



Cphbusiness Course Catalogue

Spring 2021

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Semester packages marked with * are at Bachelor Top-Up level and have special admission criteria. Please read more in the relevant chapters.

STRUCTURE OF PROGRAMMES AT CPHBUSINESS

At Cphbusiness, we offer business programmes with a flexible structure.

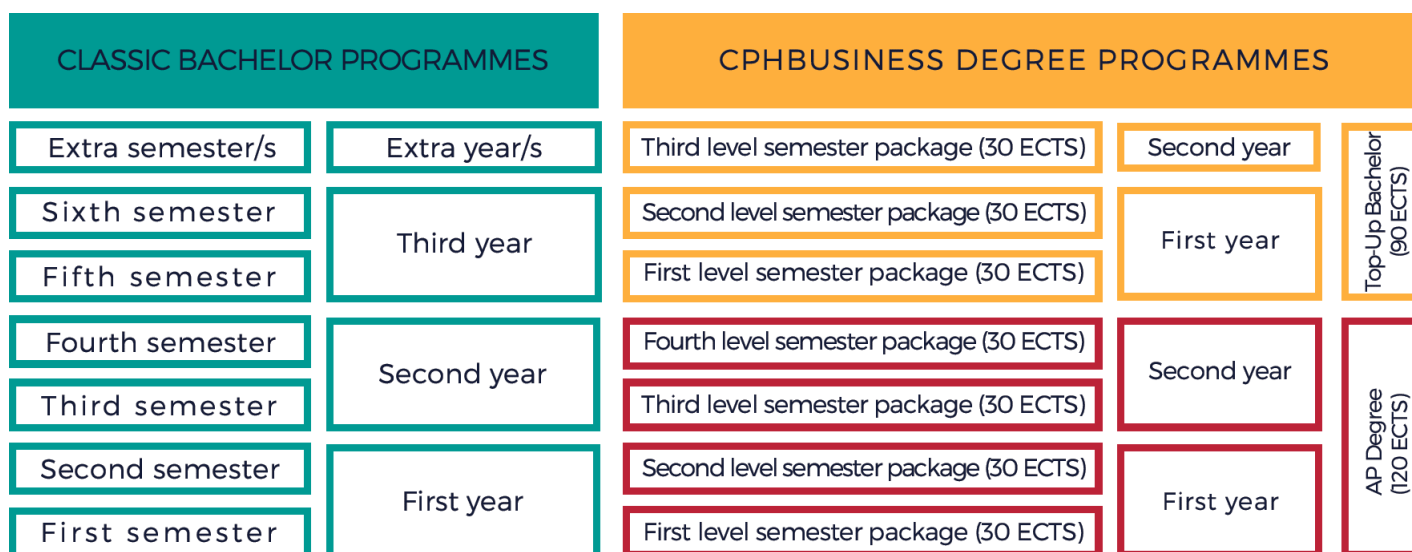
The students start by taking an **AP Degree programme (120 ECTS)**, which is equivalent to the first 2 years of a classic Bachelor programme.

After graduation, they choose a major. This is called **Top-Up Bachelor (90 ECTS)** and is equivalent to the final 1,5 years of a classic Bachelor programme. Thus, the first semester of a Top-Up Bachelor programme is equivalent to the fifth semester of a classic Bachelor programme.

Incoming exchange students must choose a whole semester package (30 ECTS) for their study abroad period at Cphbusiness.

Each semester package has a different academic level. A first level on a Top-Up Bachelor Programme is different from a first level on an AP Degree.

The structure of programmes at Cphbusiness is illustrated in the diagram below.



TEACHING METHODS

The teaching and exams at Cphbusiness are often **interdisciplinary**. This means that it is not possible for students to select individual courses/classes of one educational programme and combine with other courses/classes of another programme in order to compose a tailor-made study programme.

Interdisciplinary teaching means "classic" subjects might be replaced (both in the curriculum and the time-table) with themes or focus areas. A theme may be "Understanding the market" where students will learn and apply theories and models from different disciplines, which related to the business market.

Students will have responsibility for their own learning. This means they will often have to prepare for teaching in advance by reading relevant literature. They will be placed in a group (usually with students of different nationalities and backgrounds) and together they will have to solve cases inspired by the real business world with the help of the theories and models studied.

Lecturers at Cphbusiness are facilitators and their role is often to guide the students and ensure correct understanding and application of theories and methods. In the learning situation, the lecturer will assist the group in correct understanding of the problem they need to solve and make sure they understand and use correct theories and models.

All semester packages described in this course catalogue will be offered in the spring semester 2020.

Before you start your semester, it is very important to read about the [Study Environment at Copenhagen Business Academy](#). Please [click here to access the information](#).

EXAM FORMS AND GRADING SYSTEM

Exam forms

Most exams at Cphbusiness are interdisciplinary and they can take many forms:

1. **Written exams**, which can take several forms: short multiple choice exam or written exams with open questions, lasting up to six hours*.
2. **Oral exams**, which can be based on written work/projects written by a student individually or by a group of students. The written work/projects can take different forms, e.g. it can be a specific case given to one student /group of students by a lecturer. Both case / project work and presentations can be made in multicultural groups or individually.*

**Please note these are only examples, several forms of exams may apply, depending on study programme and semester*

“Interdisciplinary” means that students are expected to apply theories and models from several subject areas in order to answer questions, solve cases or write projects.

Sitting exams in groups of several students (“multicultural groups”) means all students in a certain group will be responsible for solving a case, writing (and presenting) a project or answering a question, thus determining (part of) the outcome of the exam (the grade).

The oral presentations (performed either individually or in groups) form the basis of a discussion between students and lecturer (and / or external assessor), which may take its point of departure in the written product (project or case solution) submitted by the students but will not be limited to this.

This means that, regardless of the form of the exam, **students are expected to master all theories and models studied during the semester** and be able to **answer questions, which are not necessarily directly related to the contents of the case/project, they might have submitted**.

Exam dates

Exam catalogues and timetables (dates) will be displayed at the electronic student platform Moodle as soon as possible after semester start.

Students are advised NOT to buy their homebound tickets until they know the exact date of their final exam (or re-exam if necessary, please see below).

Failing exams

In case of failing exams, students have to sit 2 re-exams. Usually the first re-exam is scheduled up to 2 weeks after the (normal) exam and right before the official end date of the semester.

More information

More information is provided in the ["Examination Regulations at Cphbusiness" document available on our website here](#). Programme and semester specific information will be available for students after semester start in the “Exam catalogue” of their own study programme. It is the students’ own responsibility to collect and read relevant information about exams before these take place and in good time to allow proper preparation.

Relevant and updated information about exams on your semester package is available on Moodle → General Information → Exam. (Cphbusiness log-on required)

Exams at Cphbusiness are graded according [to the Danish 7-Point Grading Scale](#) or with “pass / no pass”. A “pass / no pass” will be awarded to students at the end of a semester, where no formal exams are organized, according to a specific set of criteria defined by lecturers.

Courses in Marketing Management

S-MEC-1-F-21 (Marketing Management 1 Sørerne)

Marketing Management – level 1 – Cphbusiness Sørerne.

The courses of this semester package take place at Cphbusiness Sørerne (Nansensgade 19, 1366 Copenhagen K) during the spring semester 2021.

1. An illustration of the level of the semester package

The first semester of the AP Degree in Marketing Management is equivalent to the first semester of a classic Bachelor degree.

CLASSIC BACHELOR PROGRAMMES		CPHBUSINESS DEGREE PROGRAMMES		
Extra semester/s	Extra year/s	Third level semester package (30 ECTS)	Second year	Top-Up Bachelor (90 ECTS)
Sixth semester	Third year	Second level semester package (30 ECTS)	First year	
Fifth semester		First level semester package (30 ECTS)		
Fourth semester	Second year	Fourth level semester package (30 ECTS)	Second year	AP Degree (120 ECTS)
Third semester		Third level semester package (30 ECTS)		
Second semester	First year	Second level semester package (30 ECTS)	First year	
First semester		First level semester package (30 ECTS)		

2. Admission requirements

Language requirements

Students MUST have English qualifications corresponding to **TOEFL 550 or IELTS 6.0** - [level B2 on CEFR](#) (**Common European Framework for Languages**) in order to be able to participate in class. Official language tests are not required, but we recommend our partner institutions ensure that nominated students' level of English meets the above-mentioned criteria.

Please note a student's ability to read, write, speak and understand English will highly influence the quality of the study abroad period and the student's ability to pass exams.

As an extra service to our international exchange students and partners, and to ensure a satisfactory academic outcome of the students' stay here, we may use Skype conversations with nominees before accepting them for a study programme.

3. Information about exams

The first semester of the AP Degree in Marketing Management finishes with a group-based case exam, where groups of students get 48 hours to solve a case. This is followed by an individual oral exam. The case and oral exam cover all subjects mentioned in the table below, which means all 30 ECTS points of the semester.

For [general information about exams and grading scale](#), please check the relevant chapter.

4. Description of subjects

At Cphbusiness, we use different methods of teaching. The common denominator is that the students get to use the theories and models in a practical context. We do that by working with cases, exercises and projects that incorporate the tools in a real life situation.

As students advance from theme to theme (see the table below), new materials build on the lessons learned from previous themes and advance the student's competencies and knowledge by working with a multidisciplinary approach.

In order to ensure progress, a number of Obligatory Learning Activities (OLA) planned and conducted during the semester. The three OLA's per semester allow the students to deliver assignments and/or projects and receive feedback from their teachers, which help them reflect on their progress.

