

Curriculum 2014 Joint part

Bachelor's Degree Programme in International Sales and Marketing

International handel og markedsføring

Version 1.1 Revised 7 November 2014

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1. Scope of the curriculum

This curriculum for the Bachelor's Degree Programme in International Sales and Marketing was prepared in accordance with Ministerial Order no. 1521 of 16/12/2013: Ministerial Order on business academy programmes and professional bachelor programmes offered at the educational institutions approved by the programme.

This document contains the joint part of the curriculum.

The curriculum consists of a joint part adopted by the Business Academy's educational network for the programme and an institutional part established by the individual educational institution.

The institutional part is described in a separate document.

1.1. Commencement of the curriculum

The curriculum is valid for students starting in September 2014, and the joint part is the same for the following institutions:

Business Academy Aarhus www.baaa.dk

Business Academy Copenhagen
Business
www.cphbusiness.dk

Business Academy Lillebælt www.eal.dk

VIA University College www.viauc.dk

Business Academy Kolding www.iba.dk

Business Academy MidtVest www.eamv.dk

Business Academy Sjælland www.easj.dk

Business Academy SydVest <u>www.easv.dk</u>

University College Nordjylland <u>www.ucn.dk</u>

1.2. Transitional scheme

This joint national part of the curriculum is valid from 1 September 2014 and applies to present and future students signing up for this programme. It also applies to exams taking place on the mentioned date or later.

This joint national part of the curriculum replaces the September 2013 version, which will not be effective as of 31 August 2014.

However, exams that have been started before 1 September 2014 will be taken in accordance with the former curriculum and must be completed by 31 August 2015 at the latest.

1.3. The legal framework of the curriculum

For this programme, the latest version of the following Acts and Ministerial Orders apply:

- Ministerial Order no. 214 of 27/02/2013 on the Act on Business Academies for Higher Educational Programmes
- Ministerial Order no. 467 of 08/05/2013 on the Act on Business Academy Programmes and Professional Bachelor Programmes.
- Ministerial Order no. 1521 of 16/12/2013 on Business Academy Programmes and Professional Bachelor Programmes.
- Ministerial Order no. 1519 of 16/12/2013 on exams in vocational higher education programmes.
- Ministerial Order no. 223 of 11/03/2014 on the admission to Business Academy Programmes and Professional Bachelor Programmes.
- Ministerial Order no. 262 of 20/03/2007 on the grading scale and other types of assessment
- Ministerial Order no. 1031 of 03/11/2009: Current Acts and Consolidation Acts are published on www.retsinfo.dk

2. The core areas of the programme

The bachelor's degree programme in international sales and marketing requires that the student must pass educational elements equivalent to a workload of 90 ECTS. Full-time study during one semester consists of educational elements, including an internship corresponding to 30 ECTS.

The programme consists of compulsory educational elements corresponding to 50 ECTS, elective elements making up 10 ECTS, an internship to the value of 15 ECTS and a bachelor project of 15 ECTS.

Programme elements		1st year of study	2nd year of study
Core areas	The background for a company's sales (30 ECTS)	30 ECTS	
	Business development in an international perspective (20 ECTS)	20 ECTS	
Elective educational elements	(=====,	10 ECTS	
Internship			15 ECTS
Bachelor project			15 ECTS
Total ECTS	(50 ECTS)	60 ECTS	30 ECTS

The student cannot complete study activities in excess of the prescribed ECTS.

All educational elements, including the bachelor project, are evaluated and assessed. A 'pass' or the grade of 02 as a minimum, means that the educational element has been passed.

2.1. Content and learning objectives for the Background of a Company's Sales

Weight: 30 ECTS

Content:

- An analysis of current and potential customers, their strategic situation, needs and wants as a basis for an assessment of a company's total efforts
- Analysis of a company's business model and the effectiveness of a company's supply chain with a view to determining a company's core competencies and the ability to meet customer needs
- Complex competition forms, competitor analysis, regulation of competition and an analysis and assessment of the international economic environment including financial and economic benchmarking and benchmarking of a company's supply chain
- The organisation of the sales department and its relation to other departments including business partners
- Product and concept development strategies and processes
- Assessment of the innovative platform including a company's innovative processes and incentives
- Completion of international contracts and sale of goods and services
- International conflict management from a legal perspective.

