

CURRICULUM  
for  
Marketing Management programme

Part III: The electives' catalogue.

Commencement 01.03.2020



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This curriculum is part of the national curriculum and the institutional part and they must be used together. The national part of the curriculum is the same for all academies that offer this programme, while the institutional part of the curriculum and the electives' catalogue are specific to Business Academy Aarhus.

## 1. The electives' catalogue.

On the programme the electives are weighted 20 ECTS in the 3rd semester. Elective elements, learning objectives and the criteria for assessment for autumn 2020 are described in this elective's catalogue.

If there are less than 12 registered for an elective course, the Academy can choose not to offer the elective subject. With fewer than 15 students, the number of lessons can be reduced.

The Academy also reserves the right to cap the number of participants in an elective programme element as well as restrict the number of classes within a given elective subject. Therefore, we cannot guarantee that each student will get their 1st priority.

The following 7.5 ECTS electives are offered:

1. Business economics (7.5 ECTS)
2. Operational advertising (7.5 ECTS)
3. SCM and procurement (7.5 ECTS)
4. Search engine optimisation (SEO) (7.5 ECTS)

The following 5 ECTS electives are offered:

1. Entrepreneurship (5 ECTS)
2. Email marketing (5 ECTS)
3. International Summer Schools (5 ECTS)

Students may also follow electives at other institutions provided that they pay for their own transportation, overnight accommodation, etc.

### **Summer and winter school**

It is also possible to choose a summer school or winter school as an elective. The selected summer or winter school must be approved by the programme's head of department before you leave so that prior credit approval can be obtained. Upon approval of the prior credit approval, the programme element is considered completed if it is passed according to the rules of the programme.

The International Office can be contacted for further information.

## 2. Elective exams

When starting on a programme element, semester, etc., the students will automatically be registered for the relevant exams. Registration for an exam means that one exam attempt has been used. This does not apply to students who are unable to attend the examination due to a documented illness or maternity/paternity leave.

It is always the responsibility of the student to ensure that they have internet access during the exam and that their computer is functional.

All exams are held in English. For all international programmes, all exams are conducted in English.

## **2.1. Completion of the exams**

In general, the following applies for all programmes in relation to when an exam has been completed or an exam attempt has been used. If there are deviations for a specific exam, they will appear in the individual exam descriptions below.

### **Pass / fail exams**

If a student has not achieved the mark 02 or higher for an oral or written exam or a combination of this, the exam will not be passed, and one exam attempt will have been used.

### **Project not handed in/written answers**

If a student does not hand-in their exam project or a written report, one exam attempt will have been used.

### **Not participated in the exam/oral examination**

If a student hands in their exam project or written answers, but doesn't participate in the oral exam, one exam attempt will have been used.

A new oral exam will be scheduled as soon as possible, and the student will be examined in the previously handed in project.

### **Sickness and re-examinations**

The specific time limits appear in each exam description.

Information about the time and place of sick/re-exams can be found on Study Update. This may be the same as the next regular exam. The student is responsible for finding out when the sick and re-exams take place.

#### *Sick exams*

A student who has been prevented from taking an examination due to a documented illness or another unforeseen circumstance will be given the opportunity to take a (illness) exam as soon as possible. If it is an exam that is scheduled in the programme's last examination period, the student will be given the opportunity to retake the exam in the same examination period or as soon as possible after.

The illness must be documented by a doctor's certificate. The Academy must receive the doctor's certificate no later than three working days after the examination. Students who become acutely ill during an exam must prove that they have been ill on that day.

If the illness is not documented according to the above rules, the student will have used one examination attempt. The student must pay the cost of the doctor's certificate. Requirements for the doctor's certificate can be found on Study Update 'Worth knowing about exams'.

#### *Re-examination*

With a failed exam, or failure to appear for an exam, the student is automatically registered for the re-examination, provided that the student has an exam attempt left. The student is registered to take the exam the next time it is scheduled. The re-examination may be the same as the next regular exam.

The programme may grant an exemption from the automatic registration to an exam provided this is justified by exceptional circumstances, including documented disabilities.

### **3. Electives worth 7.5 ECTS on the programme**

#### **3.1. Business economics (7.5 ECTS)**

##### **Content**

- The basis of and the extended understanding of cost structures, cost estimates and choices between various alternatives including alternative expenses
- The basis of and extended understanding of investment decisions with associated sensitivity analysis/break-even analysis before and after tax
- The basis of and extended understanding of financing forms and types including leasing and criteria for comparison and choices both before and after tax
- The basis of the understanding of optimisation problems.