	Theme 1: Business Understanding	Theme 2: Market Understanding	Theme 3: Methodology
Marketing (11 ECTS)	Business model (exemplifying through different types of companies) Mission/vision Value chain Generic strategies Digital marketing (2 ECTS)	Marketing audit External analysis: PEST SWOT Competitors' analysis Benchmarking Porter's 5 Forces Customer analysis Buying behavior Customer Journey (5 ECTS)	Marketing research process: Desk research (data search and understanding) Field research (qualitative and quantitative) Primary and secondary data Big data, A/B testing Population/sampling Validity, Reliability (4 ECTS)
Economics (8 ECTS)	Accounting Annual report and flow of information in the firm (3 ECTS)	Microeconomics: Supply and demand Elasticity Market forms Production and costs Descriptive- and macroeconomics: Population Labour market Income (2 ECTS)	Use of spreadsheet tools Ratios preparation and analysis Presentation of quantitative data Benchmarking ABC (Activity Based Costing) Statistics Test of fit (3 ECTS)
Business Law (3 ECTS)	Types of companies Personal data protection (1 ECTS)	Replacement and product responsibility Intellectual property (1 ECTS)	Sources of law and legal information search (1 ECTS)
Supply Chain Management (2 ECTS)		CRM Strategic Supply Chain Management Purchasing and distribution CSR (2 ECTS)	
Organization, projects & innovation (6 ECTS)	Organizational structure and resources User involvement and innovation Innovative business models (4 ECTS)		Project management Project writing (2 ECTS)



S-MEC-2-F-21 (Marketing Management 2 Sørerne)

Marketing Management – level 2 – Cphbusiness Sørerne.

The courses of this semester package take place at Cphbusiness Sørerne (Nansensgade 19, 1366 Copenhagen K) during the spring semester 2021.

1. An illustration of the level of the semester package

The second semester of the AP Degree in Marketing Management is equivalent to the second semester of a classic Bachelor degree.

CLASSIC BACHELOR PROGRAMMES		CPHBUSINESS DEGREE PROGRAMMES		
Extra semester/s	Extra year/s	Third level semester package (30 ECTS)	Second year	Top-Up Bachelor (90 ECTS)
Sixth semester	Third year	Second level semester package (30 ECTS)	First year	
Fifth semester		First level semester package (30 ECTS)		
Fourth semester	Second year	Fourth level semester package (30 ECTS)	Second year	AP Degree (120 ECTS)
Third semester		Third level semester package (30 ECTS)		
Second semester		Second level semester package (30 ECTS)	First year	
First semester	First year	First level semester package (30 ECTS)		

2. Admission requirements

Language requirements

Students MUST have English qualifications corresponding to **TOEFL 550 or IELTS 6.0** - [level B2 on CEFR](#) (**Common European Framework for Languages**) in order to be able to participate in class. Official language tests are not required, but we recommend our partner institutions ensure that nominated students' level of English meets the above-mentioned criteria.

Please note a student's ability to read, write, speak and understand English will highly influence the quality of the study abroad period and the student's ability to pass exams.

As an extra service to our international exchange students and partners, and to ensure a satisfactory academic outcome of the students' stay here, we may use Skype conversations with nominees before accepting them for a study programme.

3. Information about exams

An individual written case-exam will conclude the second semester, where the students get 24 hours' preparation on a specific business related problem, followed by a 6 hours' written exam.

This exam covers all subjects studied during the semester (described in the table below) and therefore all 30 ECTS of the semester package.

For [general information about exams and grading scale](#), please check the relevant chapter.

4. Description of subjects

At Cphbusiness, we use different methods of teaching. The common denominator is that the students get to use the theories and models in a practical context. We do that by working with cases, exercises and projects that incorporate the tools in a real life situation.

As students advance from theme to theme (see the table below), new materials build on the lessons learned from previous themes and advance the student's competencies and knowledge by working with a multidisciplinary approach.

In order to ensure progress, a number of Obligatory Learning Activities (OLA) planned and conducted during the semester. The three OLA's per semester allow the students to deliver assignments and/or projects and receive feedback from their teachers, which help them reflect on their progress.

	Theme 4 Tactical and operational marketing on B2C including digitalizing	Theme 5 Tactical and operational marketing on B2C including digitalizing
Marketing (7 ECTS)	Marketing parameters 4(+) P's Pricing Marketing Plan and budgeting Collection and use of trade parameters offline and Online Consumer behavior B2B marketing (5 ECTS)	STP Implementation of the Marketing Plan Collection and use of trade parameters offline and online Business Buying Behaviour offline and online (2 ECTS)
Economics (10 ECTS)	Budgeting and follow-up on campaigns Pricing (VAT) Business Case (6 ECTS)	Budgeting / scenarios (Coverage, break-even, sensitivity analysis, ROI, liquidities, etc.) (4 ECTS)
Business Law (3 ECTS)	Act on Contracts Act on Sales of Goods Act on Marketing E-business International Business Law (3 ECTS)	
Sales and Market Communication (8 ECTS)	Marketing communication (campaigns, message, materials, use of media including online marketing) POS (point of sales) measuring effect and ROI (5 ECTS)	B2B communication Sales techniques, SPIN model Negotiations (3 ECTS)
Organization and Supply Chain Management (2 ECTS)	Assortment Distribution Retail / E-commerce (1 ECTS)	Relationship types Supply Chain Management Choice of distribution, storage--control, form of establishment and partner management (1 ECTS)
Total ECTS per theme	20 ECTS	10 ECTS



L-MEC-2-F-21 (Marketing Management 2 Lyngby)

Marketing Management level 2 – Cphbusiness Lyngby.

The courses of this semester package take place at Cphbusiness Lyngby (Noergaardsvej 30, 2800 Kgs. Lyngby) during the spring semester 2021.

1. An illustration of the level of the semester package

The second semester of the AP Degree in Marketing Management is equivalent to the second semester of a classic Bachelor degree.

CLASSIC BACHELOR PROGRAMMES		CPHBUSINESS DEGREE PROGRAMMES		
Extra semester/s	Extra year/s	Third level semester package (30 ECTS)	Second year	Top-Up Bachelor (90 ECTS)
Sixth semester	Third year	Second level semester package (30 ECTS)	First year	
Fifth semester		First level semester package (30 ECTS)		
Fourth semester	Second year	Fourth level semester package (30 ECTS)	Second year	AP Degree (120 ECTS)
Third semester		Third level semester package (30 ECTS)		
Second semester	First year	Second level semester package (30 ECTS)	First year	
First semester		First level semester package (30 ECTS)		

2. Admission requirements

Language requirements

Students MUST have English qualifications corresponding to **TOEFL 550 or IELTS 6.0** - [level B2 on CEFR](#) (**Common European Framework for Languages**) in order to be able to participate in class. Official language tests are not required, but we recommend our partner institutions ensure that nominated students' level of English meets the above-mentioned criteria.

Please note a student's ability to read, write, speak and understand English will highly influence the quality of the study abroad period and the student's ability to pass exams.

As an extra service to our international exchange students and partners, and to ensure a satisfactory academic outcome of the students' stay here, we may use Skype conversations with nominees before accepting them for a study programme.

3. Information about exams

The exam on the second semester Marketing Management at Cphbusiness Lyngby will consist of solving a case. Students will have approximately 3 weeks to work on the case and prepare an oral presentation. There will be a 30 minutes oral exam, covering all subjects, at the end of June.

Failing the exam will mean students will not achieve any of the 30 ECTS.

For [general information about exams and grading scale](#), please check the relevant chapter.

4. Description of subjects

Teaching at Cphbusiness Lyngby is slightly different from the teaching at Cphbusiness Søerne.

It is highly interdisciplinary and the students will not study the subjects in the classic way (e.g. Marketing, Business Law or Economics as separate disciplines).

Instead, the semester is divided into "theme flows" with different learning objectives. Each learning objective is achieved by learning and working with tools and theories across the traditional disciplines and sometimes across different programmes. This means that students sometimes solve cases and write projects together with fellow-students from other programmes of study.

Although structured differently, the workload is similar to the description below.

In each flow, students will work in groups, solving cases or real problems for companies. Teaching is hands-on, quite intensive and students are responsible for preparing well for classes and cases, in order to both supply the case company with the best possible solution and to maximize their own learning.

To be noted: each flow will mix elements of the different subjects mentioned in the table above. The workload per subject will vary from module to module but at the end of the semester, students will have achieved the relevant ECTS.

IMPORTANT INFORMATION

The work starts on the very first day of the semester and students will be placed in a group already then. Sometimes students will be asked to prepare for the first day (read some chapters from the relevant books).

It is therefore important students plan their arrival in Copenhagen the week before semester start, so they manage to pick up their books and get all relevant information in good time.

Theme / Subject	Marketing	Economics	Business Law	Sales and Marketing Communication	Organization and SCM	Total ECTS per theme
Tactical and operational marketing B2B	3 ECTS	4 ECTS	0 ECTS	0 ECTS	3 ECTS	10 ECTS
Tactical and operational marketing B2C	5 ECTS	6 ECTS	3 ECTS	5 ECTS	1 ECTS	20 ECTS
Total per subject	8 ECTS	10 ECTS	3 ECTS	5 ECTS	4 ECTS	30 ECTS/ semester

Tactical and operational marketing B2C – 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 and understanding

The student will gain knowledge and understanding about:

- 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 marketing mixes impact 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
- the rules for marketing, e-commerce and trademark protection
- commercial law
- the Product Liability Act and various laws concerning product liability
- rules for the collection and processing of personal data
- instruments in omnichannels including space management, range management, distribution and partner management

Skills

The student will get the skills 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 in result and cash flow budgets with changes in budget assumptions, 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
 - sale of goods, including
 - transfer of risk
 - delivery
 - securing the purchase sum through retention of title
 - non-compliance with commercial and consumer sales
 - E-commerce

- apply the rules for the collection and processing of personal data
- 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 Omni channels including space management, range management, distribution

Competencies

The student will learn 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 is in compliance 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 – 10 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



S-MEC-3-F-21 (Marketing Management 3 Sørerne)

Marketing Management level 3 – Cphbusiness Sørerne.