Learning objectives

Knowledge and understanding The student will gain knowledge about:

- Relevant theories and models to analyse a company's competencies, customer base, development of the customer portfolio and profitability assessments
- The tools for the assessment of the customer portfolio in terms of profitability, commitment and credit
- The rules of international trade in goods and services including knowledge of EU competition law and marketing law
- Employment clauses and EU employment law concerning employment contracts and overseas postings
- The EU Service Directive
- International conflict management
- International patent and trademark law
- How to relate to and implement relevant theories and models for a competitive position in the marketplace
- Benchmarking theory for comparisons within industries
- The economic effects of globalisation
- Relevant models for the assessment of growth and developmental potentials
- Different models of strategic handling of products and concept development processes in the business

- The theory of a company's innovative platform, creative processes and valuebased management
- Essential implications of innovative projects on a company's supply chain

Skills

The student will get the skills to:

- Assess the customer base including the individual customer in relation to the company and the sales competencies and business model
- Analyse and assess an internationally focused company's choice of supply chain, applying relevant theories
- Implement a financial analysis, as well as assessment and prioritisation of a customer portfolio
- Analyse and assess a company's competitive position
- Benchmark a company against a competitor or industry
- Apply relevant models to the implementation of product and concept development in the business including assessing the economic consequences
- Assess various options to secure payment of the purchase price

Competencies

The student will learn to:

- Contribute to a company's work with marketing intelligence with a focus on the collection and assessment of information about the competitive position in the marketplace
- Use relevant data in the assessment of a company's customer care and customer development structure including the ability to implement the sales assignment
- Assess and identify areas for improvement in a company's supply chain
- Establish a basis for decision-making as a support for an economic assessment of the customer base and external influences
- Assess a company's innovative starting point and be able to take part in a company's work on how to plan and implement product and concept developmental processes
- · Analyse and assess legal issues in relation to international trade
- Use and assess different forms of distribution
- Assess whether marketing measures comply with EU law on misleading and comparative advertising

2.2. Content and learning objectives for Business Development in an International Perspective

Weight: 20 ECTS

Content

- Strategy development focusing on customers, relations, products, incentives, sales organisation and presentations, activity-based costing and value chain optimisation
- Evaluation of the contribution of the sales department
- Management of the sales department

Learning objectives

Knowledge and understanding The student will gain knowledge about:

- How to reflect upon central theories and models for the development of a company's sales base
- Management theories which can support the development of a company's sales base
- Theories and models which support and develop the tactical and operational sales performance
- Tools and models for customer follow-up
- Situation-specific management in the sales department
- Tools for the measurement and management of the effectiveness of the company's supply chain

Skills

The student will get the skills to:

- Develop, assess and implement international sales strategies for different business types
- Substantiate and communicate the chosen strategies to relevant parties in a sales plan
- Choose and apply theories and models for the planning of the tactical and operational sales performance based on the chosen sales strategy
- Draw up a balanced scorecard for a sales department and sales territory including suggestions on how to follow-up
- Assess and apply methods and tools for a company's supply chain to benefit the sales performance
- Assess the marketing mix targeting customers generally and the individual customer specifically
- Make suggestions for possible changes in strategy and input.

Competencies

The student will learn to:

- Handle and manage the development of the sales strategy starting from different complex situations and with the involvement of relevant parties
- Develop an organisational plan of action which ensures the implementation of the sales plan
- Develop the economic foundation for a sales strategy in a practical context for a specific company
- Participate in actual sales work in a company at a tactical and operational level
- Draw up their own balanced scorecard in relation to a company's primary strategy and plan and ensure ongoing follow-up
- Enter into a dialogue with the sales department about the optimisation of a company's total sales activities.