##### **Learning objectives**

###### **Knowledge**

The student will gain knowledge about:

- drawing up of common expenses and profitability calculations for the short and long term
- the classic cost accounting systems as well as activity-based cost systems (Activity Based Costing)
- correlations between efforts of production factors and the production of goods and services (LP model)
- investments in connection with the choice between several investment opportunities, both from a before and after tax point of view
- economically optimal service life and replacement time in connection with investments

- the establishment of the investment calculations, as a basis for the selection of alternative courses of action with a longer time horizon
- the significance of the form of financing for the choice of the proposed solution
- how the company's supplementary reports can be used as a management tool
- the use of the budget as a management tool with help from financial control.
- how to do a simple price optimisation
- how price differentiation opportunities affect the price on the domestic and export markets.

### Skills

The student will get the skills to:

- use Excel as a tool for versatile economic analyses
- use central expense concepts that are related to decision making
- analyse how the 'descriptions' (the drivers) for an activity based cost allocation system (Activity Based Costing) can be determined
- optimise marketing mix efforts based on cost and marketing matters (LP)
- conduct sensitivity analyses in connection with investment considerations
- make capital requirement calculations and payment flows as the basis for establishing investment calculations for both the fixed and the current assets
- perform calculations on a variety of loans and creditors' effective interest rates, before and after tax
- justify the choice of financing form including the use of equity and borrowed capital in connection with investments in the fixed and current assets
- present and disseminate economic solutions
- use the balanced scorecard as a management tool.
- perform calculations with simple price optimisation problems
- do price optimisation calculations using different competition forms
- do price optimisation calculations with a possibility of exporting at a fixed price
- do price optimisation calculations with a possibility of exporting with a declining pricing context

### Competencies

The student will learn to:

- independently develop smaller analyses in Excel spreadsheet models
- independently assess the economic implications of planned marketing activities
- independently establish profitability through the use of a business area
- prepare budget/accounts based on the Activity Based Costing system (ABC)
- independently identify and analyse investment and financing opportunities qualitatively and economically in comparison to concrete planning tasks
- independently find the optimal price under different competition forms and on various markets (domestic and export markets)

### **The exam form and organisation including any formal requirements**

The exam is a written 4-hour individual exam. Written aids are permitted. Internet usage is not allowed.

### **Criteria for assessment and co-examiner**

The assessment criteria for the elective elements are the same as the learning objectives for the elective programme element. The exam is assessed according to the 7-point scale and has an internal co-examiner.

## **3.2. Operational advertising (7.5 ECTS)**

### **Content**

With the elective Operational advertising, you have the opportunity to acquire practical experience and gain a deeper understanding of what working for and with an advertising agency entails. The vision is that this elective will help to prepare you as the project manager/consultant of the future, who agilely excels in the crossfire between an advertising agency and a company. You will work from the agency's perspective and acquire the competencies within the different phases of campaign planning and the result of your work will be a presentation on a specific integrated campaign for a customer.

### **Learning objectives**

#### Knowledge and understanding

The student will gain knowledge and understanding about:

- different types of agencies and internal agency roles in an agency
- an agency's business model, settlement of accounts mechanisms and time management
- an agency's workflows and the campaign process
- the different types of briefings, their form and content
- how to pitch your campaign proposal
- brand understanding, including how to make it stand out
- target audience understanding, including disclosure of information
- market understanding, including categories
- creative concept development – methods and critical appraisal
- messages and copywriting
- the integrated campaign, including campaign flows
- brand building, including storytelling and ambient marketing

#### Skills

The student will get the skills to:

- analyse, evaluate and select the right agency for future cooperation
- prepare, conduct and manage customer meetings, in preparation to receive a campaign briefing, as well as pitch a ready-made campaign presentation



- collect and apply target audience disclosure of information
- use and design campaign planning
- analyse and evaluate the basis of a unique campaign strategy
- apply and assess concept development techniques
- design and evaluate messages and promotional texts
- assess and select the right media, as well as design campaign flows
- draw up concrete design proposals for selected media

### Competencies

The student will learn to:

- effectively be able to participate and manage a campaign process
- be able to participate in the preparation of campaigns
- be able to participate in the development of effective tactical campaigns
- be able to handle the planning and implementation of an integrated campaign.

