

Curriculum for Marketing Management

Academy Profession Degree Programme in Marketing Management
Erhvervsakademiuddannelse inden for Markedsføring og salg

Approved 28 August 2019



Dean - Sales and Marketing



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1. FRAMEWORK

This curriculum, covering the study programme for the Academy Profession degree in Marketing Management, hereinafter referred to as the study programme or the programme, is composed in compliance with the ministerial order no. 858 of 22 August 2019: 'Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser' by the Danish institutions of higher education approved to offer the particular programme.

National parts and institutionspecific parts of the curriculum

The curriculum contains a national part, which has been stipulated conjointly with the institutions in the respective educational network, and an institutional part, which has been determined by Cphbusiness alone. The national part has been incorporated in this document and constitute the following subsections: 1.1, 3.2 (including number of examinations in the nationale educational elements), 3.4, 5.4 and 6.1. The remaining parts are institution specific.

The national part has been co-created by all institutions offering the study programme, and they have committed themselves to ensure national competencies and qualifications. The national part of the curriculum have been approved by the national education network for business academies in May 2019.

The curriculum as a whole has been approved by Cphbusiness in compliance with the institution's internal approvals procedure on August 28 2019.

1.1. Purpose and Objectives of the Study Programme

The purpose of the study programme is to qualify the graduate to work independently and in collaboration with others in marketing and sales. This includes analyzing, planning and implementing initiatives that broadly relate to marketing and sales in companies and organizations from an international perspective, with the primary focus being on small and medium-sized businesses. The graduate is qualified to be part of interdisciplinary collaboration and will be able to include relevant internal and external factors, which influence decisions regarding marketing initiatives in the business or the organization. The graduate has a digital, innovative and methodical approach to problemsolving.

Knowledge

The graduate has knowledge about:

- and can understand centrally applied theory and method, and can also understand the profession's practice and use of theory and method within marketing and sales

- complex and practice-orientated issues within the field of marketing in relation to the company's marketing, organisational and economic base.

Skills

The graduate will have the skills to:

- apply the profession's key methods and tools and be able to apply the skills related to employment within the marketing field
- assess the practice-orientated problems as well as outline and choose solutions within the marketing field
- disseminate practice-oriented issues and possible solutions to partners and users within the marketing field.

Competencies

The graduate will be able to:

- manage development-orientated situations within the field of marketing and sales, taking professional and socio-economic conditions into account,
- participate in academic and interdisciplinary collaboration in relation to marketing and internationalisation in a professional manner
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing and sales.

1.2. Title, Duration and Certificate

Title

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

Duration and maximum length of study

This programme amounts to 120 ECTS in total. 60 ECTS credits (European Credit Transfer System) corresponds to a full-time student's work for one year of study, cf. section 9 in ministerial order no. 858 of 22 August 2019: 'Bekendtgørelse om tekniske og merkantile erhvervsakademiuddannelser og professionsbacheloruddannelser'. Study programmes that do not exceed 150 ECTS must be completed within the number of years corresponding to twice the nominal length of study. Study programmes that do not exceed 180 ECTS must be completed no later than the nominal length of study plus 2 years. Other programmes must be completed no later

than 6 years after commencement, cf. section 6, subsection 2, in the ministerial order. This means that this study programme must be completed within 4 years after the student was enrolled.

The following three types of leave of absence are not included in the calculation of the maximum study time for the study programme: leave due to maternity leave or adoption (but maximum 52 weeks), compulsory military service (including service similar to compulsory military service) and training for and dispatchment similar to compulsory military service.

Under exceptional circumstances, Cphbusiness is entitled to grant exemptions from this rule.

Certificate

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

1.3. Commencement

This curriculum is effective as of 20 August 2019 and the terms and conditions stated herein apply to students starting the programme after this date.

1.4. Interim Provisions/Transitional Arrangements

Students who are enrolled on earlier curricula have until 31 January 2021 to complete their studies after their original curriculum, but they can participate in educational elements offered after the new curriculum. Exams which have been started before 31 January 2021, must be completed according to the curriculum that they belong to. After 31 January 2021 students who were originally enrolled on older study programmes, will be transferred to the present curriculum.

