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# Curriculum 2015-2017

# Marketing Management

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National part (Part 1)

AP Degree in Marketing Management

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# 1 Curriculum framework

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## 1.1 Commencement of the curriculum

This curriculum is valid for students starting 01.09.2015

## 1.2 Transitional schemes

Transitional schemes from the old curriculum to the second semester with the new curriculum:

As there are significant changes in content and structure, we recommended that students who have completed the 1st or 2nd semester according to the previous curriculum and whom have since been delayed follow the programme course as described for this curriculum.

### Students who have completed the first semester on the previous curriculum:

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

Alternative programme course: If students admitted to one of the previous curricula, wish to complete their programme according to this, the following specially planned programme courses for the following subjects have been prepared.

	<b>Programme course for students doing the second semester of the old curriculum</b>	<b>Programme course for students doing the third semester of the old curriculum</b>
<b>Module on the old curriculum</b>	<b>International marketing</b>	<b>International marketing</b>
Will be met with the following learning activity on the new curriculum	Analytical methods, data collection and data processing	Parameter mix and service marketing
Will be met with the following learning activity on the new curriculum	Segmentation, positioning and target audience choice	Marketing plan, B2B and B2C

<b>Module on the old curriculum</b>	<b>Organisation and SCM</b>	<b>Economics</b>
Will be met with the following subject on the new curriculum	Cultural theories and methods	Budgeting and parameter optimisation
Will be met with the following subject on the new curriculum	-	Pricing strategies and pricing methods
<b>Module on the old curriculum</b>	<b>Economy</b>	<b>Sales- and project management, and organisations development</b>
Will be met with the following subject on the new curriculum	Investment theory and method	Project management
Will be met with the following subject on the new curriculum	Macro economy	Organization
<b>Module on the old curriculum</b>	<b>Business Law</b>	-
Will be met with the following subject on the new curriculum	Legal methods	-
Will be met with the following subject on the new curriculum	Rules for the collection and processing of personal data	-

		<b>NB! The students shall not take the following subjects during the third semester:</b>
		Investment and financing
		Trade theory and trade policy interventions
		Internationalisation

### Re-registration

Students who are re-registered on the marketing management programme, are generally registered according to the newest curriculum.

### 1.3 Current legislation for the curriculum

The following current legislation applies to the programme:

- Ministerial Order no. 935 of 25/08/2014: Ministerial Order for business academies of higher education
- Ministerial Order no. 1147 of 23/10/2014: Ministerial Order for business academies and professional bachelor programmes (LEP-law).
- Ministerial Order no. 1521 of 16/12/2013: Ministerial Order for business academies and professional bachelor programmes (LEP-law).
- Ministerial Order no. 1519 of 16/12/2013: Ministerial Order for examinations in higher educational business programmes
- Ministerial Order no. 248 of 13/03/2015: Ministerial Order for admission to business academies and professional bachelor courses
- Ministerial Order no. 114 of 03/02/2015: Ministerial Order for marking scales and other assessment criteria
- Ministerial Order no. 829 of 04/07/2015: Ministerial Order for business academy programmes within international trade and marketing (AP in Marketing Management)

The Ministerial Orders and legislation can be found at [www.retsinfo.dk](http://www.retsinfo.dk) (only in Danish)

### 1.4 Competency profile for an AP in Marketing Management

The purpose of the Business Academy Programme in international sales and marketing is to qualify the graduate to independently carry out work within analysing, planning and implementing solutions that broadly relate to marketing in trade, production and service companies nationally and internationally.

## **Knowledge**

The student will gain knowledge about

- 1) the strategic and financial foundation of the company,
- 2) the basic socio-economic conditions,
- 3) concluding the sale,
- 4) legal business matters, including legislation on marketing and competition and
- 5) methods for solving complex and real-life issues in marketing

## **Skills**

The student will get the skills to

- 1) conduct an international market assessment,
- 2) evaluate problem statements and implement problem-orientated projects within marketing-related topics,
- 3) communicate real-life problem statements and solutions in English,
- 4) on an analytical basis present relevant solutions within marketing-related problems,
- 5) assess business and socio-economic conditions,
- 6) assess legal business problem statements in relation to trade and
- 7) assess organisational and supply chain management issues and use project and innovation tools.