### **The exam form and organisation including any formal requirements**

The exam in Operational advertising consists of a continuous assessment activity as well as an individual, oral exam, which examines the learning objectives for the elective.

#### *The continuous assessment assignment:*

The continuous assessment activity consists of a case presentation prepared in groups of 4-6 students, based on a communicative issue for a selected company. The case presentation must be prepared as a presentation (Power Point, etc.) with maximum 50 presentation slides (excluding appendices). The case presentation must be handed in on time and be credible.

The student must also participate in an oral group presentation of the case presentation for the lecturers and possibly the company.

#### *Individual oral exam:*

The individual oral examination will be based on a video case, which will be drawn by the student for the exam. The duration of the exam will be 30 minutes including assessment, and there is no preparation time.

### **Criteria for assessment and co-examiner**

The assessment criteria for the exam are the same as the learning objectives for the elective element - Operational Advertising. The result from the continuous assessment activity is part of the continuous assessment and is weighted 30% of the total mark. The individual, oral exam counts 70% of the total mark. One single mark is given for the elective operational advertising (continuous assessment activity and oral examination). The two separate marks as well as the weighted mark for operational advertising will appear on the diploma. The mark will be rounded up if the average is in between two marks. The marks will not be rounded up if the average is under 02.

The exam is assessed according to the 7-point scale and has an internal co-examiner.

### **Completion of the exam**

The students have one attempt to complete the continuous assessment activity. With undocumented absence for the presentation, or not handing in the case presentation or handing in a case presentation without credible content, the students will get -3 (a fail). If the students have a documented absence (illness, paternity/maternity or other leave) a new exam attempt will be provided.

#### *Sickness and re-examinations*

If the exam is not passed, the student must go to a re-exam. The re-exam consists of a new individual oral examination in the same form as described above.

### **3.3. SCM and procurement -7.5 ECTS**

#### **Content**

The student will be introduced to key theories, models and tools used in SCM and procurement across industries. The student will be able to work with various types of inventory management and the company's planning of item inflows for both production and trading companies. Procurement will cover supplier selection, management and evaluation. At the strategic level, supply chain management will cover allow the student to provide input for decisions on make/buy, insourcing, outsourcing, supplier base composition and category management

#### **Learning objectives**

##### Knowledge and understanding

The student will gain knowledge and understanding about:

- a purchasing agent's roles and tasks in both manufacturing and retail companies
- inventory management and methods for establishing inventory needs
- methods to determine order sizes and ordering methods
- production management and interaction with procurement in manufacturing companies, including methods to determine the optimal batch size
- MRP and parts list
- Sales and Operations Planning (SOP)
- assortment management and sales follow-up in retail businesses using data analysis
- category management
- relationships and the importance of relationships for cooperation with other members in the supply chain, including cooperation models
- choices between 'make or buy'

## Skills

The student will get the skills to:

- use key methods to analyse purchases in both production and retail companies
- calculate the optimal order quantity on the basis of the company's orders and warehouse costs as well as sales and purchase prices
- calculate the optimal reorder point
- calculate the need for emergency stocks on the basis of service degree requirements, suppliers' delivery times and standard deviations on the company's sales forecasts
- calculate the optimal series size in manufacturing companies
- use part lists and calculate gross and net requirements for materials in production companies, as well as calculate lead times, free and total time reserves and note the critical routes in a production process
- analyse and evaluate Sales and Operations Planning in a company
- manage the assortment in a retail company based on sales data analysis
- apply category management to procurement
- apply methods to analyse relationships and determine which relationship types are appropriate in given situations
- apply methods to analyse the pros and cons of outsourcing, insourcing and offshoring respectively

## Competencies

The student will learn to:

- apply the selected analyses to solve issues and tasks related to procurement and supply chain management
- relate to and reflect on the use and implementation of the proposals for solutions in practice.

### **The exam form and organisation including any formal requirements**

The exam is completed with a 30-minute individual oral exam (including assessment) with 60 minutes preparation time. On the exam day, the students will draw a case with associated questions. The students will then have 60 minutes preparation to read the case and to prepare for an oral defence of questions from the case study.

The student starts the examination with a 15-minute presentation, which can be interrupted by the examiner for clarification and to get more in-depth information. The students will then be examined in subject's learning objectives based on the case study. Therefore, during the exam the students can get questions covering other learning objectives and not just those covered in the case.

