company's innovative base (O1)
- Identify value creation elements in the supply chain (S1)
- Participate in a discussion of the company's ability to match the sales function to customer expectations (O2)
- Identify challenges in the company's supply chain in connection with innovative projects (S2)
- Ensure the involvement of the company's supply chain in the development of the sales strategy (S2)

2nd semester:

- Identify a company's (key) CSR challenges (O3)
- Identify opportunities for improvement in the company's supply chain based on benchmarking (S3)
- Independently analyse and participate in the development of an organisational action plan to ensure implementation of the sales plan (O4)
- Independently participate professionally and across disciplines in developing the organisation (O4)
- Enter into dialogue with the sales function to optimise the company's combined sales efforts based on efficiency throughout the entire supply chain (S4)

Assessment:

- 1st semester: The learning objectives for 1st semester are tested in the 1st semester exam
- 2nd semester: The learning objectives for 2nd semester are tested in the 2nd semester exam

Economics
Timing: 1st and 2nd semester
Scope: 7.5 ECTS
Content: <p><i>1st semester:</i></p> <ul style="list-style-type: none"> • The company's economic and financial foundation, cost perceptions, capacity utilisation and product mix optimisation (1) • Economic analysis, assessment and prioritisation of product and customer mixes and overall prioritisation in relation to a company's strategy. Customer Lifetime Value. Life cycle costs (2) <p><i>2nd semester:</i></p> <ul style="list-style-type: none"> • Benchmarking. International economic environment factors (3) • Budgeting, balanced scorecard (BSC), triple bottom line (TBL) (Ø4)
Learning objectives:

Knowledge

The student must:

1st semester:

- Have knowledge of and understand relevant economic models in relation to business models (1)
- Have knowledge of and understand tools and methods for assessing customer and product portfolios in relation to profitability, and alternative methods for profitability calculation (2)

2nd semester:

- Have knowledge of financial and non-financial benchmarking (3)
- Understand the influence of international macroeconomic conditions on the sector (3)
- Understand alternative budget models (4)
- Have knowledge of alternative financial and non-financial reporting forms, including an understanding of reference frameworks and legislation governing the company's economic, environmental and social reporting (4)

Skills

The student must:

1st semester:

- Be able to assess the company's economic and financial base using relevant key figures (1)
- Be able to calculate and assess profitability using alternative cost allocation methods: Activity-based costing and traditional standard cost (1)
- Be able to identify relevant total life cycle costs (TLCC) (2)
- Be able to perform an economic analysis, assessment and prioritisation of the product mix in various cost models (2)

2nd semester:

- Be able to assess international macroeconomic factors which could affect the competitive situation in the sector and in a given company (3)
- Be able to assess risks associated with international trade (3)
- Be able to benchmark a company in relation to a competitor or the sector (3)
- Be able to assess identified international economic environment conditions and their consequences for a sector and company (3)
- Be able to define budget assumptions, prepare and evaluate a total budget for the company's strategic decisions and assess the financial impacts (4)

Competencies

The student must:

1st semester:

- Be able to prepare a financial basis for making decisions related to the company's strategy, business foundation, costs and price structure (1)
- Be able to prepare a reasoned decision proposal based on alternative cost allocation models (2)
- Be able to assess the profitability and expected future earnings potential of a customer portfolio (2)

2nd semester:

- Be able to identify and hedge risk in connection with international trade (3)
- Be able to establish a decision-making foundation for the company's strategy implementation (4)

Assessment:

- 1st semester: The learning objectives for 1st semester are tested in the 1st semester exam
- 2nd semester: The learning objectives for 2nd semester are tested in the 2nd semester exam

Science Theory

Timing: 1st and 2nd semester

Scope: 5 ECTS

Content:

1st semester:

- Knowledge and understanding of the scientific paradigms within the social sciences and perspectives on knowledge, insight and awareness of knowledge (1)
- Combine scientific theory related to commerce with methodology in scientific projects (2)

2nd semester:

- A methodical approach to acquiring knowledge based on the theoretical standpoint (3)
- Apply and reflect on the significance of the theoretical standpoint for scientific projects (4)

Learning objectives:

Knowledge

The student must:

1st semester:

- Have knowledge of important perspectives on knowledge, insight and realization (1)
- Be aware of and understand key paradigm shifts within the economic disciplines (1)
- Be aware of what knowledge is from a social sciences perspective and know the role of knowledge in a business perspective (1)
- Have basic knowledge of key scientific issues and schools within a social sciences perspective, in particular within the core areas of marketing, organisation/management and economics (1)
- Understand the use of methodology in project and report writing, according to principles of scientific work (2)
- Know how to collect, interpret and analyse data (2)

2nd semester:

- Be aware of the assumptions and methodological approaches of scientific theory that support the creation of knowledge (3)

- Be able to assess theoretical and methodological issues and integrate an understanding of scientific work and methods with professional competencies in project and report writing (4).

Skills

The student must:

1st semester:

- Be able to critically assess empirical/analytical scientific theory and discuss what knowledge is, how it is created and how it interplays with practice (1)
- Be able to communicate scientific theory issues and consequences to peers (1)
- Be able to assess theoretical and practical issues in relation to scientific theory (1)
- Be able to reflect on and participate in discussion of business economics perspectives in scientific contexts (2)
- Be able to prepare problem analyses, delimit and formulate problems and set forth hypotheses (2)
- Be able to assess and select ideal forms of investigation for a given issue, and critically assess the forms of investigation used in practice (2)

2nd semester:

- Be able to collect, process and interpret quantitative and qualitative data, and critically assess existing or new data. This includes being aware of measurement scales and being able to assess the relevance, validity, reliability and generalisability of data (3).
- Be able to reflect on the limitations of the scientific methods (4)

Competencies

The student must:

1st semester:

- Be able to discuss various scientific theory paradigms (1)
- Be able to discuss problem statements in relation to various scientific theory paradigms (1)
- Be able to discuss the consequences of the theoretical standpoint. (1).
- Be able to critically assess possibilities and limitations in relation to qualitative and quantitative data (2)
- Be able to prepare scientifically based reports and projects and communicate investigation results and solution proposals etc. in a well-structured and easy-to-read report, containing a clear problem formulation, methodological considerations and an evaluation of the reliability and validity of results and assumptions (2)

2nd semester:

- Have gained experience in how scientific methods are limited (3).
- Be able to reflect on their own practice (4)

Assessment:

- 1st semester: The learning objectives for 1st semester are tested in the 1st semester exam

- 2nd semester: The learning objectives for 2nd semester are tested in the 2nd semester exam

Business Law
Timing: 1st and 2nd semester
Scope: 5 ECTS
<p>Content:</p> <p><i>1st semester:</i></p> <ul style="list-style-type: none"> • Sources of law, international private law, types of conflicts and distribution forms (1). • International purchasing and contract law, transport law and public procurement law (2). <p><i>2nd semester:</i></p> <ul style="list-style-type: none"> • Competition law (3). • Employment law (4).
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student must:</p> <p><i>1st semester:</i></p> <ul style="list-style-type: none"> • Have knowledge of international sources of law, their interrelationships, and their relationship with national sources of law (1) • Have knowledge of international conflict resolution models (1). • Have knowledge of the general principles in the EU's procurement rules for sales to public authorities (2). <p><i>2nd semester:</i></p> <ul style="list-style-type: none"> • Have knowledge of Danish and European competition law and the interplay between the regulations (3). <p><i>Skills</i></p> <p>The student must:</p> <p><i>1st semester:</i></p> <ul style="list-style-type: none"> • Be able to apply rules on governing law and jurisdiction in international sales and assess the consequences of the choices made (1) • Be able to apply the rules on the various forms of distribution in an analysis and assessment of the choice of distribution form (1). • Have knowledge of the maritime and road transport agreement, with particular emphasis on the carrier's liability (2). <p><i>2nd semester:</i></p> <ul style="list-style-type: none"> • Be able to assess risks associated with international trade (3) • Be able to apply the employment law regulations in an international context, including in accordance with the rules on governing law and jurisdiction, with a special focus on recruitment and retention, posting and dismissal (4).

Competencies

The student must:

1st semester:

- Be able to independently participate in professional and interdisciplinary collaboration on the conclusion of international sales agreements, with particular regard to:
 - CISG (international conclusion of agreements and international sale of goods)
 - Terms and conditions for sale and delivery
 - INCOTERMS
 - Securing of the purchase sum (2).