Students covered by curricula prior to the present may however request that they be covered by this curriculum until their completion of the programme, if this is possible without exceeding the maximum ECTS-points for the study programme, as well as meeting the previously listed requirements regarding the maximum length of study, cf. subsection 1.2.

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

1.5. Legal Framework

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

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

- Act no. 153 of 27 February 2018 on academies of professional higher education (the Academy Profession Act) (*Erhvervsakademiloven*)
- Act no. 986 of 18 August 2017 on academy profession programmes and professional bachelor programmes (*LEP-loven*)
- Ministerial order no. 858 of 22 August 2019 on technical and commercial academy profession programmes and bachelor programmes
- Ministerial order no. 1500 of 2 December 2016 on examinations (the Examination Order) (*Eksamensbekendtgørelsen*)
- Ministerial order no. 211 of 27 February 2019 on admission and enrolment on academy profession programmes and bachelor programmes (*Adgangsbekendtgørelsen*)
- Ministerial order no. 114 of 3 February 2015 on the grading scale and other forms of assessment (the Grading Scale Order) (*Karakterbekendtgørelsen*)

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

2. ADMISSION TO THE PROGRAMME

2.1. Entry Requirements

Admission to the programme requires an upper secondary school diploma or vocational diplom. English corresponding to Danish level B and qualifications in business economics or mathematics equivalent to Danish level B is also a requirement for admission.

2.2. Eligibility for Admission

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

Cphbusiness specifies additional criteria for selection, provided that the number of eligible applicants exceeds the vacancies on the study programme.

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

3. PROGRAMME CONTENT

3.1. Programme Structure

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

The programme comprises of educational elements equivalent to 90 ECTS credits, consisting of national elements (70 ECTS) and local educational elements including elected (in total 20 ECTS), an internship equivalent to 15 ECTS credits and a bachelor project equivalent to 15 ECTS credits.

Educational elements	1st year	2nd year	E C T S
National educational elements			X
Business Understanding (10 ECTS)	X		10
Market Understanding (10 ECTS)	X		10
Market Research (10 ECTS)	X		10
The Marketing Plan – Strategy and Tactics (20 ECTS)	X		20
The Marketing Plan – Implementation (10 ECTS)	X		10
Internationalisation (10 ECTS)		X	10
Local educational elements			20
Electives (20 ECTS)		X	20
Internship and final examination project			30
Internship		X	15
Final examination project		X	15
Total	60	60	120

The sum of all educational elements and other study activities may not exceed the prescribed ECTS credits.

All educational elements, including the final examination project, are assessed and evaluated. When the outcome of the assessment is either 'passed' or at least the grade

02, the educational element concerned is seen as passed. For more information on examinations, please read chapter 5.

3.2. National Educational Elements

The programme covers a number of national educational elements corresponding to 70 ECTS credits. Learning goals, ECTS scope, content and number of examinations for the national educational elements have been determined collaboratively by the institutions of higher education offering the study programme.

Business Understanding
Timing: 1st semester
Scope: 10 ECTS
<p>Contents:</p> <p>The educational element is concerned with methods of analyzing the company's internal conditions, including the annual accounts and accounting analyses. Similarly, the educational element is concerned with identifying the company's development potential, as well as the organisational and company form which the company can choose.</p>
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student will gain knowledge about:</p> <ul style="list-style-type: none"> • different types of analyses to assess the company's internal strategic situation • and an understanding of practices and the use of different business models • and an understanding of the practice, centrally applied theory and methodology in relation to how a company generates profit. <p><i>Skills</i></p> <p>The student will get the skills to:</p> <ul style="list-style-type: none"> • use the key methods and tools to identify development potential based on the company's internal conditions • evaluate practice-orientated issues and develop and select solutions in relation to the company's business with the aim of creating added value for customers • assess and analyse the company's organisation, structure, culture and accounting for the optimisation of its business processes • communicate practice-orientated issues and solutions in relation to the internal analysis of the company. <p><i>Competencies</i></p> <p>The student will learn to:</p>

- manage development-orientated situations related to the development and optimisation of the company's business model
- participate in academic and interdisciplinary collaboration in relation to the company's internal conditions and business model in a professional way
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's internal conditions.