All aids are permitted during preparation. During the examination, only handwritten notes made during preparation can be used.

### **Criteria for assessment and co-examiner**

The assessment criteria for the exam are the same as the learning objectives for the elective element - procurement and SCM. A mark is given according to the 7-point scale on the basis of the oral examination, an internal co-examiner will be present.

### **Completion of the exam**

If the exam is not passed, the student must go to a re-exam. The re-exam has the same exam form as the ordinary exam.

## **3.4. Search engine optimisation (SEO) -7.5 ECTS**

### **Content**

If you want to work with online marketing, this elective will give you a good start. Part 1 is technical, whilst Part 2 is creative. The elective has a data approach, but there is room for both number geeks and creative souls. Search engine optimisation is a great revenue source for many companies. Employees who can aid in search engines visibility are therefore very popular in the business world. With this elective, you will be prepared to manage and develop websites so that you can make money for the company.

You will learn the technical basis needed to perform on Google and you learn link building, where you need to get other websites to link to your page. This part is based on knowledge of good content and PR. For Part 2, there is plenty of room for creative work. The student must be able to analyse the aspects of search engine optimisation and then develop strategies for execution.

The elective is practical and therefore implies that you have a website that you can use in teaching.

### **Learning objectives**

Knowledge and understanding

The student will on a theoretical and practical level have knowledge and understanding about:

- key concepts in search engine optimisation
- key primary and secondary data collection methods in relation to working with SEO
- User Signals, link building and technical insights into what it takes to get a good ranking on Google.

## Skills

The student will get the skills to:

- use digital marketing concepts, models and theories in order to assess the potential for sales via organic search traffic
- use the key methods and tools related to the practice of the area
- set up KPIs for the company's digital strategy
- use web statistics and process data, and on that background conclude on the consequences of the marketing efforts
- create link building with several different approaches.

## Competencies

The student will learn to:

- independently analyse, plan and carry out tasks in connection with digital marketing
- manage the development of the digital strategy on the basis of the company's situation and with the involvement of relevant stakeholders.

## **The exam form and organisation including any formal requirements**

The exam is completed with a 30 minute individual oral exam (including assessment) with 30 minutes preparation time.

On the exam day, the students will draw a case with associated questions. The students will then have 30 minutes preparation to read the case and to prepare for an oral defence of questions from the case study. The students will then be examined in subject's learning objectives based on the case.

Therefore, during the exam, questions can be asked concerning all the elective's learning objectives. All aids are permitted during preparation. However, communication with others during preparation is not permitted.

## **Criteria for assessment and co-examiner**

The assessment criteria for the exam are the same as the learning objectives for the elective element - SEO. One mark is given on the basis of the oral examination. A mark is given according to the 7-point scale, and there is an internal co-examiner.

## **Completion of the exam**

If the exam is not passed, the student must go to a re-exam. The re-exam has the same exam form as the ordinary exam.



## 4. Electives worth 5 ECTS on the programme

### 4.1. Entrepreneurship - 5 ECTS

#### Content

Do you dream of starting your own business or do you want to be the innovative employee in an existing company? In this subject, you will focus on developing ideas and commercialising them. You will work in company groups, which together you must develop, validate and pitch a company idea and a relevant business plan. You may already have an idea but otherwise you will be introduced to tools that enable you to develop ideas based on your knowledge of marketing and economics.

#### Learning objectives

##### Knowledge and understanding

The student will gain knowledge about:

- innovation and the use of innovation in practice
- development of ideas as the basis for the establishment of a company
- the establishment process for a new company
- company models and business planning
- how to start your own company
- how to create a company and manage processes in the company
- Hvordan man skaffer risikovillig kapital til finansiering af virksomhedens første difficult phases
- how to pitch their ideas to investors and partners
- the importance of entrepreneurship and intrapreneurship and the self-employed culture nationally and internationally
- what it takes to do an internship in their own company.

##### Skills

The student will get the skills to:

- work with innovation
- explain the characteristics of entrepreneurship today
- create ideas and evaluate the ideas' commercial sustainability
- identify and determine financing needs and opportunities
- develop and validate a company idea and business plan
- pitch/sell an idea to an investor or partner through training and participation in idea competitions
- start a company from an idea.

##### Competencies

The student will learn to:

- understand and act on innovation
- develop, present and evaluate a business idea

- based on company idea, prepare, present and evaluate a business plan
- start a company

### **The exam form and organisation including any formal requirements**

The exam is an individual oral exam which is based on a written assignment.