## **Competencies**

The student will learn to

- 1) participate in professional and interdisciplinary collaboration in the development of the company's marketing strategy and internationalisation,
- 2) manage development-orientated situations nationally and internationally in sales and marketing,
- 3) manage the planning of marketing and sales for the company and participate in the execution thereof,
- 4) acquire new skills and new knowledge within the profession,
- 5) analyse a company's economic development taking the socio-economic conditions into account in order to act and
- 6) participate in academic and interdisciplinary collaboration with a professional approach in English, both written and orally.

## 2 Programme content

The curriculum's joint national part includes, according to § 17 rules for the following:

1. Core areas according to the programme's Ministerial Order, including:
  - a. Content
  - b. ECTS weight
  - c. Learning objectives
2. Compulsory programme elements within the programme's core areas, including:
  - a. Content
  - b. ECTS weight
  - c. Learning objectives
  - d. Number of exams
3. Internship, including
  - a. ECTS weight
  - b. Learning objectives
  - c. Number of exams
4. Requirements for the Final exam project, respectively bachelor project.
5. Rules on credit, cf., § 18, including an indication of any credit agreements regarding the programme elements, which are covered by the curriculum's joint national part.

### 2.1 The programme's structure

The Marketing Management programme requires passing programme elements equivalent to a workload of 120 ECTS. A full-time programme for one semester consists of core areas, which take the form of cross-disciplinary programme elements, including an internship. The programme consists of compulsory programme components equivalent to 70 ECTS, 20 ECTS for elective programme components, 15 ECTS for the internship and a Final exam project of 15 ECTS.

The programme's structure		1st year	2nd year
Core areas	International Marketing (25 ECTS)	20 ECTS	5 ECTS
	Economics (20 ECTS)	15 ECTS	5 ECTS
	Sales and Marketing Communication (10 ECTS)	10 ECTS	
	Organisation and Supply Chain Management (10 ECTS)	10 ECTS	
	Business Law (10 ECTS)	5 ECTS	
Elective programme elements			20 ECTS
Internship			15 ECTS
Final exam project			15 ECTS
<b>Total ECTS</b>	<b>(70 ECTS)</b>	<b>60 ECTS</b>	<b>60 ECTS</b>

All programme elements, including the main project, are evaluated and assessed according to the section on the programme examinations. When a minimum mark of 02 is achieved, the programme element is considered passed.

**Number of exams on the programme, and their timing:**

There are 7 exams on the programme.

Exam name	Programme element	Stated on the diploma	Evaluated	Semester
1 <sup>st</sup> Internal	Business understanding, methodology and market understanding 30 ECTS	X	7-point scale	1st
1 <sup>st</sup> External	Tactical and operational marketing B-C  Tactical and operational marketing B-B 30 ECTS	X	7-point scale	2nd
2 <sup>nd</sup> Internal	Internationalisation 10 ECTS	X	7-point scale	3rd
3 <sup>rd</sup> Internal	Elective element 1, 10 ECTS	X	7-point scale	3rd
4 <sup>th</sup> Internal Internal	Elective element 2, 10 ECTS	X	7-point scale	3rd
5 <sup>th</sup> Internal	Internship, 15 ECTS	X	Pass/fail	4th
2 <sup>nd</sup> External	Final exam project, 15 ECTS	X	7-point scale	4th