3. Compulsory programme elements

The compulsory educational elements of the programme within the core area 'The background for a company's sales' are:

- 1. The customer as the starting point (15 ECTS)
- 2. Industry and competitors (5 ECTS)
- 3. Innovation (5 ECTS)
- 4. Theory and methods (5 ECTS)

The compulsory educational programme elements within the core area 'Business development in an international perspective' are:

- 5. Developing the sales base (10 ECTS)
- 6. The tactical and operational sales performance (5 ECTS)
- 7. Implementation and follow-up (5 ECTS)

In total 50 ECTS

3.1. Content and learning objectives for the Customer as Starting Point

Weight: 15 ECTS

Content:

- Analysis of current and potential customers, their strategic situation, needs and wants as a basis for an assessment of a company's total efforts
- Assessment of a company's business model and competencies
- Analysis of relations and marketing mix
- Analysis of the effectiveness of a company's supply chain with a view to determining the company's core competencies and ability to satisfy customer needs
- Assessment of the choice of geographical positioning of production centres and know-how, including partnerships and outsourcing
- A company's strategic foundation and focus
- The organisation of the sales department strategically, tactically and operationally
- Organisational analysis of the sales team and buying centre in relation to a sales assignment
- The relation of the sales department to other departments, including business partners
- Competency analysis
- The rules for completion of international agreements and international sales of goods and services
- EU employment law concerning employment contracts and overseas postings
- International conflict management
- The economic and financial foundation of the sale
- Activity-based costing
- Customer profitability, including credit assessment

Learning objectives

Knowledge and understanding The student will gain knowledge about:

- How to understand relevant theories and models for the analysis of a company's competencies, customer base, development of the customer portfolio and profitability assessment
- Relevant models and theories of business models with the sale as the starting point
- Practical international examples in connection with current theory in the discipline
- General strategic perceptions and models within the structuring and organising
 of the sale, competency assessment, customer organisation, assessment of the
 ability to implement plans, and relations to other departments and partners
- Tools for the assessment of the customer portfolio in terms of profitability, commitment and credit
- The application of employment clauses in connection with employment in export countries and knowledge of EU rules concerning overseas postings, employment contracts and social insurance
- The Brussels Convention and various international conflict management methods, including the rules concerning venue, pros and cons of court orders compared with arbitration and mediation
- The EU Service Directive

Skills

The student will get the skills to:

- Assess the customer base as well as the individual customer in relation to a company and the sales department's competencies and business model
- Analyse and assess the relations between a customer and a company
- Assess the customer's profitability and projected future earning potential along with the relevance of either a resource-based or market-orientated approach
- Analyse and assess an internationally focused company's choice of supply chain with the use of relevant theories from the discipline. This analysis will focus on the connection between:
 - the organisation of the sale
 - the development of partnerships
 - securing customer satisfaction and experience of quality
- Analyse and perform an assessment of a company's strategic position
- Analyse and assess the organisation of a sale seen from a customer's point of view, including relations to other departments in a company
- Analyse the organisation of a sale
- Use customer analysis to analyse and assess the competencies and requirements of the sales department
- Implement economic analysis, assessment and prioritisation of a customer portfolio
- Assess various ways of securing payment of the purchase price in connection with export transactions, including the use of delivery clauses, letters of credit, export credit schemes, various types of bank guarantees, factoring/forfeiting and retention of ownership

Competencies The student will learn to:

- Participate across disciplines in connection with the company's work on how to assess its customer base
- Use relevant data to assess a company's customer care and customer development structure
- Assess a company's competencies and ability to match the customers' expectations with the sales department
- Identify legal regulations that are relevant for sales agreements
- Analyse and assess the legal consequences of an international sales agreement
- Establish a basis for decision-making which supports an economic assessment of the customer base
- Use and assess the need for and the legal consequences of conditions of sales and delivery
- Analyse and assess questions in relation to international trade in goods and services, including choice of law and the rules for the completion of international contracts with the main focus on the United Nations Convention on Contracts for the International Sale of Goods (CISG)
- Apply rules concerning different forms of distribution to an analysis of the choice of distribution method in export transactions, including direct sales, sales agents, sales through branches, sales through subsidiaries, franchising, joint venture/strategic alliances and e-commerce

Examination and assessment

One examination.