Market Understanding
Timing: 1st semester
Scope: 10 ECTS
<p>Contents:</p> <p>The educational element is concerned with methods for analyzing the company's external conditions and market potential. The focus is on customers and competitors, and this educational element also deals with the professional and social aspects of the company, the company's legal relationship and analyses of the company's supply chain.</p>
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student will gain knowledge about:</p> <ul style="list-style-type: none"> • different types of analyses to assess the company's external strategic situation • and an understanding of theory, methodology and practice in relation to different types of trend analyses and their relevance to the company. <p><i>Skills</i></p> <p>The student will get the skills to:</p> <ul style="list-style-type: none"> • use the key methods and tools of the subject area in relation to an external analysis of the company's situation • evaluate practice-orientated issues as well as develop and select solutions in relation to the preparation of customer analyses and competitor analyses as well as evaluate the company's market potential • disseminate practice-orientated issues and possible solutions of the external situation to partners and users. <p><i>Competencies</i></p> <p>The student will learn to:</p> <ul style="list-style-type: none"> • manage development-orientated situations related to the company's external strategic situation • participate in academic and interdisciplinary collaboration with a professional approach in relation to the analysis of the company's external strategic situation • in a structured context, acquire new knowledge, skills and competencies in relation to the company's strategic situation in a given market.

Market Research
Timing: 1st semester
Scope: 10 ECTS
<p>Contents:</p> <p>The educational element is concerned with methods of producing market research. There is a focus on data collection methods and the processing of data as well as legal issues related to this. Evaluation of data and statistical concepts and their application, as well as methods and tools for project management and control.</p>
<p>Learning objectives:</p> <p><i>Knowledge</i></p> <p>The student will gain knowledge about:</p> <ul style="list-style-type: none"> • methods of collecting and using data and managing this, • and an understanding of the practice, centrally applied theory and methodology in relation to different market analysis methods. <p><i>Skills</i></p> <p>The student will get the skills to:</p> <ul style="list-style-type: none"> • use the subject's key methods and tools in relation to evaluating the validity and the reliability of the market analysis • assess the practice-orientated problems as well as outline and choose solutions based on the gathered primary and secondary data • disseminate practice-orientated issues and possible solutions within the field of market analysis to partners and users. <p><i>Competencies</i></p> <p>The student will learn to:</p> <ul style="list-style-type: none"> • manage development-orientated situations by using relevant market analyses, • participate in academic and interdisciplinary collaboration with a professional approach in connection with the preparation and presentation of recommendations based on a market analysis, • in a structured context, acquire new knowledge, skills and competencies in relation to marketing analysis.

The Marketing Plan – Strategy and Tactics
Timing: 2nd semester
Scope: 20 ECTS
<p>Contents:</p> <p>The educational element includes the development of marketing strategies, including target group selection, positioning and preparation of communication and sales strategy, taking the budget and the target for earnings of the company into account. The educational element also includes the development of a strategic and tactical marketing plan for the B2C and the B2B market. It also includes pricing methods</p>

based on supply and demand conditions, as well as the company's cost ratio. In addition, the educational element includes scenarios and legal aspects within marketing and sales.

Learning objectives:

Knowledge

The student will gain knowledge about:

- the structure of the marketing plan including relevant marketing strategies and the tactical structure of the marketing plan
- and can understand the practical and centrally applied theory and method, and can also understand content and structure of the marketing plan.

Skills

The student will get the skills to:

- apply the key methods and tools of the profession and be able to apply the skills related to outlining a marketing plan and evaluating this
- assess the practice-orientated issues as well as outline and choose strategic and tactical solutions for the marketing plan
- communicate practice-orientated issues and possible solutions to business partners and users in relation to a specific marketing plan.

Competencies

The student will learn to:

- manage development-orientated situations related to marketing planning for companies operating in B2B and B2C markets
- participate in academic and interdisciplinary collaboration with a professional approach in relation to the marketing plan
- in a structured context, acquire new knowledge, skills and competencies in relation to marketing planning on a strategic and tactical level.