## 2.2 Core areas

The programme includes five core areas comprising 70 ECTS

<b>Core area 1: International marketing</b>
<b>Weight: 25 ECTS</b>
<b>Content:</b> The core area 'International Marketing' covers three semesters and enables the student to understand a company's internal and external situation as well as to act operationally on a strategic foundation on both the B2B and B2C markets.  By applying existing data and theory as well as their own qualitative and quantitative analyses, the student will gain the skills to do segmentation, identify target audiences and apply positioning for both the Danish and the export markets.  Based on the above, and with an understanding of sound business practices and skills in applying marketing related trade parameters, the student will be able to prepare and implement marketing plans on an operational level.
<b>Learning objectives:</b> <b>Knowledge and understanding</b> The student will gain knowledge about: <ul style="list-style-type: none"><li>• various types of business models for B2C and B2B as well as both analogue and digital models</li><li>• theories and models for data collection and processing and statistical calculations</li><li>• practical theories and models for analysing the company's strategic situation with focus on both internal and external conditions</li><li>• theories and models about buying behaviour for B2C and B2B</li><li>• trade parameters in different business models</li><li>• the company's strategic opportunities for growth with particular focus on growth via internationalisation</li></ul> <b>Skills</b> The student will get the skills to: <ul style="list-style-type: none"><li>• assess theoretical and real-life marketing issues in regard to the company's strategic platform, competency and resources</li><li>• implement qualitative and quantitative market analysis methods in specific marketing connections - both B2B and B2C including the use of relevant statistical analysis as well as establish and disseminate results in professional way</li><li>• apply models and theories for segmentation and target group choice and positioning</li><li>• apply models and theories for preparing proposals for business parameters based on knowledge of the company and the market</li><li>• apply models and theories to identify growth potential nationally and internationally</li></ul>

### **Competencies**

The student will learn to:

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

## **Core area 2: Economics**

**Weight: 20 ECTS**

### **Content:**

The core area of 'Economics' covers three semesters and enables the student to contribute to the understanding of the company's internal and external situation by implementing economic analyses.

By applying analytical tools for economics, the student gains the competencies to support strategic analysis, investment in the company, price setting and budgeting.

Based on the above understanding of the company's economical foundation, the student will be able to prepare the economic consequences of the marketing plan on an operational level.

### **Learning objectives:**

#### **Knowledge and understanding**

The student will gain knowledge and understanding about:

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

#### **Skills**

The student will get the skills to:

- assess contribution margins in order to perform break even analyses and economic governance
- assess a company's accounts in terms of profitability, earnings, capital adjustment, solvency, liquidity and cash flow

- assess pricing under different market forms and make a simple cost optimisation based on known market and cost expectations
- assess and establish prerequisites for investments and make calculations as a basis for investment decisions
- assess, describe and analyse the main national economic indicators for the purpose of market assessment
- assess activity budgets, cash flow forecasts and balance budgets
- assess and determine the optimal price and quantity fixing for various market forms
- assess and manage the effects of various market interventions
- assess pricing strategies and pricing methods

### Competencies

The student will learn to:

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

## Core area 3: Sales and Market Communication

**Weight: 10 ECTS**

### Content:

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

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

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

### Learning objectives:

#### Knowledge and understanding

The student will gain knowledge and understanding about:

- market communication theory and models

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

### **Skills**

The student will get the skills to:

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

### **Competencies**

The student will learn to:

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

## **Core area 4: Business Law**

**Weight: 5 ECTS**

### **Content:**

The core area Business Law covers two semesters. The aim is that the student gets knowledge of the overall legal framework for good business. They should also achieve skills to independently select the appropriate legal basis and remain critical to usability. Additionally, they should have the competencies to assess when the company needs to involve specialist legal knowledge.

### **Learning objectives:**

#### **Knowledge and understanding**

The student will gain knowledge and understanding about:

- legal methods, information retrieval and legal sources including their interrelationship hierarchy

- competition law topics
- the rules for marketing, including e-commerce
- the rules for the collection and processing of personal data in relation to customers
- the rules for making contracts, including concluding digital contracts, interpretation and invalidity
- the rules for trade purchases
- the Consumer Protection Act's rules on consumer sales, including rights to cancel an agreement
- business forms
- the Product Liability Act and various laws concerning product liability

### Skills

The student will get the skills to:

- assess legal business problems in relation to:
  - marketing law
  - contract law
  - sale of goods, including
    - transfer of risk
    - delivery
    - non-compliance of merchant and consumer sales
  - E-commerce
  - liability for various company forms

### Competencies

The student will learn to:

- assess whether or not the marketing plan is in compliance with relevant legislation and determine when it is necessary to involve legal specialists.