The courses of this semester package take place at Cphbusiness Sørerne (Nansensgade 19, 1366 Copenhagen K) during the spring semester 2021.

1. An illustration of the level of the semester package

The third semester Marketing Management is equivalent to the third semester of a classic Bachelor programme.

CLASSIC BACHELOR PROGRAMMES		CPHBUSINESS DEGREE PROGRAMMES		
Extra semester/s	Extra year/s	Third level semester package (30 ECTS)	Second year	Top-Up Bachelor (90 ECTS)
Sixth semester	Third year	Second level semester package (30 ECTS)	First year	
Fifth semester		First level semester package (30 ECTS)		
Fourth semester	Second year	Fourth level semester package (30 ECTS)	Second year	AP Degree (120 ECTS)
Third semester		Third level semester package (30 ECTS)		
Second semester		Second level semester package (30 ECTS)	First year	
First semester	First year	First level semester package (30 ECTS)		

2. Admission requirements

Language requirements

Students MUST have English qualifications corresponding to **TOEFL 550 or IELTS 6.0** - [level B2 on CEFR \(Common European Framework for Languages\)](#) in order to be able to participate in class. Official language tests are not required, but we recommend our partner institutions ensure that nominated students' level of English meets the above-mentioned criteria.

Please note a student's ability to read, write, speak and understand English will highly influence the quality of the study abroad period and the student's ability to pass exams.

As an extra service to our international exchange students and partners, and to ensure a satisfactory academic outcome of the students' stay here, we may use Skype conversations with nominees before accepting them for a study programme.

3. Information about exams

Each subject mentioned in the table below will be evaluated by an exam graded using the 7-point Grading Scale. Exam form depends on subject.

For [general information about exams and grading scale](#), please check the relevant chapter.

4. Description of subjects and teaching

The third semester Marketing Management is split in 3 periods of 6 weeks each. During the first period, students will cover the mandatory courses described in the table below. During the second and third period students will cover elective subjects.

Students will receive an Elective Subjects Catalogue from Cphbusiness after signing up for the semester together with more information about the registration process for the relevant electives. Each period ends with an exam.

Subject	ECTS
International Marketing (mandatory)	5
This course explore the different strategies a company can employ for internationalization (the starting point of outlining the benefits and possible pitfalls of internationalisation and working in depth with market assessment, selection of entry strategies and managing of international cultures).	
International Economics (mandatory)	5
This course supports the marketing subject in providing tools for describing and assessing economic factors relevant to the company's internationalization efforts, and goes further in determining the financial effects of investing in new markets.	
The criteria for selecting international markets are investigated using trade theories, exchange rate formation, causes of inflation and employment as well as looking into the sources of financing internationalization.	

<p>Elective subject</p> <p>The list below can be used for inspiration – students will choose 2 elective subjects (+ 2 backup subjects in case the course is cancelled). The final list with the available courser will be sent to students directly. Please note changes may occur.)</p>	<p>(2x) 10</p>
<p>Examples of possible elective subjects.</p> <p>Do NOT use the below for your learning agreement. Contact us at incoming@cphbusiness.dk for an updated list over elective subjects for your semester.</p> <ul style="list-style-type: none"> • Statistics • Managerial Economics • Business law • Entrepreneurship • Export marketing • Retail management • Marketing in practice • Digital marketing and SoMe 	



Courses in Service, Hospitality and Tourism Management

N-SEM-1-F-21 (Service, Hospitality and Tourism 1 Nørrebro)

Service, Hospitality and Tourism Management level 1 – Cphbusiness Nørrebro.

The courses of this semester package take place at Cphbusiness Nørrebro (Blaagaardsgade 23B, 2200 Copenhagen N) during the spring semester 2021.

1. An illustration of the level of the semester

The first level semester package of the Service, Hospitality and Tourism Management programme is equivalent to the first semester of a classic Bachelor programme.

CLASSIC BACHELOR PROGRAMMES		CPHBUSINESS DEGREE PROGRAMMES		
Extra semester/s	Extra year/s	Third level semester package (30 ECTS)	Second year	Top-Up Bachelor (90 ECTS)
Sixth semester	Third year	Second level semester package (30 ECTS)	First year	
Fifth semester		First level semester package (30 ECTS)		
Fourth semester	Second year	Fourth level semester package (30 ECTS)	Second year	AP Degree (120 ECTS)
Third semester		Third level semester package (30 ECTS)		
Second semester	First year	Second level semester package (30 ECTS)	First year	
First semester		First level semester package (30 ECTS)		

2. Admission requirements

Language requirements

Students MUST have English qualifications corresponding to **TOEFL 550 or IELTS 6.0**. - [level B2 on CEFR \(Common European Framework for Languages\)](#) in order to be able to participate in class. Official language tests are not required, but we recommend our partner institutions ensure that nominated students' level of English meets the above-mentioned criteria.

Please note a student's ability to read, write, speak and understand English will highly influence the quality of the study abroad period and the student's ability to pass exams.

As an extra service to our international exchange students and partners, and to ensure a satisfactory academic outcome of the students' stay here, we may use Skype conversations with nominees before accepting them for a study programme.

3. Information about exams

There will be one interdisciplinary exam after the first level semester. The exam will cover all subjects studied during the semester. One grade will be awarded.

For [general information about exams and grading scale](#), please check the relevant chapter.

4. Description of subjects and teaching

Educational Element	ECTS
Service and Experiences	15
Content: The Services and Experiences education element includes analyses of the hospitableness concept and the understanding of guests including customer behaviour in relation to the company's services and experience offerings..	
Learning objectives: <i>Knowledge</i>	

The student must:

- Have development-based knowledge of the service and experience industry's practice, development in supply and demand, as well as central applied theory and methods with focus on economically sustainable management of service and experience companies
- Understand what characterises service and experience offerings and be able to understand the industry's use of theory and methods within the development of hospitableness and guest understanding.

Skills

The students should be able to:

- Apply academic key methods and tools and evaluate practice-oriented issues.
- Collect and utilise data regarding customer satisfaction, customer behaviour and market conditions in relation to the companies' service offerings and experiences.
- Apply key economic methods and tools to assess practice-oriented issues and apply creative techniques to set up and select service and experience offerings and the communication of these to business partners and users.

Competencies

The student must:

- Handle development-oriented situations in the service and experience industry with a focus on good hospitableness and the good experience
- Participate in professional and interdisciplinary collaboration for service and experience offerings
- In a structured context be able to acquire new knowledge, skills and competencies in relation to the service and experience industry.

Business Understanding

15

Contents:

The Business understanding subject area includes an analysis of the company's livelihood. Focus is on the internal and external situation with a view to developing the company's financial operations and creating a holistic understanding of the company's present situation.

Learning Objectives:

Knowledge

The student must:

- Have development-based knowledge regarding the service and experience industry's corporate and organisational, market, competition forms and understanding of companies' vision, mission, goals and values
- Be able to understand the business and legal practice and central applied theory and methods in service and experience companies and their application.

Skills

The students should be able to:

- Apply key methods and tools from the service and experience industry to describe the service and experience company situation.
- Evaluate practice-oriented challenges of service and experience companies including the financial conditions for setting up and choosing solutions at tactical and operational levels
- Communicate service and experience companies' practice-oriented issues and solutions to collaborators, guests, customers, employees, volunteers and others at a tactical and operational level..

Competencies

The students should be able to:

- Handle development-oriented situations in the service and experience company at a tactical and operational level in relation to management, cooperation and cultural interaction
- Participate and communicate in a professional and interdisciplinary collaboration or network with internal and external partners in an intercultural environment with a professional approach
- In a structured context, acquire new knowledge, skills and competences in relation to management and communication within the service and experience industry's tactical and operational levels



N-SEM-2-F-21 (Service, Hospitality and Tourism 2 Nørrebro)

Service, Hospitality and Tourism Management level 2 – Cphbusiness Nørrebro.

The courses of this semester package take place at Cphbusiness Nørrebro (Blaagaardsgade 23B, 2200 Copenhagen N) during the spring semester 2021.

1. An illustration of the level of the semester

The second semester of the AP Degree in Service, Hospitality and Tourism is equivalent to the second semester of a classic Bachelor programme.

CLASSIC BACHELOR PROGRAMMES		CPHBUSINESS DEGREE PROGRAMMES		
Extra semester/s	Extra year/s	Third level semester package (30 ECTS)	Second year	Top-Up Bachelor (90 ECTS)
Sixth semester	Third year	Second level semester package (30 ECTS)	First year	
Fifth semester		First level semester package (30 ECTS)		
Fourth semester	Second year	Fourth level semester package (30 ECTS)	Second year	AP Degree (120 ECTS)
Third semester		Third level semester package (30 ECTS)		
Second semester	First year	Second level semester package (30 ECTS)	First year	
First semester		First level semester package (30 ECTS)		

2. Admission requirements

Language requirements

Students MUST have English qualifications corresponding to **TOEFL 550 or IELTS 6.0** - [level B2 on CEFR](#) (**Common European Framework for Languages**) in order to be able to participate in class. Official language tests are not required, but we recommend our partner institutions ensure that nominated students' level of English meets the above-mentioned criteria.