3.2. Content and learning objectives for Industry and Competitors

Weight: 5 ECTS

Content:

- Analysis of the increasing complexity of competition
- Analysis of competitors, clusters, and applications of benchmarking
- Benchmarking of a company's supply chain
- Ethics and social responsibility including corporate social responsibility
- Regulation of competition
- Analysis and assessment of the international economic environment
- Financial and economic benchmarking

Learning objectives

Knowledge and understanding The student will gain knowledge about:

- How to relate to and include relevant theories and models about the competitive position in the marketplace
- How to identify and analyse specific competitors
- Different benchmarking models
- Basic benchmarking theory and models including supply chain management
- Business ethics and corporate social responsibility

- International competition law with the main focus on EU competition law
- The ICC Advertising and Marketing Code
- · The economic effects of globalisation
- International trade movements in the area
- Economic and financial benchmarking theory for comparisons within an industry

Skills

The student will get the skills to:

- Analyse and assess the company's competitive position as a basis for the
 preparation of the company's marketing mix with a focus on the sales effort.
 The student will be able to benchmark a company against the industry as well
 as its actual competitors in the strategic, tactical and operational areas
- Apply relevant theories and models in relation to benchmarking the supply chain of an internationally orientated medium-sized company
- Understand a company's ethical dimension
- Benchmark a company against a competitor or industry applying relevant economic theory

Competencies

The student will learn to:

- Carry out marketing intelligence with a focus on compilation and assessment of information about the competitive position in the marketplace
- Assess and identify areas of improvement in a company's supply chain based on benchmarking
- Manage an economic assessment of the external influences on a company from the industry and the international environment
- Assess whether certain marketing measures comply with the EU rules concerning misleading and comparative advertising

Examination and assessment

One examination.

3.3. Content and learning objectives for Innovation

Weight: 5 ECTS

Content

- Analysis of the growth basis of businesses
- Analysis of product and concept development strategies and processes
- Consequences of innovation for a company's supply chain
- Assessment of the innovative platform along with a company's innovative processes and incentives
- International/EU law on intellectual property
- Project management and measurement systems

Learning objectives

Knowledge and understanding The student will gain knowledge about:

- Relevant models for assessment of growth and development prospects
- Different models for strategic handling of product and concept development processes in a company
- The practical implications of innovative products on a company's supply chain
- The theory about a company's innovative platform and creative processes along with value-based management
- The economic theory related to project management and assessment
- The rules concerning intellectual property rights, including international patents and EU trademarks

Skills

The student will get the skills to:

- Apply relevant models for the implementation of product and concept development in a company
- Apply relevant models to the development of solutions for a company's supply chain in relation to innovative projects
- Assess the innovative structures, processes and incentives of the organisation of sales
- Analyse the economic consequences of a particular policy of innovation for a company.

Competencies

The student will learn to:

- Contribute to a company's work with the planning and implementation of product and concept development
- Form part of multidisciplinary teams with a view to solving challenges in a company's supply chain in relation to the implementation of innovative projects
- Assess a company's innovative basis
- Apply the rules of protection of intellectual property rights
- Define Key Performance Indicators for a company's innovative work in relation to the sales effort

Examination and assessment

One examination.

3.4. Content and learning objectives for Theory and Methods

Weight: 5 ECTS

Content:

- Theory and Methods refers to the specific subject area's existence as an academic discipline
- Illustration of what consequences the choice of scientific paradigms have for the choice of method and what it ultimately means for the analysis and assessment of practice
- Provide the foundation for academic work
- Research into the central methodological approach within the disciplines of business economics
- Systematisation of the ability of the approach to produce knowledge
- Understanding and command of the academic challenges encountered in modern society.

Knowledge and understanding The student will gain knowledge about:

- Essential theoretical problems and schools from a social-science perspective and in particular within the core areas of marketing, organisation/management and economics
- The theory's theoretical hypotheses and methodological approaches which support the production of knowledge
- Central paradigm shifts within the disciplines of business economics
- The application of methodology in project and report writing following the principles of academic work.