## Core area 5: Organisation and Supply Chain Management

**Weight: 10 ECTS**

### Content:

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

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

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

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

### **Learning objectives:**

#### **Knowledge and understanding**

The student will gain knowledge and understanding about:

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

#### **Skills**

The student will get the skills to:

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

#### **Competencies**

The student will learn to:

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

### 3 Compulsory programme components

The following describes content, ECTS weight, learning objectives and the exams for each of the six compulsory components included in the course of study.

**Table: The distribution of ECTS for the compulsory programme components**

Compulsory programme components							
Core areas	1st semester			2nd semester		3rd semester	Total ECTS
	Under- standing of business	Metho- dology	Market Under- standing	Tactical operational marketing B2C	Tactical operational marketing B2B	Internatio- nalisation	
Int. Marketing	1	6	5	5	3	5	25
Economics	1	2	2	6	4	5	20
Sales and Marketing Communi- cation			5	5			10
Business Law			2	3			5
Organisa- tion and Supply Chain Man- agement	3	2	1	1	3		10
<b>ECTS in total</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>10</b>	<b>10</b>	
<b>Exams</b>	<b>1 exam</b>			<b>1 exam</b>		<b>1 exam</b>	<b>70</b>

#### Compulsory programme element: Understanding of business

**Weight: 5 ECTS - 1st semester**

**Content:**

The programme element ensures that the students will have an understanding of good business sense and will be able to analyse a company's business model and on the basis of this, develop innovative alternatives

**Learning objectives:**

**Knowledge and understanding**

The student will gain knowledge and understanding about:

- different types of business models and concepts - offline and online.

- theories and models about the company's value creation
- the company's accounting matters, including the Annual Report and the financial reporting forms, as well as additional reports
- the company's revenue base and costs, including fixed costs and variable costs
- concepts and theories in organisational structure and organisational culture
- concepts and theories of supply chain structure
- theory of innovation, sources of innovation and the innovative organisation
- how the company's competencies originate and develop through many different activities, functions, processes, relationships, etc.

### Skills

The student will get the skills to:

- analyse the company's strategic platform
- assess the company's competencies and resources focussing on their efficiency in value creation
- evaluate the company's internal strategic situation and its ability to deliver added value
- be able to assess the basic financial reporting in the annual report
- assess the company's structure and organisation as the company's competency base
- identify significant resources in the company's supply chain and assess how the supply chain relationships are included in the company's competency base
- participate in innovation processes and use innovation tools both in product innovation and in organisational innovation

### Competencies

The student will learn to:

- participate in the company's innovation processes in interaction with others
- manage the structuring and analysis of significant economic posts in the annual report.

## Compulsory programme element: Methodology

**Weight: 10 ECTS - 1st semester**

### Content:

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

### Learning objectives:

#### Knowledge and understanding

The student will gain knowledge and understanding about:

- various marketing analysis methods - including desk and field research.
- economic analysis tools to assess the company's internal economic situation



- concepts, theories and practical problems within team cooperation
- methods for project management and control

### Skills

The student will get the skills to:

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

### Competencies

The student will learn to:

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

## Compulsory programme element: Market understanding

**Weight: 15 ECTS - 1st semester**

### Content:

This programme element ensures that the student will be able to develop, implement and apply analyses to gain an overall understanding of marketing.

On the operational level, the students will get the competencies to implement sales for the company's customers.

In this programme element, law is included as an important component to understand the regulations the company will meet in the market.