2nd semester:

- Be able to identify and hedge risk in connection with international trade (3)

Assessment:

- 1st semester: The learning objectives for 1st semester are tested in the 1st semester exam
- 2nd semester: The learning objectives for 2nd semester are tested in the 2nd semester exam

Diagrammatic outline of educational elements

Educational elements distributed on years of study	1 st year	2 nd year	E C T S
National educational elements completed as subjects			45
Marketing	17.5		17.5
Organisation & Management & Supply Chain Management	10		10
Economics	7.5		7.5
Scientific theory and method	5		5
Business Law	5		5
Local educational elements			15
Electives		5 10	15
Internship and Bachelor Project			30
Internship and project		15	15
Bachelor project		15	15
Total			90

3.4. Local educational elements and electives

In addition to the national educational elements, the study programme consists of a number of local educational elements, completed as electives. The student must choose two electives worth 10 and 5 ECTS respectively, which will be weighted together to form one grade. Thus, two partial examinations and two grades, which will be calculated to one total grade, will be listed for the elective element on the degree certificate. Each partial examination must be passed, i.e. a grade of at least 02 must be achieved. The 10 ECTS elective weights 2/3 and the 5 ECTS elective weights 1/3 in the calculation of the grade.

The elective educational elements enable the students to design their study programme in accordance with their interests and future career directions.

Information on the electives is published in the Electives Catalogue for the study programme.

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 students' 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, and 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: 3 rd semester
Scope: 15 ECTS
<p>Purpose: The study programmes internship will create a connection between the studied theory and the profession's vocational relationships. The internship will ensure closeness to practice and the development of professional and personal competencies for independent participation in business.</p> <p>The internship assists the student in converting the studied knowledge into practical experience.</p>
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student must:</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 and reflect upon their application • Have experience participating in practical work assignments <p><i>Skills</i></p> <p>The student must:</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 relevant theories to the solution of assignments in the workplace

Competencies

The student can:

- See their own professional role in relation to actual assignments
- Enter into professional and interdepartmental cooperation

Assessment:

Oral examination based on an internship report, internal examination, 7 point grading scale.

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 available to the student for the duration of the internship. The contact person and the student must jointly draw up an internship agreement. This agreement must be in writing and 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 must 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 the report examiner.

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 examination.

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)

3.6. Teaching and Working Methods

At Cphbusiness, our learning approach is that business competencies are best developed when the study programme's study activities put practice and concrete issues at the heart of learning. Further, we believe that that it is the work of creating value in practice that drives the motivation and commitment of our students.

Cphbusiness uses an education model that focuses on:

- Facilitating a motivating and engaging learning environment based on practice
- Transposing and disseminating relevant knowledge from research and industry in a concrete practice
- Supporting students' active participation and study intensity through relevant study activities
- Involving students' knowledge and work experience as a resource so that students are co-creators of learning
- Supporting learning through ongoing dialogue and a common feedback culture
- Flexible work, involving digital learning activities, focusing on using our resources and improving student learning outcomes, independent of time and place.

There are several different forms of teaching and working at Cphbusiness that support student learning. For example lectures, case work, small assignments, practical and theoretical exercises, laboratory work, oral presentations, homework, excursions, etc.

Teaching is structured in one or more learning flows per semester.

The purpose of the various forms of working is for students to acquire knowledge, skills and competencies within the study programme's subject areas, through the chosen approach, and to apply these in accordance with the study programme's learning outcome objectives.

3.7. Language of Instruction

The bachelor's degree in International Sales and Marketing 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.²

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 must 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 programme includes:

- 2nd semester
- Internship
- 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 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 institution or host company.

As part of the pre-approval process, students must consent to Cphbusiness obtaining 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. 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.

5. EXAMINATION AND ASSESSMENT

² The bachelor's 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).

5.1. General Rules Regarding the Exam

The latest versions of the ministerial orders on examinations and grading apply to examinations at Cphbusiness (at the time of preparation of this curriculum: no. 1500 of 2 December 2016 on examinations (the Examination Order) and no. 114 of 3 February 2015 on the grading scale and other forms of assessment (the Grading Scale Order)). In addition, the Cphbusiness regulations and programme-specific documents concerning examinations in effect at the time in question apply to examinations.