The Marketing Plan – Implementation

Timing: 2nd semester

Scope: 10 ECTS

Contents:

The educational element includes the implementation of the marketing plan in practice and the related action plan, including securing the company's earnings and following-up on objectives, as well as budget control. The educational element focuses on the preparation of marketing materials, including the marketing mix' use in practice. The educational element also contains the company's sales planning and the different phases of the sale, as well as risk assessment of the plan and evaluation of its effectiveness.

Learning objectives:

Knowledge

The student will gain knowledge about:

- the follow-up and evaluation of the marketing plan, including the practical application of the marketing mix
- and understand the practice, centrally applied theory and methodology in relation to the preparation of the actual marketing material and related budgets.

Skills

The student will get the skills to:

- use key methodologies and tools to develop a practice-orientated and detailed operational marketing plan
- evaluate the practice-orientated issues as well as outline and choose solutions in relation to the operational marketing plan
- communicate practice-orientated issues and possible solutions to business partners and users in relation to the operational marketing plan.

Competencies

The student will learn to:

- undertake development-orientated situations related to the implementation of the operational marketing plan
- participate in academic and interdisciplinary cooperation with a professional approach in relation to the company's work with internal and external partners in the preparation of an operational marketing plan
- in a structured context, acquire new knowledge, skills and competencies in relation to ensuring the fulfilment of the company's operational marketing plan.

Internationalisation

Timing: 3rd semester

Scope: 10 ECTS

Contents:

This educational element includes the company's internationalisation and internationalisation strategies, including market selection, establishment types as well as the modification of the marketing mix effort. The educational element also includes culture and the significance of this for the marketing mix effort. The educational element also includes trade policy and macroeconomic factors that affect the company's internationalisation. In addition, the educational element includes financing and investment theory.

Learning objectives:

Knowledge

The student will gain knowledge about:

- the practice and centrally applied theory and methods within internationalisation of the company,

- and an understanding of the practice, centrally applied theory and methodology in relation to the company's internationalisation.

Skills

The student will get the skills to:

- use key theories and concepts that are important to the company's internationalisation,
- evaluate the practice-orientated issues as well as outline and choose marketing orientated solutions in relation to the company's internationalisation,
- communicate practice-orientated issues and possible solutions to business partners and users in relation to the company's internationalisation.

Competencies

The student will learn to:

- manage development-orientated situations in connection with decisions relating to the company's internationalisation,
- participate in academic and interdisciplinary collaboration in a professional manner in relation to the preparation of the company's internationalisation
- in a structured context, acquire new knowledge, skills and competencies in relation to the company's internationalisation.

3.3. Local Educational Elements and Electives

Søerne

In addition to the national educational elements, the programme consists of a number of local educational elements, that are all conducted as electives. Electives provide an opportunity for students to tone their education in relation to their interests and future career paths. In the Electives Catalogue for the programme descriptions of electives, including the exam form, can be found.

Lyngby

In addition to the national educational elements, the programme is organised with two local educational elements described in the Electives Catalogue for the Lyngby Campus. Students must choose one of the two. Further students must choose an elective (5 ECTS). Electives provide an opportunity for students to tone their education in relation to their interests and future career paths. In the Electives Catalogue for the programme descriptions of electives, including the exam form, can be found.

3.4. Internship

The AP degree in Marketing Management includes both theory and practical experience with the purpose of supporting the students' continuous learning process and contributing to the fulfillment of the learning objectives specified for the study

programme. During the internship, students are faced with professionally relevant issues and become familiarised with relevant job functions. The student actively and independently seeks a placement with a private or public company, and Cphbusiness ensures that the internship complies with the expected standards.

The internship is unpaid.

Internship
Timing: 4 th semester
Scope: 15 ECTS
<p>Purpose: The internship must ensure practice-orientated business competencies and the development of professional and personal competencies. The student must be able to solve practical issues in a methodological way by including relevant theories and models and thus contribute to the realisation of value-creating activities within the company.</p>
<p>Learning objectives:</p> <p><i>Knowledge</i> The student will gain knowledge about:</p> <ul style="list-style-type: none"> • the internship company's practice as well as the centrally applied theory and methodology of the internship function in the industry concerned • and understand the practical and applied theory and method for the internship's profession as well as be able to understand the internship's practice and use of theory and method. <p><i>Skills</i> The student will get the skills to:</p> <ul style="list-style-type: none"> • use key theories and concepts linked to employment in the internship's profession, • evaluate the practice-orientated issues related to the company and outline solution options in relation to the function of the internship • communicate the practice-orientated issues and give reasons for possible solutions to customers, business partners and users in relation to the internship function. <p><i>Competencies</i> The student will learn to:</p> <ul style="list-style-type: none"> • handle development-orientated situations within the internship context, • participate in academic and interdisciplinary collaboration in the internship company in a professional manner in relation to the internship • in a structured context, acquire new knowledge, skills and competencies in relation to their profession and their internship.