## **Learning objectives:**

### **Knowledge and understanding**

The student will gain knowledge and understanding about:

- relevant theories and models concerning the company's external situation
- the company's market conditions including micro- and macroeconomic conditions affecting the company's business decisions.
- different types of markets and their impact on efficiency
- population development, the labour market and income
- legal methods, information retrieval and legal sources including their interrelationship hierarchy
- rules for the collection and processing of personal data
- competition law topics
- sales cycle stages, challenges and opportunities
- personal sales - identification of customer needs
- sales psychology - different types of customers
- various sales and negotiation theories and strategies
- CRM - systems for managing customer relationships
- cultural theories and models
- cultural values and cultural behaviour, including cultural barriers
- trend Analysis

### **Skills**

The student will get the skills to:

- assess the company's strategic position:
- assess the company's product/market portfolio in relation to customers and competitors.
- identify the company's customers and be able to assess the company's customer relations and the customer's buying behaviour – both B2B and B2C.
- assess the main national key performance indicators in relation to the company's market situation
- assess population trends, labour market and income in relation to the market situation,
- assess the importance of culture in a commercial and communicative context
- assess the effect of various market interventions, including commercial policy interventions on the company's activities
- use legal methods, information retrieval and legal sources including their interrelationship hierarchy
- apply the rules for the collection and processing of personal data
- use market segmentation, select target groups and position the company and its products or services
- assess the strategy options in connection with the implementation of sales, from subject selection to sales closure and follow-up
- apply different negotiation theories and models to implement concrete sales negotiations

- assess the company's position in the supply chain and apply this in sales and communication contexts

### **Competencies**

The student will learn to:

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

## **Compulsory programme element: Tactical and operational marketing B2C**

**Weight: 20 ECTS - 2nd semester**

### **Content:**

This programme 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 impact of the marketing mix on market communication
- various media platforms/genre - offline and online
- effect measurements
- basic parameter optimisation for a product in one market
- the budget's impact on the management of a company's economy and basic budget control
- price formation for the consumer and producer market including producer and consumer surplus
- the price and income elasticity in connection with the pricing of a product
- pricing strategies and pricing methods
- regulations for marketing, including e-commerce
- regulations for the formation of a contract, including invalidity, power of attorney and interpretation

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

### **Skills**

The student will 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 of any changes in budget assumptions to the profit and cash flow budgets, as well as basic budget control
- make a simple cost optimisation based on known market and cost expectations
- assess price formation for different market forms
- assess pricing strategies and pricing methods
- assess business legal problems in relation to:
  - marketing law
  - contract law
  - sale of goods, including
    - transfer of risk
    - delivery
    - breach of consumer sales
  - E-commerce
- establish marketing and communication objectives in relation to the chosen target group
- establish a brand positioning statement
- run analyses and evaluations of media plans and creative presentations
- apply updated techniques and tools for designing the company's internal and external communication
- assess the importance of appropriate values in a marketing context
- apply theoretical and practical tools for planning and implementation of marketing communication tasks
- assess and optimise the organisation's use of promotional resources
- evaluate and use rhetorical strategies based on brand positioning, target audience and media that was used
- analyse and evaluate the company's opportunities within omnichannels including space management, range management, distribution

### Competencies

The student will 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 complies with relevant legislation and determine when it is necessary to involve legal specialists
- manage the company's range and distribution

### Compulsory programme element: Tactical and operational marketing B2B

**Weight: 10 ECTS - 2nd semester**

#### Content:

This programme 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 and understanding

The student will gain knowledge and understanding about:

- 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 get the skills 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 learn 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

### **Compulsory programme element: Internationalisation**

**Weight: 10 ECTS - 3rd semester**

#### **Content:**

This programme element ensures that the student can participate in professional and interdisciplinary collaboration in the development of the company's growth and internationalisation.

#### **Learning objectives:**

##### **Knowledge and understanding**

The student will gain knowledge and understanding about:

- different growth strategies
- internationalisation theories, market selection, as well as establishment forms
- international parameter strategies
- terminology concerning the programme's compulsory element subjects
- correlation between growth and investment
- investment theory and methods
- financing options including equity as well as debt capital
- classical and recent commerce theories
- the development of international trade and knowledge of the most important international organisations
- causes of inflation and the consequences of these
- exchange-rate formation
- cyclical theory

### Skills

The student will get the skills to:

- propose possible solutions for the company's internationalisation, including market screening, market selection and entry strategies into international markets
- use international parameter strategies
- assess and establish prerequisites for investment and make calculations as a basis for investment decisions
- set relevant multi-period cash flows, based on, for example, estimated budgets of planned marketing initiatives
- assess and compare the measures envisaged on the basis of a calculation of the net present value, internal rate of return and sensitivity. Calculate and evaluate effective interest rates
- describe and analyse the main national economic indicators for the purpose of export market assessment
- analyse and assess the impact of trade policy interventions on export markets

### Competencies

The student will learn to:

- participate in the preparation of the company's international growth and marketing strategies, taking into account the economic consequences of macroeconomic measures and the company's economy

## 3.1 Internship

Internship
<p><b>Content</b></p> <p>The internship must ensure real-life competencies and the independent development of professional and personal vocational competencies. The student must be able to solve practical problems on a methodical basis with the inclusion of relevant theories and models and thus contribute to the implementation of value-adding activities in the company.</p>
<p><b>Weight: 15 ECTS - 4th semester</b></p>
<p><b>Learning objectives:</b></p> <p><b>Knowledge</b></p> <p>The student will get:</p> <ul style="list-style-type: none"><li>• in depth knowledge about the industry/profession</li><li>• experience from participating in practical work within the business economics field</li></ul>

### Skills

The student will get the skills to:

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

### Competencies

The student will learn to:

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

### Exams

1 exam

## 3.2 Requirements for the Final exam project

The Final exam project must document that the programme's objectives have been attained. The learning objectives for the project are thus the programme's "Appendix 1" for the Degree Programme Ministerial Order

### Final exam project

#### Content:

The purpose of the final exam project is that the student methodologically prepares an independent, interdisciplinary and practice-orientated assignment that demonstrates knowledge, skills and competencies that are based on the general learning objectives for the programme given in the introduction to this curriculum. The project is prepared in cooperation with a specific company and takes as its starting point any current issues for this company.

**Weight: 15 ECTS - 4th semester**

#### Learning objectives:

##### Knowledge

The student will gain knowledge about:

- methods for the identification and solution of complex and real-life issues within the profession on the basis of business economics

##### Skills

The student will get the skills to:

- identify developmental needs and potential for a company
- assess theoretical and practical issues and justify the selected methods for the solution of the problem



- apply methods and tools for the systematic collection and analysis of both primary and secondary data
- apply value-adding activities and draw up proposals, on the basis of the chosen problem
- establish and communicate proposals which include economic impact calculations and implementation plans
- apply and disseminate new perspectives on the basis of a concrete problem

### **Competencies**

The student will learn to:

- participate in disciplinary and interdisciplinary, holistic and practice-based teamwork
- disseminate and justify the practice-based issues and proposed solutions to relevant stakeholders
- manage development-orientated situations nationally and internationally within sales and marketing
- participate in academic and interdisciplinary collaboration with a professional approach

### **Exam**

**1 exam**

## **4 Credits and rules for the programme**

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### **4.1 Credit and programme changes**

Passed programme elements are equivalent to the corresponding programme elements at other educational institutions offering the programme.

The student is required to disclose completed programme elements from any other Danish or foreign higher education institution if they are likely to give credit. The educational institution approves credit for each case based on the completed programme elements and activities that meet the goals for the subjects, programme elements and the internship. The decision is made based on an academic assessment.

#### **4.1.1 Prior credit approval**

Students may apply for prior credit approval. With prior credit approval for study in Denmark or abroad, students are required to document each approved and completed programme element when they have completed each programme element. In connection with applying for prior credit approval, the students give permission that the institution can obtain the necessary information after the completion of their study.

Upon approval of the prior credit approval, the programme element is considered completed if it is passed according to the rules of the programme.

#### 4.1.2 Rules of exemption

The educational institution can deviate from what the institution or the institutions themselves have stated in the curriculum if this is justified by exceptional circumstances. Institutions that provide the Marketing Management programme collaborate on a uniform exemption practice.

## 5 Approval

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This curriculum is approved by all Danish Academies offering the Marketing Management Programme and applies for students enrolled at the programme at a Danish Academy.