Please note a student's ability to read, write, speak and understand English will highly influence the quality of the study abroad period and the student's ability to pass exams.

As an extra service to our international exchange students and partners, and to ensure a satisfactory academic outcome of the students' stay here, we may use Skype conversations with nominees before accepting them for a study programme.

3. Information about exams

Two exams will conclude the second semester of Service, Hospitality and Tourism Management:

- The first year exam, covering "Cooperation and Relations" graded according to the 7-point grading scale
- Elective exam 1 (see details below) covering both Elective subject 1 and Elective subject 2 – graded on the 7-point grading scale.

For [general information about exams and grading scale](#), please check the relevant chapter

4. Description of subjects and teaching

Compulsory elements

Subject	ECTS
Cooperation and Relations	15

Content:

The Cooperation & Relations educational element includes communication and management forms in an intercultural perspective focusing on the interaction between the guest and employee. Focus is on analysis and data material as the basis of developing internal and external communication in a national and international perspective.

Learning objectives:*Knowledge*

The student must:

- Have development-based knowledge in relation to the service companies' management and collaboration practices and the central applied theory and methods.
- Be able to understand practice, central applied theory and methods when recruiting, hiring, retaining and dismissing employees and volunteers in service and experience companies and their application
- Be able to understand the applied practice regarding intercultural interaction and communication with the national as well as international guests, customers, employees, volunteers and others in service and experience companies and their application.

Skills

The students should be able to:

- Apply key methods, tools and data from service and experience companies to describe management challenges
- Apply key methods, tools and data regarding cultural understanding and apply skills associated with employment within service and experience companies in order to interact with guests, customers, employees and volunteers, etc.
- Evaluate cultural and communication issues that are close to practice in order to choose solution options at tactical and operational levels
- Communicate issues and solutions that are close to practice both verbally and in writing to partners, guests and colleagues in analogue and digital contexts.

Competencies

The students should be able to:

- Handle development-oriented situations in the service and experience company at a tactical and operational level in relation to management, cooperation and cultural interaction
- Participate and communicate in a professional and interdisciplinary collaboration or network with internal and external partners in an intercultural environment with a professional approach
- In a structured context, acquire new knowledge, skills and competences in relation to management and communication within the service and experience industry's tactical and operational level.

Elective Educational Element A**10**

Please see descriptions in the table below.

Elective Educational Element B**5**

Please see descriptions in the table below.

Elective Educational Element A

Students must choose one of the below.

Elective Educational Element A**Assessment:**

Individual assessment.

One single grade is given according to the 7- point grading scale. The exam will test Elective educational element A & B (15 ECTS in total).

Hotel and Restaurant Management**10****Content:**

Understanding of the hotel and restaurant industry's practice with the guest in focus, including an understanding of the individual hotel and restaurant company's role in the industry

Learning objectives*Knowledge*

- The students should have acquired knowledge of:
- The practice and development of the hotel and restaurant industry, including ownership structures
- The organisation and operation of the hotel as well as the interaction between the different internal and external business partners
- The characteristics of hotel and restaurant services, including international and Danish concepts
- International and Danish classification systems within the hotel and restaurant industry

Skills:

The students should be able to:

- Apply the hotel and restaurant industry's professional financial terminology
- Set up and select options for menu plans along with calculations
- Apply the industry's average numbers and key figures to set up and simulate options
- Identify and apply the hotel and restaurant industry's distribution channels
- Assess digital possibilities and suggest a solution within digital marketing
- Identify critical control areas in production and set up plans for self- monitoring

Competences The students should be able to: <ul style="list-style-type: none"> Identify and take part in developing and changing processes and deliveries with respect to the service concept Take part in pricing the services of the hotel and restaurant 	
Tourism Management	10
Content: Understanding of the practice of tourism with the destination as the central component, including an understanding of the individual tourism company's role in the tourism system Learning objectives Knowledge The students should have acquired knowledge of: <ul style="list-style-type: none"> The practice, development and strategy of tourism What characterise tourism products Tourism supply and demand Trends in tourism Marketing in Tourism Skills: The students should be able to: <ul style="list-style-type: none"> Participate in preparing a destination analysis Identify the tourism distribution and marketing channels Involve relevant stakeholders in destination development Competences The students should be able to: <ul style="list-style-type: none"> Take part in planning and developing destinations Take part in planning and developing new and existing tourism products 	
Event Management	10
Content: The student is to acquire an understanding of the practice of the event with the overall aim of being able – in cooperation with others – to handle the development, planning, and implementation of small and medium-sized events Learning objectives Knowledge The students should have acquired knowledge of: <ul style="list-style-type: none"> What events are and what development they have undergone What tasks are connected with the life cycle of events Skills: The students should be able to: <ul style="list-style-type: none"> Draw up and assess the suitability of a concept with respect to target group and stakeholders Identify and assess potential sponsorships and fundraising options Assess whether the event is financially sustainable Assess which persons and competences are required to run the event, including volunteers Assess the suitability of different communication channels for the promotion of events Apply digital planning tools to develop of events Assess practice-related risks and legal aspects Competences The students should be able to <ul style="list-style-type: none"> Take part in the operational, tactical, and strategic tasks in developing, planning, and implementing sustainable small and medium- sized events 	

Elective Educational Element B

Students must choose one of the below

Elective Educational Element B	
Assessment (exam): Individual assessment. One single grade is given according to the 7- point grading scale. The exam will test Elective educational element A & B.	
Study Trip (to another country than Denmark) – changes might occur.	5

Objectives: <i>Knowledge:</i> The graduate will gain knowledge of <ul style="list-style-type: none"> • Culture, which will result in the ability to participate in different interactions with people from other cultures. • The development in the service industry in an international context <i>Skills:</i> The graduate will be able to: <ul style="list-style-type: none"> • Cooperate with companies / other students / teachers in an international context • Perform in professional situations in English. • Acquire new knowledge and skills and use these in “real-life situations”. <i>Competencies</i> The graduate will be able to: <ul style="list-style-type: none"> • Use tools from the education and the study trip to produce solutions to practical problems within the service industry in an international context. 	
Trend Forecasting	5
Content: The purpose of Trend Forecasting is for the student able to work with trends in different industries (restaurants, retail, tourism and others) and in different categories (physical products, services, and experiences) Learning objectives <i>Knowledge</i> The graduate will <ul style="list-style-type: none"> • Have knowledge about the historical development of trend research • Be able to understand the trend process • Have knowledge about trend forecasting techniques <i>Skills</i> The graduate will <ul style="list-style-type: none"> • Be able to apply trend forecasting techniques • Be able to evaluate a trend's place in the trend cycle <i>Competence</i> The graduate will <ul style="list-style-type: none"> • Be able to take part in innovation processes using trend forecasting techniques 	
Project Management	5
Content: The purpose of the elective is to introduce you to the concept and the core elements of project management, which is very useful when dealing with e.g. organizational changes, development and implementation of new service products and procedures, planning and realization of events etc. You will get a basic understanding of project management and become familiar with the key terms and processes in order for you to be able to participate as an important resource in projects. Having completed the elective including the exam you have obtained new knowledge, skills and competences in relation to working in a structured manner with projects in the service business. Learning objectives <i>Knowledge</i> The graduate will gain knowledge of: <ul style="list-style-type: none"> • The principles of different project management systems/paradigms (waterfall, agile, SCRUM) • The core elements of project planning and project management (goal hierarchy, resources, stakeholders, communication, risks, budget etc.) <i>Skills</i> The graduate will acquire skills in: <ul style="list-style-type: none"> • Applying the different principles of project management to a specific project in a service company using relevant it-tools (MindView and alike) • Planning a project and communicating a project plan to relevant stakeholders <i>Competencies</i> The graduate will get professional competencies in: <ul style="list-style-type: none"> • Working with projects in a structured and consistent manner and in collaboration with others be able to undertake and perform valuable job tasks and roles in a project 	
Business Start Up	5
Content: The purpose (or the objective) of this elective is to present the students to the opportunities, challenges, demands and the decisions a newly started service company will experience, so the students are able to start their own business, alone or together with others. Learning objectives <i>Knowledge</i> The graduate will: <ul style="list-style-type: none"> • The relevant legal company forms and the rules and the agencies of importance for starting a business • How to get from a business idea to a practical business plan and understand the mentality needed for being an entrepreneur • The basic economic models and financial calculations needed in the different situations of the start-up of the company <i>Skills</i> The graduate will: <ul style="list-style-type: none"> • Use relevant methods to plan and structure the start-up process of a company 	

- Create a well-structured business plan and communicate it to the relevant stakeholders

Competencies

The graduate will be able to:

- Participate in the interdisciplinary cooperation regarding the start-up of a service company and being able to act sensibly and rational in regard to the different situations a newly started company encounters.

Customer & Guest Psychology

5

Content:

The focus in Customer and Guest Psychology will be on human/costumer personality types in relation to understanding behaviour in different situations in the hospitality industry and how these affect the experience in the different contexts.

Learning objectives

Knowledge

The graduate will:

- The different psychological archetypes
- The archetypes in a generational perspective
- The importance of emotional and cultural intelligence in customer and guest relations
- The psychology of upselling
- Nudging
- Control in complaint handling

Skills

The graduate will:

- Identifying different customer and guest profiles and applying methods in order to create the best possible customer experience.