Skills

The student will get the skills to:

- Work with scientific and methodological problems and integrate the understanding of scientific work and methodology with subject knowledge in project and report writing
- Relate to existing or new data, including knowledge of measurement scales and be able to assess its relevance, topicality, validity, reliability and the ability to generalise
- Prepare problem analysis and problem limitation, concretise the problem and hypothesise and make methodological considerations and give reasons for choice of methodology
- Structure and analyse in accordance with the principles of scientific work

Competencies

The student will learn to:

 Prepare scholarly reports and projects, including communicating research results and suggested solutions in a clear and easy-to-read report which contains a clear formulation of the problem, methodological considerations as well as an assessment of the reliability and validity of the results and assumptions

- Draw up a research plan and assess the strong and weak points of alternative research methods and substantiate choice of method and relate critically to the method
- Structure and analyse in accordance with the principles of academic work

Examination and assessment

One examination.

3.5. Content and learning objectives for Developing the Sales Base

Weight: 10 ECTS

Content

- Development of international sales strategies
- Development of CRM strategies from attracting new customers to retaining and developing existing customers. Includes Key Account Management (KAM) and Global Account Management (GAM)
- Development of sales plans
- Development of international strategies for a company's supply chain to support sales strategies and plans
- Adaptation of action parameters
- Organisational development and change management
- Personal development, including self-leadership and stress management
- Team building
- Competency development plans
- Management of partnerships
- Strategic behaviour and game theory
- Economic Value Added (EVA) and Weighted Average Cost of Capital (WACC)
- Forecasting models
- Power of Implementation

Learning objectives

Knowledge and understanding The student will gain knowledge about:

- How to reflect upon central theories and models for the development of a company's sales base based on both relational and transactional approaches
- The theoretical tools in relation to a company's supply chain for the development of an international sales base including the basic agent theory
- Management theories which can support the development of a company's sales base including the development of competency planning, partnerships and the sales team
- Basic sales strategy models and their applications

Skills

The student will get the skills to:

• Develop, assess and implement international sales strategies for different business types (industry, sizes, resources, etc.)

- Substantiate and communicate the chosen strategies in a sales plan for relevant parties
- Develop and assess the company's action parameters in relation to the individual customer
- Collate relevant data for the assessment and development of plans for a company's supply chain in support of the sales base
- Identify areas of development in the organisation of sales, including international agencies
- Develop competency plans for the sales team including self-leadership and stress management
- Prepare a plan for the development of an organisation in relation to aspects of a company's culture and values
- Apply theory learnt in relation to the assessment of alternative sales plans
- Assess the sales department's power of implementation in connection with sales measures

Competencies

The student will learn to:

- Handle and manage the development of the sales strategy starting from different complex situations and with the involvement of relevant stakeholders
- Identify their own learning needs and ensure ongoing development of the necessary knowledge and skills
- Ensure the application of theories and methods relating to a company's supply chain to the development of a commercial plan for the sale
- Develop an organisational plan of action which ensures the implementation of the sales plan
- · Identify and form personal networks
- Manage and develop solutions in relation to the complex situations likely to arise in international partnerships
- Develop the financial basis of a sales strategy in a practical context for a specific company
- Assess and develop the company's ability to implement the sales strategy

Examination and assessment

One examination.

3.6. Content and learning objectives for Tactical and Operational Sales Performance

Weight: 5 ECTS

Content

- Implementation of sales strategies and sales plans
- Coordination and cooperation in a company's supply chain
- Preparation of back-up plans
- Recruitment and selection of sales personnel
- Incentive strategies
- Coaching
- Conflict management

- Management of the sales department including stress management
- Activity-based costing and value-chain optimisation
- Foreign currency and option theory

Learning objectives

Knowledge and understanding The student will gain knowledge about:

- Theories and models which support and develop the tactical and operational sales performance
- Problems, theories and models in a company's supply chain which are linked to the sales performance
- Different methods for recruitment of sales personnel
- How to reflect on the meaning of different theories of motivation for the preparation of incentive strategies
- Different conflict styles and problem-solving possibilities
- · Situational management in the sales department
- Basic theory and models in the area