5.2. Description of Assessment of Educational Elements

An overview of the examinations on the programme is provided below. Requirements and details on the specific examinations, including dates, form and materials, the use of aids during examination, etc., are made public to the students in examination catalogues on the Learning Management System Moodle.

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

Semester	Name of examination (internal/external)	Educational element	ECTS	Noted on the final diploma
1 st year	1 st semester examination (external)	<ul style="list-style-type: none"> - The Company's Strategic Basis (Business Model) - The Customer as the Starting Point 	30	One grade
	2 nd semester examination (internal)	<ul style="list-style-type: none"> - Industry and Competitors (weight 1/3) - Sales Management and the Sales Development of the Company - (weight 2/3) 	15	One grade
	2 partial examinations in elective elements (internal)	<ul style="list-style-type: none"> - Elective 1 (weight 2/3) - Elective 2 (weight 1/3) 	15	One grade
2 nd year	Internship exam (internal)	Internship	15	One grade
	Bachelor's Project (external)	Bachelor's project	15	One grade

Diagrammatic outline of the links between examinations and the educational elements and the structure of 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 10 and section 5, subsection 3.

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. If 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 this is the prerequisite for attending the exam.

The mandatory learning activities vary, depending on the educational elements. Examples of mandatory learning activities include requirements for participation, presentations, assignments, etc. The mandatory assignments can be found in the examination catalogue for 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 10.

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 examination catalogue for the particular programme
Assessment: Approved/Not approved
Admission requirements: None
Consequences of not passing: If the student does not fulfil the study start test requirement in the first attempt, the student has another attempt, which must be conducted no later than three months after the commencement of the study programme. If the student does not fulfil the test on the second attempt, the student cannot continue on the study programme and his/her enrolment will consequently be cancelled, cf. the ministerial order on examinations section 10 and the ministerial order on enrolment section 37, subsection 1, number 3.
Specific for the study start test: The study start test is not covered by the regulations on examination complaints, cf. the ministerial order on examinations section 10, subsection 4. Cphbusiness can grant exemptions from the appointed time required to fulfil the study start test requirement. Exemptions can be granted

in cases of serious illness, childbirth or unusual circumstances. Such cases must be documented.

5.4. The Bachelor Project

The bachelor project must document the students' ability to understand and analyse a practice-based problem related to their respective fields of study by means of relevant theory and methodology. Central subjects from the programme should therefore be covered by the project, and the student, possibly in cooperation with a private or public company, formulates a problem statement (which must be key to not only the programme but also the respective type of industry/profession). Cphbusiness will subsequently approve the problem statement.

The Bachelor Project
Scope: 15 ECTS
Timing: By the end of 3 rd semester
Learning objectives: The learning goals are the same as for the study programme, and are listed in chapter 1.
Assessment: The bachelor project completes the programme in the last semester, once all the preceding exams have been passed. The examination is an oral and written examination with an external co-examiner. A combined mark is given based on the 7-point scale for the written project and the oral presentation.

5.4.1. Importance of Verbal and Writing Skills

The students' spelling and communication skills are included in the assessment of the bachelor project, regardless of the language in which the bachelor project has been written. Nevertheless, the project's content and relevance are decisive, cf. the ministerial order on examinations, section 35, subsection 4.

5.5. Aids during Examination

In general, all forms of aid are allowed during examinations, unless stated otherwise in the examinations catalogue for the particular programme.

5.6. Examination Language

The examination language is the same as the language of instruction, i.e. if the language of instruction is English, the examination will be conducted in English. Where the examination language is Danish, the student may choose to conduct the

examination in Swedish or Norwegian, unless the purpose of the examination is to demonstrate the student's proficiency in Danish, cf. the ministerial order on examinations, section 18.

6. OTHER RULES

6.1. Credit Transfer

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 education courses, presumed to be transferable. Cphbusiness handles all applications for credit transfer according to these rules.

6.2. 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 on admission and enrolment section 36, subsection 2. A change of study programme can only take place if the receiving institution has spaces available at the relevant level of the study programme.

6.3. 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.