Competencies

- Use the knowledge of different customer and guest types to improve different areas of service in relevant contexts



Courses in International Hospitality Management

*N-IHA-2-F-21 (International Hospitality Management 2 Nørrebro)

International Hospitality Management level 2 – Cphbusiness Nørrebro.

The courses of this semester package take place at Cphbusiness Nørrebro (Blaagaardsgade 23B, 2200 Copenhagen N) during the spring semester 2021.

1. An illustration of the level of the semester package

The second semester of the Top-Up Bachelor in International Hospitality Management is equivalent to the sixth semester of a classic Bachelor programme.

CLASSIC BACHELOR PROGRAMMES		CPHBUSINESS DEGREE PROGRAMMES		
Extra semester/s	Extra year/s	Third level semester package (30 ECTS)	Second year	Top-Up Bachelor (90 ECTS)
Sixth semester	Third year	Second level semester package (30 ECTS)	First year	
Fifth semester		First level semester package (30 ECTS)		
Fourth semester	Second year	Fourth level semester package (30 ECTS)	Second year	AP Degree (120 ECTS)
Third semester		Third level semester package (30 ECTS)		
Second semester	First year	Second level semester package (30 ECTS)	First year	
First semester		First level semester package (30 ECTS)		

2. Admission requirements

Academic requirements

BEFORE YOU APPLY FOR THIS SEMESTER PACKAGE

MAKE SURE YOU HAVE THE FOLLOWING:

At least 2 years (the equivalent of an AP Degree - 120 ECTS) of undergraduate studies within Hospitality, Marketing, Economics, Organisation and Management, including

- Marketing - 15 ECTS
- Management, Organisation - 15 ECTS
- Economics - 15 ECTS

Language requirements

Students MUST have English qualifications corresponding to **TOEFL 550 or IELTS 6.0**. - [level B2 on CEFR](#) (Common European Framework for Languages) in order to be able to participate in class. Official language tests are not required, but we recommend our partner institutions ensure that nominated students' level of English meets the above-mentioned criteria.

Please note a student's ability to read, write, speak and understand English will highly influence the quality of the study abroad period and the student's ability to pass exams.

As an extra service to our international exchange students and partners, and to ensure a satisfactory academic outcome of the students' stay here, we may use Skype conversations with nominees before accepting them for a study programme.

3. Practical information

Places on our top-up bachelor programmes are limited. Students who apply for a semester on a top-up bachelor programme will be required to send extra documentation to prove they fulfil the above-mentioned criteria. Only students with the relevant background and highest grades will be admitted.

Make sure your second option is a semester package at AP Degree level and that both your options are approved by your home institution before applying.

4. Information about exams

There will be one exam for Hospitality and Hostmanship and Strategic Value Creation. The exam will be oral, based on a written assignment.

One separate exam will be organized for the elective subject. More information in the Elective Catalogue (will be available by the start of the semester).

5. Description of subjects

Hospitality and Hostmanship	14 ECTS
<p>Content:</p> <p>This subject element covers cultural and guest perceptiveness and communication, and developing these in the company with focus on developing a hospitality/hostmanship mind-set that can create value in the company.</p> <p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student must:</p> <ul style="list-style-type: none"> have development-based knowledge of hospitality industry practices and applied theory and methods in relation to hostmanship be able to understand practices and applied theory and methods in relation to hospitality, and to reflect on the hospitality industry's practices and use of these. <p><i>Skills</i></p> <p>The student must be able to:</p> <ul style="list-style-type: none"> apply methods and tools within hospitality and hostmanship and be proficient in the tools related to work in the hospitality industry evaluate practice-oriented and theoretical issues related to hospitality and hostmanship and select and justify relevant solution models in relation to the hospitality industry communicate practice-oriented issues and solutions in relation to hostmanship to hospitality industry guests and employees. <p><i>Competencies</i></p> <p>The student must be able to:</p> <ul style="list-style-type: none"> develop and implement experiences for the guest, which also create financial value for the company from an ethical, respectful and sustainable perspective work independently in professional and interdisciplinary collaboration and practise hostmanship identify their own and others' learning needs, in order to develop and maintain their own and others relevant knowledge, skills and competencies in relation to hostmanship and guest perceptiveness. 	
Strategic Value Creation	11 ECTS
<p>Content:</p> <p>This subject element covers strategy and finances in relation to developing new and existing focus areas. The focus is on developing a mind-set that can handle changes and ongoing development, while also implementing strategic decisions.</p> <p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student must:</p> <ul style="list-style-type: none"> have development-based knowledge of hospitality industry practices and applied theory and methods in relation to strategic value creation be able to understand practices and applied theory and methods in relation to strategic value creation, and to reflect on the hospitality industry's practices and use of these. <p><i>Skills</i></p> <p>The student must be able to:</p> <ul style="list-style-type: none"> apply methods and tools to strategic value creation and be proficient in the strategic tools related to work within the hospitality industry evaluate practice-oriented and theoretical issues related to strategy and select and justify relevant solution models in relation to the hospitality industry communicate practice-oriented strategic issues and solutions to hospitality industry stakeholders. <p><i>Competencies</i></p> <p>The student must be able to:</p> <ul style="list-style-type: none"> work independently in a professional and interdisciplinary collaboration with management and employees to develop and implement solutions in relation to the company's strategic challenges work independently and in alliances/networks with other relevant stakeholders towards developing the hospitality company identify their own and others' learning needs, in order to develop and maintain their own and others relevant strategic knowledge, skills and competencies. 	

Elective subject	5 ECTS
To be announced	



Courses in International Sales and Marketing

*S-INS-1-F-21 (International Sales and Marketing 1 Sørerne)

International Sales and Marketing level 1 - Cphbusiness Sørerne

The courses of this semester package take place at Cphbusiness Sørerne (Nansensgade 19, 1366 Copenhagen K) during the spring semester 2021.

1. An illustration of the level of the semester package

The first semester of the Top-Up Bachelor in International Sales and Marketing is equivalent to the fifth semester of a classic Bachelor programme.

CLASSIC BACHELOR PROGRAMMES		CPHBUSINESS DEGREE PROGRAMMES		
Extra semester/s	Extra year/s	Third level semester package (30 ECTS)	Second year	Top-Up Bachelor (90 ECTS)
Sixth semester	Third year	Second level semester package (30 ECTS)	First year	
Fifth semester		First level semester package (30 ECTS)		
Fourth semester	Second year	Fourth level semester package (30 ECTS)	Second year	AP Degree (120 ECTS)
Third semester		Third level semester package (30 ECTS)		
Second semester	First year	Second level semester package (30 ECTS)	First year	
First semester		First level semester package (30 ECTS)		

2. Admission requirements

Academic requirements

BEFORE YOU APPLY FOR THIS SEMESTER PACKAGE MAKE SURE YOU HAVE THE FOLLOWING:

At least 2 years (the equivalent of an AP Degree (120 ECTS)) of undergraduate studies within Marketing, Economics and Management, Organisation, Business Law, Supply Chain Management and Logistics, including:

- Marketing - 20 ECTS
- Management, Organisation, Supply Chain Management, Logistics - 10 ECTS
- Economics - 15 ECTS

Please note there are **very few places** available on the first semester INS. If you fulfill all requirements mentioned above, you might be offered a place on the **second semester** (which is also offered in spring). Please check the description of the [second semester of International Sales and Marketing Management](#) and talk to your exchange coordinator about this possibility before applying.

Language requirements

Students MUST have English qualifications corresponding to **TOEFL 550 or IELTS 6.0**. - [level B2 on CEFR \(Common European Framework for Languages\)](#) in order to be able to participate in class. Official language tests are not required, but we recommend our partner institutions ensure that nominated students' level of English meets the above-mentioned criteria.

Please note a student's ability to read, write, speak and understand English will highly influence the quality of the study abroad period and the student's ability to pass exams.

As an extra service to our international exchange students and partners, and to ensure a satisfactory academic outcome of the students' stay here, we may use Skype conversations with nominees before accepting them for a study programme.

3. Practical information

Places on our top-up bachelor programmes are limited. Students who apply for a semester on a top-up bachelor programme will be required to send extra documentation to prove they fulfil the above-mentioned criteria. Only students with the relevant background and highest grades will be admitted.

Make sure your second option is a semester package at AP Degree level and that both your options are approved by your home institution before applying.

4. Information about exams

One interdisciplinary exam will be organized at the end of the semester covering subjects described below. One grade will be awarded according to the 7-point grading scale. For [general information about exams and grading scale, please check the relevant chapter.](#)

5. Distribution of subjects:

	International Marketing and Sales	Organisation, Management, Supply Chain	Economics	Law	Methodology	Total ECTS
Theme 1: The Company's Strategic Basis (Business Model)	2,5	2,0	2,0	1,0	2,5	10
Theme 2: The Customer as the Starting Point	9,0	3,5	3,0	3,0	1,5	20
Total	11,5	5,5	5	4	4	30

6. Detailed description of the course elements:

Course element contents:	ECTS
The Company's Strategic Basis (Business Model)	10
<p>Content: 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 <p><i>Skills</i></p> <p>The student must:</p> <ul style="list-style-type: none"> • 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

20

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



*S-INS-2-F-21 (International Sales and Marketing level 2 Sørerne)

The courses of this semester package take place at Cphbusiness Sørerne (Nansensgade 19, 1366 Copenhagen K).

1. An illustration of the level of the semester package

The second semester of the Top-Up Bachelor in International Sales and Marketing is equivalent to the sixth semester of a classic Bachelor programme.