Skills

The student will get the skills to:

- Choose and apply theories and models to the planning of the sales performance based on the chosen sales strategy
- Develop a company's strategy starting from unique customer relations and be able to communicate this to relevant parties
- Assess and apply methods and tools for a company's supply chain to support the sales performance
- Prepare suggestions for the recruitment plan
- Prepare strategies for the motivation of sales personnel
- Understand the relevance of coaching in relation to sales personnel
- Prepare suggestions for conflict management in a company
- Understand situational management in the organisation of sales
- Apply learnt theory to actual international sales assignments

Competencies

The student will learn to:

- Participate in the sales performance in a company at the tactical and operational levels
- Identify problems and solutions in a company's supply chain for planning the sales performance
- Manage and develop solutions for complex situations within international sales management
- Assess the economic consequences of a given international sales effort including risk assessment and limitation

Examination and assessment

One examination.

3.7. Content and learning objectives for Implementation and Follow-up

Weight: 5 ECTS

Content:

- Customer follow-up tools
- MIS (Marketing Intelligence Systems)
- CRM software
- Measuring the effectiveness of a company's supply chain
- Evaluation of the sales department's efforts, including personal, professional, cultural and social competencies
- Preparation of an analysis of employee satisfaction
- Balanced scorecard
- Variable analysis based on the marketing mix

Learning objectives

Knowledge and understanding The student will gain knowledge about:

- Tools and models for customer follow-up
- Tools for measuring the effectiveness of a company's supply chain
- Tools for measuring employee satisfaction and criteria for evaluating the sales department's efforts
- General economic reporting methods and their application in Danish commerce

Skills

The student will get the skills to:

- Assess the marketing mix for a company's customers generally and the individual customer specifically and be able to make suggestions for possible changes to strategy and efforts
- Prepare a follow-up plan for measuring the effectiveness of a company's supply chain
- Perform a measurement of sales efforts and subsequently put forward commercial suggestions based upon the measured results
- Draw up a balanced scorecard for a sales department and sales area along with suggestions for follow-up

Competencies

The student will learn to:

- Contribute to the work of assessing a company's combined efforts along with individual efforts in relation to sales work for the company's customers. The student must be able to identify their own learning needs in order to develop and maintain relevant competencies for this work
- Enter into a dialogue with the sales department about optimisation of the company's total sales efforts from the perspective of effectiveness in the whole supply chain
- Develop and implement an evaluation of personal, professional, cultural and social competencies and employee satisfaction

- Create their own balanced scorecard in connection with a company's primary strategy and plan, and ensure ongoing follow-up
- Be part of multidisciplinary teams in connection with the company's marketing intelligence with the customer as the starting point

Examination and assessment

One examination.

3.8. Number of exams in the compulsory programme elements

The two core areas are each completed with one exam. For an overview of the examinations on the programme, see "Overview of examinations" in the institutional part of the curriculum. An overview of the connection of exams, core areas and compulsory educational elements is provided in the table below:

Name of the exam	Educational element	Stated on the diploma
1st external (the sales basis of the company)	"The customer as starting point", "Industry and	X
basis of the company)	competitors" and "Innovation"	
1st internal (Method and theory)	Method and theory	X
2nd external (Business development in an international perspective)	"Developing the sales base", "The tactical and operational sales performance" and "Implementation and follow-up"	X
2nd internal (Examination in an elective element)	Elective element	X
3rd internal (Internship exam)	Internship	Х
3rd external (Bachelor project)	Bachelor project	Х

4. Internship

The Bachelor's Degree Programme in International Sales and Marketing is an independent round-up course comprising both theory and practice. Together with the theoretical aspects, the internship must strengthen the student's learning and contribute to meeting the learning objectives for the programme.

During the internship, the student works with academically relevant problems and gains knowledge about relevant business functions. The student is associated with one or more private or public companies during the internship. The internship is unpaid. The student must actively look for an internship company, whereas the Academy provides the framework for the course of the internship.