Assessment: The internship is completed with 1 exam with assessment after the 7 point grading scale.

3.4.1. Rules Regarding the Intership

Requirements for the parties involved

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

Close contact will be established between the student and one of the Cphbusiness appointed internship supervisors, who will act as the student's mentor for the duration of the internship and is in addition often the examiner at the examination.

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

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

The internship is unpaid.

Roles and responsibilities of the parties involved

Student	Company	Cphbusiness
Seeks a placement with a company	Provides a contact person	Ensures satisfactory internship settings Appoints a Cphbusiness internship supervisor
The student and hosting company collaboratively draw up an internship agreement that takes into account the learning objectives of the internship		Discusses the internship agreement with the student Approves the submitted internship agreement, provided that it meets Cphbusiness' demands
The student and hosting company cooperate during the internship		

The contact person and the internship supervisor support the student for the duration of the internship		
(Writes an internship report)		
Participates in an evaluation of the internship	Participates in an evaluation of the student and the internship	
(Attends the exam)		(Conducts the exam)

3.5. Teaching and Working Methods

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

Cphbusiness uses an education model that focuses on:

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

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

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

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

3.6. Language of Instruction

Marketing Management is an English taught programme, and all teaching is in English.¹

Educational elements taught in English are examined in English, cf. subsection 5.6.

4. INTERNATIONALISATION

4.1. Study Abroad

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

The possibility of studying abroad pertaining to the programme includes:

- 3rd semester
- Electives
- Internship

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

Students wishing to study abroad have to apply for credit transfer before the period is initiated in due time to receive a pre-approval of credit transfer. The decision as to whether the educational elements can be approved for credit transfer rests on Cphbusiness' evaluation of the contents and standards offered by the educational institution or host company.

As part of the pre-approval process, students must consent to Cphbusiness obtaining information relevant to the final credit transfer following the period of study abroad. A pre-approved educational element will be regarded as successfully completed if the student has passed the element in accordance with the regulations in effect at the hosting educational institution. When the period abroad is completed, students who have received a pre-approval of credit transfer have to document that they have successfully completed the pre-approved educational elements.

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

5. EXAMINATION AND ASSESSMENT

5.1. General Rules Regarding the Exam

The latest versions of the ministerial orders on examinations and grading apply to examinations at Cphbusiness (at the time of preparation of this curriculum: no. 1500 of 2 December 2016 on examinations (the Examination Order) and no. 115 of 3 February 2015 on the grading scale and other forms of assessment (the Grading Scale Order). In addition, the Cphbusiness regulations and programme- specific documents concerning examinations in effect at the time in question apply to examinations.

5.2. Description of Assessment of Educational Elements

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

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

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

Semester	Name of examination (internal/external)	Educational element	ECTS	Examination format	Noted on the final diploma
1st semester	1 st internal (internal)	Business Understanding, Market Understanding, Market Research	30	*	One grade
2nd semester	1 st external (external)	The Marketing Plan – Strategy and Tactics, The Marketing Plan – Implementation	30	*	One grade
3rd semester	2 nd internal (internal)	Internationalisation	10	*	One grade
	<i>Sørne:</i> 3 rd internal (internal)	Elective 1	10	<i>See the Election Catalogue</i>	One grade

	<i>Lyngby:</i> 3 rd internal (internal)	Local educational element	15	Oral examination based on a hand-in	One grade
	<i>Søerne:</i> 4 th internal (internal)	Elective 2	10	<i>See the Election Catalogue</i>	One grade
	<i>Lyngby:</i> 4 th internal (internal)	Elective	5	<i>See the Election Catalogue</i>	
4th semester	Internship examination	Internship	15	*	One grade
	Examination in bachelor project	Bachelor project	15	Oral examination based on bachelor project	One grade

**To be determined in the examination catalogue for the study programme*

5.3. Other Requirements for Completion of Activities

Besides the examinations mentioned above, students are required to attend and have a number of mandatory study activities approved in order to attend the exam and continue their learning, cf. the Examination Order section 10 and section 5, subsection 3.