CLASSIC BACHELOR PROGRAMMES		CPHBUSINESS DEGREE PROGRAMMES		
Extra semester/s	Extra year/s	Third level semester package (30 ECTS)	Second year	Top-Up Bachelor (90 ECTS)
Sixth semester	Third year	Second level semester package (30 ECTS)	First year	
Fifth semester		First level semester package (30 ECTS)		
Fourth semester	Second year	Fourth level semester package (30 ECTS)	Second year	AP Degree (120 ECTS)
Third semester		Third level semester package (30 ECTS)		
Second semester	First year	Second level semester package (30 ECTS)	First year	
First semester		First level semester package (30 ECTS)		

2. Admission requirements

Academic requirements

BEFORE YOU APPLY FOR THIS SEMESTER PACKAGE

MAKE SURE YOU HAVE THE FOLLOWING:

At least 2 years (the equivalent of an AP Degree (120 ECTS)) of undergraduate studies within Marketing, Economics and Management, Organisation, Business Law, Supply Chain Management and Logistics, including:

- Marketing - 20 ECTS
- Management, Organisation, Supply Chain Management, Logistics - 10 ECTS
- Economics - 15 ECTS

Language requirements

Students MUST have English qualifications corresponding to **TOEFL 550 or IELTS 6.0**. - [level B2 on CEFR](#) (Common European Framework for Languages) in order to be able to participate in class. Official language tests are not required, but we recommend our partner institutions ensure that nominated students' level of English meets the above-mentioned criteria.

Please note a student's ability to read, write, speak and understand English will highly influence the quality of the study abroad period and the student's ability to pass exams.

As an extra service to our international exchange students and partners, and to ensure a satisfactory academic outcome of the students' stay here, we may use Skype/telephone conversations with nominees before accepting them for a study programme.

3. Practical information

Places on our top-up programmes are limited. Students who apply for a semester on a top-up programme will be required to send extra documentation to prove they fulfil the above-mentioned criteria. Only students with the relevant background and highest grades will be admitted.

Make sure your second option is a semester package at AP Degree level and that both your options are approved by your home institution before applying.

4. Information about exams

Theme 3 and Theme 4 will be evaluated with the help of two exams. Each exam will be graded on the 7-point grading scale and an overall grade will be calculated to cover both themes.

Elective subjects will also conclude with an exam each and an overall grade (7-point grading scale) will be calculated as above.

For [general information about exams and grading scale](#), please check the relevant chapter.

5. Distribution of subjects:

	International Marketing and Sales	Organisation, Management, Supply Chain	Economics	Law	Methodology	Elective subject	Total ECTS
Theme 3: Industry and Competitors	2,0	1,0	1,0	0,5	0,5	0	5
Theme 4: Sales Management and the Sales Development of the Company	4,0	3,5	1,5	0,5	0,5	0	10
Elective subject	0	0	0	0	0	15	15
Total	6	4,5	2,5	1	1	15	30

6. Detailed description of the course elements:

OBLIGATORY SUBJECTS

Contents	ECTS
Industry and Competitors	5
<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> <p>The student must:</p> <ul style="list-style-type: none"> 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 <p><i>Skills</i></p> <p>The student must:</p> <ul style="list-style-type: none"> 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 <p><i>Competencies</i></p> <p>The student can:</p>	

- 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

10

Content:

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.

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.

Learning objectives:

Knowledge

The student must:

- 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

ELECTIVE SUBJECTS

Students will choose one of the below. Each elective subject has a workload of 10 ECTS.

PROJECT SALES MANAGEMENT

Purpose & Learning Outcome:

Objectives and contents:

- A general understanding of projects and project sales in a strategic perspective, and how to manage them.
- An in-depth understanding of a business case, both at seller and buyer
- Experience in using theories, models, tools and methods for project sales and management of projects in a professional context
- Understanding the differences in project sales in B2B and B2G.
- Understanding project management in B2C, B2B and B2G.

The topic has two equal foundations: project sales and project management. Please see detailed description of the subjects below.

Project Sales:

Knowledge:

The student should have acquired knowledge about:

- How to define project sales
- Defining and describing the sellers' role within project sales (consultant vs seller)
- Market segmentation of strategic customers and the competitive environment
- Identification of strategic customers and projects
- Identification of customer buying criteria
- The decision process and buying behavior of the customer (identification of stake holders and value chain)
- The process of project sales ("capture planning" within strategic scope of the company)
- Preparation, planning, execution & follow-up of sales meetings
- Requirement to quotations, requirements for public tenders ("the winning proposal")
- Business Case development (both seller's perspective and customer's perspective)
- Cost calculations and price settings of sales projects
- Requirements to project team
- Closing and follow-up on projects

Skills:

The student should be able to:

- Define and build a business case
- Understand and define risk elements
- Analyze the stakeholders of a project (both internally at seller and at customer)
- Communicate to project groups
- Produce offers in a formal way, meeting requirements
- Understand the strategic positioning at the customer
- Act as consultant in the seller role

Competences:

The student should have obtained competences in regards to:

- Plan professional project sales by using relevant tools and methods
- Implement project sales and adjusting the sales/customer process continuously

Project management:

Knowledge:

The student should have acquired knowledge about:

- How to define a project and what parameters the project manager can adjust
- Project portfolio management in a company strategic perspective
- How to define the work streams, deliverables, milestones and activities of a project (Stage-Gate and SCRUM)
- How to plan a project by using tools such as a Gantt Chart and the Work Break Down Schedule
- How to define the stakeholders of a project and how to handle their influence by communication
- The role of the project manager and the different roles in a project organization, including the roles of the project team and the steering committee
- The risks in relation to implementation of a project and how to handle it
- Different forms of meetings and their purpose
- The business case and budget of a project

Skills:

The student should be able to:

- To illustrate the purpose and objective of a project by preparing an Objective Break-Down Schedule
- To plan a project by defining work streams, deliverables, milestones and activities in a Work Break Down Schedule and a Gantt Chart
- To do a risk analysis
- To analyze the stakeholders of a project and make a communication plan
- To plan the relevant meetings throughout the implementation of the project
- To make a budget or business case for a project

Competences:

The student should have obtained competences in regards to:

- Plan a project in a professional context by using relevant tools and methods
- Implement a project and adjusting the plan continuously

Content and milestones

Content:

Lesson	Content
Lesson 1	The project concept (PM) Customer profitability/Buying criteria (PS)
Lesson 2	Project Management Theories & Success with projects (PM) Setting the joint transformation agenda with the strategic customer (PS)
Lesson 3	Project Planning in practice (PM) Integrated value chains & guiding customer business transformation (PS)
Lesson 4	Context and types of projects (PM) Key Account Management (PS)
Lesson 5	Portfolio management (PM) Sales leadership in projects – undertaking the transformative journey (PS)

Milestones:

- Group formation/Abstract for the group work
- Preliminary problem formulation for individual work
- Update individual problem
- Hand in of group work
- Hand in of individual work

Evaluation Criteria

The evaluation criteria of the four mandatory elements that are graded are as follows:

Element	Evaluation criteria
A: Written Element, Part 1: The Group Report (25%)	Theoretical knowledge demonstrated Relevance of data Written presentation
B: Written Element, Part 2: An individual article or creative product (25%)	Written presentation Theoretical knowledge demonstrated Relevance of data or creative content
C: Oral Element, Part 1: Group presentation to an audience (10%)	Structure and content of presentation Presentation skills

<i>D: Oral Element, Part 2: Individual oral exam (40%)</i>	Ability to demonstrate knowledge of international project management Presentation skills	
Feedback Verbal feedback will be provided: <ul style="list-style-type: none"> • after each milestone • after the group presentation (no grade) • after the individual oral exam (including a weighted grade for the entire course) 		

Tentative Literature (on Project Sales)

- 1) P.Kotler, M Dingena & W.Pfoertsch, Transformational Sales
- 2) Articles TBD

Tentative Literature (on Project Management)

- 1) Alam and Gühl, 2016, Project management in practice, Springer Verlag
- 2) Andersen, E.S., 2016, Do project managers have different perspectives on project management, International Journal of Project Management
- 3) Cicmil et al, 2017, Responsible forms of project management education: Theoretical plurality and reflective pedagogies, International Journal of Project Management
- 4) Christiansen et al, 2008, From models to practice: decision making at portfolio meetings, International Journal of Quality & Reliability Management
- 5) Cunha et al, 2003, Order and Disorder in Product Innovation Models, Creativity and innovation management
- 6) Cooper et al, 2001, Portfolio Management for New Product Development: Results of an Industry Practices Study, R&D Management
- 7) Dvir et al, 2003, An empirical analysis of the relationship between project planning and project success, International Journal of Project Management
- 8) Flyvbjerg, B. 2005, Deception by Design: the politics of megaprojects, Harvard Design Magazine
- 9) Fortune et al, 2012, Looking again at current practice in project management", International Journal of Managing Projects in Business
- 10) Geraldi et al, 2016, From Visions of Grandeur to Grand Failure, Proceedings of EURAM 2016 Implement Consulting Group, Double Half, projecthalfdouble.dk
- 11) Kreiner, K., 2014, Restoring Project Success as Phenomenon, Copenhagen Business School Press
- 12) LaBrosse, 2010, Project-portfolio management, Employment relations today
- 13) Lovallo et al, 2003, Delusions of Success: How Optimism Undermines Executives' Decisions, Harvard Business Review
- 14) Martinsuo, 2013, project portfolio management in practice, International Journal of Project Management
- 15) Palmquist et al, 2013, "Parallel Worlds: Agile and Waterfall Differences and Similarities, CMU
- 16) Richardson et al, 2015, Is Project Management Still an Accidental Profession? A Qualitative Study of Career Trajectory, SAGE open
- 17) Serrador et al, 2013, The Relationship Between Project Success and Project Efficiency, Project Management Journal
- 18) Standish Group, 2014, CHAOS
- 19) Shenhar et al, 1997, Mapping the dimensions of project success, Project Management Journal
- 20) Turner et al, 2005, The project manager's leadership style as a success factor on projects, Project Management Journal
- 21) Turner et al, 2012, Project management in small to medium-sized enterprises: Tailoring the practices to the size of company, Management Decision

(ONLY IN DANISH) EU LAW AND BIG DATA

We have combined the two topics EU law and Big Data justified by the increasing level of internationalization and digitalization in the society .