Weight: 15 ECTS

4.1. Learning objectives for the internship

Knowledge and understanding The student will gain knowledge about:

- Subject-related theories and methods as well as practice
- Concepts and methods and how to reflect upon their application
- How to solve practical tasks through active participation

Skills

The student will get the skills to:

- Translate acquired knowledge into practice within the profession
- Assess theoretical and practical problems and propose solutions
- Apply and communicate relevant theories for solving tasks in the internship company

Competencies

The student will learn to:

- Understand their own professional role in a specific task
- Take part in professional and multidisciplinary collaboration

Based on the above-mentioned learning objectives for the internship, the student, the company and the supervisor together establish the concrete objectives for the internship period.

Assessment

One examination.

5. Bachelor project

Weight: 15 ECTS.

5.1. Requirements for the Bachelor project

The bachelor project for the Bachelor's Degree Programme in International Sales and Marketing must document the student's understanding of practice and applied theories and methods in relation to a real-life thesis statement based on a concrete assignment within the programme. The thesis statement must be central to both the programme and the profession and must be formulated by the student, possibly together with a private or public company. The Academy approves the thesis statement.

The bachelor exam is an external examination which, together with the internship exam and any other exams, demonstrates that the programme's educational objectives have been achieved. The examination can only be taken after the final internship exam and all other exams have been passed.

The project, which constitutes the written part of the examination, must include:

- Cover page with title
- Table of Contents (TOC)
- Introduction, including a presentation of the problem statement, the problem formulation and approaches which will be used
- Background, theory, methodology, analysis, including a description and justification for the choice of any empirical data to answer the problem formulation
- Conclusion
- Bibliography (including all sources that are referenced in the project)
- Appendices (only include documents that are central to the report)

The bachelor exam project cannot exceed 100,000 characters including spaces, excluding cover page, TOC, bibliography and appendices. Appendices will not be assessed. If two or more students write the bachelor project together, it can be extended by maximum 50,000 characters per additional student.

5.2. Spelling and writing skills

Spelling and writing skills are included in the assessment of main exam project. The assessment reflects an overall assessment of the academic content as well as writing and spelling ability.

Students who can document a relevant disability can apply for an exemption from the requirement that spelling and writing skills are included in the assessment. An application must be sent to the applicable head of department no later than four weeks before the exam is due to be held.

5.3. Learning objectives

The main exam project must document that the graduation level of the programme has been obtained, cf. appendix 1 in Ministerial Order on The International Sales and Marketing Programme:

The learning objective includes the knowledge, skills and competencies that a graduating student must have obtained during the programme and must document that the learning objectives/graduation level have been obtained, cf. appendix in Ministerial order no. 1031 of 03/11/2009:

Knowledge and understanding The graduate has knowledge about:

- Applied theory and practice of the profession/academic area
- Theories and methods and the ability to reflect on the use of theory and methods of the profession.

Skills

The graduate is able to:

 Apply methods and tools to collect and analyse information and master the skills that attach the work of this profession

¹Empirical here means material that is under investigation and which can be referred to (observations, data, statements, texts, sources). Guidelines for Preparing Project Reports by Richard Brooks.

- Assess theoretical and practical problems and give reasons for the actions and solutions chosen
- Communicate practical and academic problems and their solutions to partners and users

Competencies

The graduate is able to:

- Handle complex and development-orientated situations of a work or studyrelated nature
- Engage in academic and multidisciplinary collaboration and assume responsibility with the framework of professional ethics
- Identify their own learning requirements and develop their own knowledge and skills in relation to the profession

5.4. Assessment

One examination.

6. Credits

Students can apply for credit approval for programme elements from other institutions if they are similar to a programme offered at Business Academy Aarhus.

The educational institution approves credits individually on the basis of passed programme elements, employment in lieu of a relevant subject, programme parts and internship elements. The decision is based on an academic evaluation. Students are obligated to supply information about programme elements they have passed at other Danish or foreign institutions of higher education and any employment assumed to give credits.

7. Approval

This joint national part of the curriculum has been enacted and approved by the programme network for International Sales and Marketing.