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

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

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

5.3.2. The Study Start Test

Cphbusiness conducts study start tests on all full-time study programmes. A student must fulfil the study start test requirement in order to remain enrolled at the study programme, cf. the Examination Order section 10.

Study start test
Timing: The study start test must be conducted no later than two months after the commencement of the study programme
Form: Details about the study start test are described in the examination catalogue for the particular programme
Assessment: Approved/Not approved
Admission requirements: None
Consequences of not passing: If the student does not fulfill the study start test requirement in the first attempt, the student has another attempt, which must be conducted no later than three months after the commencement of the study programme. If the student does not fulfill the test using the second attempt, the student cannot continue being enrolled on the study programme and his/her enrolment will consequently be cancelled, cf. the ministerial order about on exams examinations section 10 and the ministerial order on enrolment section 37, subsection 1, number 3.
Specific for the study start test: The study start test is not covered by the regulations about on examination complaints, cf. the ministerial order about on examinations section 10, subsection 4. Cphbusiness can grant exemptions from the appointed time required to fulfill the study start test requirement. Exemptions can be granted in cases of serious illness, child birth or unusual circumstances. Such cases must be documented.

5.3.3 Study Activity Requirement: The First-Year Exam

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

Consequences of not passing the first-year exam

In the event that a student does not pass the first-year exam within the stipulated time frame, the enrolment of the student will be terminated, cf. the Examination Order section 8, subsection 2, and the Admission and Enrolment Order section 37, subsection 1, number 4.

5.4. The Final Examination Project

The final examination project must document the students' ability to understand and analyse a practice-based problem related to their respective fields of study by means of relevant theory and methodology. Central subjects from the programme should therefore be covered by the project, and a problem statement (which must be key to not only the programme but also the respective type of

industry/profession) is formulated by the student, possibly in cooperation with a private or public company. Cphbusiness will subsequently approve the problem statement.

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

Final examination project
Scope: 15 ECTS
Timing: By the end of 4 th semester
<p>Purpose: The final exam project must demonstrate the student's understanding of practices and centrally applied theory and methods in relation to a real-life problem, which is based upon a specific task within the programme's area. The problem statement that must be central to the programme and profession, is formulated by the student, possibly in collaboration with a private or public company. The educational institution approves the problem statement.</p>
<p>Learning objectives: The learning objectives for the final exam project are identical to the programme's learning objectives listed above under chapter 1.</p>
<p>Assessment: The exam is an oral exam based on the final exam project with an external co-examiner, a combined grade is given based on the 7-point grading scale for the written project and the oral presentation.</p>
<p>About the examination: The final exam project completes the programme in the last semester once all the preceding exams have been passed.</p>

5.4.1. Importance of Verbal and Writing Skills

The students' spelling and communication skills are included in the assessment of the final examination project. Nevertheless, the project's content and relevance are decisive, cf. the ministerial order on examinations, section 35, subsection 4.

5.5. Aids during Examination

In general, all forms of aid are allowed during examinations, unless stated otherwise in the examinations catalogue for the particular programme. Please note that it is not allowed to communicate with other students during the exam. Read more in the

Exam Regulations for Cphbusiness on conduct during the exam, including what is considered as examination fraud and how it is sanctioned.

5.6. Examination Language

The examination language is equivalent to the language of instruction, i.e. if the language of instruction is English, the examination will be conducted in English.

6. OTHER RULES

6.1. Credit Transfer

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

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

6.2 Change of study programme

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

Changing to the same study programme at another institution cannot take place until the student has passed examinations corresponding to the first year of study at the programme receiving the student unless special circumstances apply, cf. the ministerial order on admission and enrolment section 34, subsection 2. A change of study programme can only take place if the receiving institution has places available at the relevant level of the study programme.

6.3 Exemptions from the Curriculum

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