We see EU law as an important part of our daily life and at the same time a digital approach to business and personal life all over the place in the future digital world.

The ECTS points are divided as follows: 10 ECTS for Law and 5 ECTS for Big Data.

1. Purpose of the course and learning objectives

Purpose.

The students will get knowledge, skills and competences about the European Union, the EU law, and the digital society that influences us all every day.

To be serious and professional in business life today, the students must understand the fact, that EU law and judgments from the EU-Court have a significant influence on EU citizens and companies.

The student will get knowledge, skills ad competences about Big Data in general and the implications for Law specifically. In a digital and data driven world it is crucial to be knowledgeable about the impact from the way we create documentation, i.e. digital foot print in our private and professional lives.

Learning objectives

Knowledge:

- The student will get general knowledge about EU and the Treaty of Lisbon.
- The student will get knowledge about the EU sources of law
- The student will get knowledge of the EU institutions and the democratic systems.
- The student will get knowledge of the legal principles in EU law and the relationship to national courts.
- The student will get knowledge about theories and models and basic ideas of big data the business value approach.
- The student will get knowledge about working with data in a legal context.

Skills:

- The student will get skills to understand the important rights for free movement of goods, persons, services and the right to establish a business inside the Internal Market based on the Treaty of Lisbon.
- The student will get skills to understand how to analyse data to provide information from an ethical and law perspective.

Competences:

- The students will learn how to seek relevant EU legislation and information and how to read, discuss and understand EU Court judgments.
- The students should be able to solve concrete legal EU cases
- The students should be able to take part in discussions in class about what is happening right now inside the EU e.g. Brexit.
- The student will be able to evaluate data for monitoring the exchange of information as input in a law context

2. Content and milestones

Content:

- EU law including the Treaty of Lisbon
- The rules about the free movement and the prohibition against discriminations and restrictions.
- Search of legal information in the EU
- Case stories e.g. Brexit, Europol or Frontex, Spain vs Google and others
- Coursera course "Ethics and Law in Data and Analytics"
- Workshop about Big Data in a legal context.

Milestones

1. Online Course
2. Individual written assignment about EU in general
3. Workshop about Big Data
4. Problem formulation for the group work
5. Status updates with tutors

Week

Topic/Method	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Class room	X	X				
Online training	X	X				
Workshop		X				
Written Workshop assignment			X			
Problem formulation		X	X	X		
Group work			X	X	X	
Group presentation					X	
Individual exam						X

3. Teaching form

- Teaching in class
- Written individual assignments to practice
- Groupwork
- Workshops
- Online course

4. Evaluation criteria

Big Data component – 5 ECTS

Element	Evaluation criteria
A. An online learning assignment – individual & group. (50%)	all assessments done and achieved
B. Written element. Workshop/Group written assignment max 2 pages per group member (50%)	structure and content of the paper discussion and understanding of the new dilemmas involved in evaluate data for monitoring the exchange of information as input in a law context

EU Law component – 10 ECTS

Element	Evaluation criteria
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<i>C. Written assignment, group rapport (50%)</i>	the theoretical knowledge relevance of data written presentation
<i>D. Oral element: Individual oral exam (50 %)</i>	ability to demonstrate a good knowledge of EU law and the content of the group report. presentation skills

5. Feedback

Verbal feedback will be provided:

- after milestones
- after the group presentation to an audience (no grade)
- after the individual exam including a weighted grade for the entire course

6. Literature/course material

Voluntary literature: Henrik Kure: EU-ret kompendium (Danish only)

<https://www.mooc-list.com/course/ethics-and-law-analytics-and-ai-edx>

When you sign up without certificate, it is free of charge: OBS that you only have one go at the assessments.

Articles and material from various databases

DESIGN & INNOVATION AND BIG DATA

Objectives and contents:

General understanding of the role in a company as well as enabling the student to work in depth with negotiation, purchasing and big data.

- Knowledge about Big Data and ability to identify, categorize, analyse and present big data.
- General understanding for the roles of innovation in a company as well as for the practical implementation, including design at all levels:
 - In-depth understanding of the innovation process
 - Ability to apply common theories within the subject area in order to solve practical issues inspired by real life
 - Understanding for the specific issues related to design and design thinking.

Learning outcome:

The topic has three equal foundations: purchasing, negotiation and big data. Please see a description of all three elements below.

Literature: Articles and books.

Content:

- Lectures
- Guest lecturers
- Group work with data
- Group work based on Cases
- Negotiation simulations
- E-learning

Milestones:

- 1: Preparing and participating in a negotiation case
- 2: Group exam
- 3: Preliminary problem statement for the individual assignment
- 4: Status update (individual work) to be discussed with tutoring voting.

Exam and Evaluation Criteria:

5 ECTS Elective Exam (Big Data)

Element	Evaluation criteria
<i>Written Element: The Group Report (40%)</i>	Theoretical knowledge demonstrated Relevance of data Written presentation
<i>Written Element: Open text Quiz (30%)</i>	Quiz covering e-learning module
<i>Oral Element: Group presentation to an audience (30%)</i>	Structure and content of presentation Presentation skills

10 ECTS Elective Exam (Design and Innovation)

Element	Evaluation criteria
<i>Written Element: An individual article or creative product (50%)</i>	Written presentation Theoretical knowledge demonstrated Relevance of data or creative content
<i>Oral Element: Individual oral exam (50%)</i>	Ability to demonstrate a good knowledge of international economics Presentation skills

Purchasing

Knowledge:

The student will have achieved knowledge about the following:

- The different steps in the purchasing process
- Developing purchasing strategies per product or product area
- Writing/building requirement specifications
- Competition theory and market forms
- Supplier search and supplier selection
- EU procurement rules
- Relations between buyer and supplier
- Power distance
- Calculation of net purchase price and long term costs (TCA and TCO)
- Contract management
- Use of IT in the purchasing process, including knowledge about specific tools

Skills:

The student will be able to:

- Collect and evaluate requirements in a given purchasing situation
- Execute a requirements specification which can form the basis for obtaining offers
- Compare and evaluate offers
- Develop processes for the daily trade
- Follow-up on deliveries
- Perform ongoing evaluation of the selected suppliers' performance
- Initialize renegotiation of existing contracts

Competencies:

The student will obtain the following competencies:

- Plan implementation of purchasing by using relevant tools, theories and methods
- Evaluate suppliers and their performance with the purpose of optimizing the purchase and the purchasing process

Negotiation

Knowledge:

The student will have achieved knowledge about the following:

- Phases and steps in the negotiation process
- Own negotiation profile
- Negotiation strategy and tactics
- Planning and preparing
- Questioning techniques

Skills:

The student will be able to:

Set goals for the negotiation results

- Choose a strategy by choosing relevant models and theories, for example the Kraljic model
- Analyze the supplier's negotiation profile
- Analyze the supplier's negotiation strength
- Controlling the negotiation process
- Complete the negotiation process

Competencies:

The student will obtain the following competencies:

- Ability to plan and execute a negotiation process by applying relevant tools, theories and models
- Ability to communicate efficiently during the negotiation process
- Ability to reflect upon the progress of the negotiation process

Big Data

Knowledge:

The student will have achieved knowledge about the following:

- Theories and models and basic ideas of big data the business value approach
- The role of big data in BtB buyer and supplier relations ships
- Providing data for monitoring the purchasing
- Providing data monitoring quality and performance
- Providing data to be used as input for the negotiation process

Skills:

The student will be able to:

- Analyze data to provide business information
- Analyze big data to draw key patterns
- Evaluate big data to provide input to purchasing negotiation
- Analyze big data with IBM Watson Analytical tools
- Build presentations based on data

Competencies:

The student will obtain the following competencies:

- Plan and evaluate the role of big data in BtB buyer and supplier relations ships
- Evaluate data for monitoring the purchasing
- Evaluate data monitoring quality and performance
- Evaluate data to be used as input for the negotiation process



Courses in Innovation and Entrepreneurship

*L-INE-2-F-21 (Innovation and Entrepreneurship 2 Lyngby)

Innovation and Entrepreneurship level 2 – Cphbusiness Lyngby.

The courses of this semester package take place at Cphbusiness Lyngby (Noergaardsvej 30, 2800 Kgs. Lyngby) during the spring semester 2021.

1. An illustration of the level of the semester package

The second semester of the Top-Up Bachelor in Innovation and Entrepreneurship is equivalent to the sixth semester of a classic Bachelor programme.

CLASSIC BACHELOR PROGRAMMES		CPHBUSINESS DEGREE PROGRAMMES		
Extra semester/s	Extra year/s	Third level semester package (30 ECTS)	Second year	Top-Up Bachelor (90 ECTS)
Sixth semester	Third year	Second level semester package (30 ECTS)	First year	
Fifth semester		First level semester package (30 ECTS)		
Fourth semester	Second year	Fourth level semester package (30 ECTS)	Second year	AP Degree (120 ECTS)
Third semester		Third level semester package (30 ECTS)		
Second semester	First year	Second level semester package (30 ECTS)	First year	
First semester		First level semester package (30 ECTS)		

2. Admission requirements

Academic requirements

BEFORE YOU APPLY FOR THIS SEMESTER PACKAGE

MAKE SURE YOU HAVE THE FOLLOWING:

At least 2-3 years (120 ECTS) of undergraduate studies e.g. within the fields of design, finance, graphics, computer science, marketing or service.

It is also a good idea to have a strong interest in Innovation, learning by doing and if you maybe dream about starting your own business in the future.

Language requirements

Students MUST have English qualifications corresponding to **TOEFL 550 or IELTS 6.0**. - [level B2 on CEFR](#) (Common European Framework for Languages) in order to be able to participate in class. Official language tests are not required, but we recommend our partner institutions ensure that nominated students' level of English meets the above-mentioned criteria.

Please note a student's ability to read, write, speak and understand English will highly influence the quality of the study abroad period and the student's ability to pass exams.

As an extra service to our international exchange students and partners, and to ensure a satisfactory academic outcome of the students' stay here, we may use Skype conversations with nominees before accepting them for a study programme.

3. Practical information

Places on our top-up programmes are limited. Students who apply for a semester on a top-up programme will be required to send extra documentation to prove they fulfil the above-mentioned criteria. Only students with the relevant background and highest grades will be admitted.

Make sure your second option is a semester package at AP Degree level and that both your options are approved by your home institution before applying.

4. Information about exams

A group project with individual oral exam will conclude “Business Development”. One grade will be awarded on the 7-Point Grading Scale.

The Elective subject will be evaluated by an oral exam based on a written assignment and a grade on the 7-Point Grading Scale will be awarded.

For [general information about exams and grading scale, please check the relevant chapter.](#)

5. Description of subjects and teaching

Business Development - 10 ECTS
Content: <p>This programme element covers business and market understanding as well as business development, including strategic analyses of customers and competitors in relation to both the establishment, operation, development and scaling of their own or an existing business. The focus is on identifying and analysing growth opportunities as well as on evaluating financial, social and environmental impacts of the development activities.</p>
Learning objectives:
Knowledge <p>The student must have:</p> <ul style="list-style-type: none">• development-based knowledge of the subject area's practices and applied theory and methodology related to business understanding and business development, and the ability to reflect on their relevance and applicability• knowledge and understanding of trends, markets, customers and competitors in relation to the operation and scaling of their own or an existing business• a basic understanding of business economics to ensure sustainable business models.
Skills <p>The student must be able to:</p> <ul style="list-style-type: none">• develop and evaluate business models based on external and market conditions in relation to their own professional knowledge• analyse the possibilities for business development based on an understanding• of the professional, social, cultural and financial interests of themselves, customers and other players as well as planning and executing concrete business development initiatives in practice• communicate practice-oriented and academic issues and solutions related to business development to partners and users.
Competencies <p>The student must be able to:</p> <ul style="list-style-type: none">• handle complex and development-oriented processes within business development as well as challenging existing and developing new sustainable business models and combining traditional and innovative models• independently enter into specialised and interdisciplinary collaboration and assume responsibility within the framework of professional ethics• identify personal learning needs and develop own knowledge, skills and competencies in relation to business development.
Electives – 20 ECTS
To be announced



Courses in Sport Management

*L-SPM-2-F-21 (Sport Management 2 Lyngby)

Sport Management level 1 – Cphbusiness Lyngby.

The courses of this semester package take place at Cphbusiness Lyngby (Noergaardsvej 30, 2800 Kgs. Lyngby) during the spring semester 2021.

1. An illustration of the level of the semester package

The second semester of the Top-Up Bachelor in Sport Management is equivalent to the sixth semester of a classic Bachelor programme.

CLASSIC BACHELOR PROGRAMMES		CPHBUSINESS DEGREE PROGRAMMES		
Extra semester/s	Extra year/s	Third level semester package (30 ECTS)	Second year	Top-Up Bachelor (90 ECTS)
Sixth semester	Third year	Second level semester package (30 ECTS)	First year	
Fifth semester		First level semester package (30 ECTS)		
Fourth semester	Second year	Fourth level semester package (30 ECTS)	Second year	AP Degree (120 ECTS)
Third semester		Third level semester package (30 ECTS)		
Second semester	First year	Second level semester package (30 ECTS)	First year	
First semester		First level semester package (30 ECTS)		

2. Admission requirements

Academic requirements

BEFORE YOU APPLY FOR THIS SEMESTER PACKAGE

MAKE SURE YOU HAVE THE FOLLOWING:

At least 2 – 3 years (equivalent to an AP Degree - 120 ECTS) of undergraduate studies within the field of Business including:

- Marketing/Strategy - 15 ECTS
- Service Management/Organisation etc. - 20 ECTS
- Business Economics/Financial Management - 15 ECTS
- Event Management/Experience Economy or equivalent - 5 ECTS
- Methodology/Research Methods - 5 ECTS

Language requirements

Students MUST have English qualifications corresponding to **TOEFL 550 or IELTS 6.0**. - [level B2 on CEFR](#) (Common European Framework for Languages) in order to be able to participate in class. Official language tests are not required, but we recommend our partner institutions ensure that nominated students' level of English meets the above-mentioned criteria.

Please note a student's ability to read, write, speak and understand English will highly influence the quality of the study abroad period and the student's ability to pass exams.

As an extra service to our international exchange students and partners, and to ensure a satisfactory academic outcome of the students' stay here, we may use Skype conversations with nominees before accepting them for a study programme.

3. Practical information

Places on our top-up programmes are limited. Students who apply for a semester on a top-up programme will be required to send extra documentation to prove they fulfil the above-mentioned criteria. Only students with the relevant background and highest grades will be admitted.

Make sure your second option is a semester package at AP Degree level and that both your options are approved by your home institution before applying.

4. Information about exams

An oral examination based on semester project – the interdisciplinary exam will cover the compulsory elements described in the table below (30 ECTS in all) will be organized at the end of the semester. Students must pass in order to receive the 30 ECTS.

The elective subject will have a separate exam. The form of the exam depends on the elective chosen. One grade on the 7-point grading scale will be awarded.

For [general information about exams and grading scale, please check the relevant chapter.](#)

5. Description of subjects and teaching

Subject	ECTS
Project Management Contents: The subject element is based on an understanding of the organisation and its structures, cultures and processes seen in project contexts. It includes various project types, project establishment, project objectives, project organisation, time estimation and its significance for project objectives, reporting, follow-up (including finances) and quality assurance, risk management and evaluation and project management aspects of human participation. Learning Objectives <i>Knowledge</i> The student has knowledge and understanding of: <ul style="list-style-type: none"> practices and methods in project management and project administration, including agile project methods practices and a wide range of applied theories/methods in project management and project administration establishment and utilization of knowledge networks <i>Skills</i> The student is able to: <ul style="list-style-type: none"> apply key methods and tools related to project management and project administration, including agile project methods evaluate practical issues as well as justify and select appropriate models for project management evaluate practice-related management issues in a project, and select and convey appropriate solutions evaluate, draw up and choose solutions for the appropriate organisation of a project <i>Competencies</i> The student is able to: <ul style="list-style-type: none"> Manage and administrate small and medium-sized projects Participate as a sub-project manager on large projects Develop own practice in a structured context. 	10
Strategic Value Creation Contents: The purpose of the subject area is to qualify the student to independently and professionally analyse, understand and evaluate the basic juridical system, the related terminology and the legal principles related to the sports, event and leisure sector. (Both in relation to professional and amateur sports) The focus is on the student's ability to analyse, identify, understand and determine legal problem areas and to use this knowledge to prevent and make operational the legal liability for organisations in the sports, event and leisure sector. Learning objectives: Contents: Strategic value creation can be applied according to each case and can also be totally innovative or just aimed for better operations and growth. We will look into internal and external analyses that can improve the management's strategy and the organization's strategic design - with optimization of their resources in one area, and whether these provide a sustained competitive advantage Learning objectives: <i>Knowledge</i> The student will possess knowledge of: <ul style="list-style-type: none"> possess development-based knowledge about the practices, applied theories and methods of the sport, event and leisure industry in terms of new development trends in the context of strategic value creation be able to understand practices, theories and methods applied in strategic value creation and be able to reflect on the sport, event and leisure industry's practices and application of the same theories and methods be able to reflect on the practices and applied theories and methods of the sport, event and leisure industry in terms of strategic value creation <i>Skills</i> The student shall be able to: <ul style="list-style-type: none"> apply and reflect on methods and tools for strategic value creation that relate to employment within the sport, event and leisure industry 	10

- analyze and assess practice-related and theoretical strategic problem areas and justify and select relevant solution models in relation to the sport, event and leisure industry
- communicate practice-related strategic problems and solutions to stakeholders in the sport, event and leisure industry.

Competences

The student shall be able to:

- autonomously take part in mono-disciplinary and interdisciplinary collaboration with the management and staff on developing and implementing solutions relating to the company's or the organisation's strategic challenges.
- autonomously join networks or collaborative efforts with other relevant stakeholders with a view to developing the business, the organisation and the industry
- identify own and others' learning needs in order to develop and maintain own knowledge, skills and relevant strategic competencies.

Electives – To Be Announced

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