#### *Formal requirements for the written assignment*

The assignment is a business plan which is prepared in groups of max 3 students. The business plan must be max 15 pages (31 500 characters) excluding appendices and the content must be credible. The business plan must handed-in approximately 7 days before the oral exam. The hand-in date will be available on Study Update.

#### *The individual oral exam*

The business plan must be presented and defended at an individual, oral exam. The exam time is 30 minutes per student, including assessment. For the exam, the student must prepare a presentation of max 10 minutes. This is followed by an examination of the student for about 20 minutes (including assessment).

### **Prerequisites for the exam – active attendance and submission requirements**

In order to take the exam, it is a prerequisite that the student has handed the idea for the company, which is a part of the exam and assessment criteria. The business proposal must comply with the formalities and must be timely and properly submitted (see Study Update).

If the idea for the company is handed-in late or does not fulfil all other requirements, the student is not allowed to take the oral exam and will have used one exam attempt. It is a prerequisite for taking the oral exam that students confirm their responsibility for the preparation of the project with their signature, this is done when the project is uploaded in WISEflow.

### **Criteria for assessment and co-examiner**

The assessment criteria for the exam are the same as the learning objectives for the elective element - entrepreneurship. The assessment is given based on both the business plan and the individual, oral presentation. The exam is assessed according to the 7-point scale and has an internal co-examiner.

### **Completion of the exam**

If the exam is not passed, the student must go to a re-exam. The re-exam has the same exam form as the ordinary exam. A new business plan must be handed in. This can either be a revised version of the original business plan for the same company and product, or a new company and/or product. The basis for the re-exam and whether it should be a new or revised business plan depends on an academic assessment and will be communicated to the student by the lecturer.

## 4.2. Email marketing - 5 ECTS

### Content

This elective concerns email marketing, and the challenges and opportunities a company has within this medium. You will be able to plan and perform a wide range of tasks in this field – both technically and creatively.

You'll gain insight into how to establish and expand your email database and how to use it to perform efficient and targeted sales and marketing. This includes working with MailChimp and the automation of emails, the creation of relevant content and the subsequent measurement of effects, all the while taking legal guidelines for this area into account.

In other words, this elective will enable you to work professionally with email marketing.

The purpose of the elective is that the student will be able to independently perform professional email marketing in practice.

### Learning objectives

Knowledge and understanding

The student will on a theoretical and practical level have knowledge and understanding about:

- key concepts of email marketing
- email marketing strategy
- the e-mail's marketing content
- technical options with email platforms
- relevant laws for email marketing.

### Skills

The student will get the skills to:

- prepare relevant content for email marketing
- build an email database
- perform targeted email marketing
- create and manage the automation of e-mail marketing
- perform testing and measure the effect of e-mail marketing
- utilise email marketing software.

### Competencies

The student will learn to:

- independently analyse, plan and carry out tasks in connection with email marketing
- manage and customise email marketing in connection with the company's digital marketing

### The exam form and organisation including any formal requirements

The elective ends with an individual, written 4-hour exam with aids and assistance.



### **Criteria for assessment and co-examiner**

The assessment criteria for the exam are the same as the learning objectives for the elective element - email marketing. A mark is given according to the 7-point scale, and there is an internal co-examiner.

### **Completion of the exam**

If the exam is not passed, the student must go to a re-exam. The re-exam has the same exam form as the ordinary exam.

## **4.3. International Summer Schools -5 ECTS**

Placement: During the summer holidays before the start of the 3rd semester

### **Content**

The purpose of an international summer school is to acquire the skills to engage in multicultural teams in an academic context. The subjects in each summer school vary, though each stay includes innovation, and the students must solve a big assignment in cooperation with local students. Read more about summer schools on Study Update - Go Abroad.

Students who choose 'summer school' as an elective element in the 3rd semester will be informed of their final options and conditions before 1/3 2020.

### **Learning objectives**

Knowledge and understanding

The student will gain knowledge about:

- a different culture
- how the specific country works - politically, culturally and economically
- economic issues in that country
- a selected industry or specific subject area
- cultural theory and business culture.

### **Skills**

The student will get the skills to:

- work with interdisciplinary and cross-cultural approaches
- do project work in a multicultural environment
- English business language
- acquire new theoretical knowledge of cultural theory and business culture.

### **Competencies**

The student will learn to:

- work cross-culturally in a different and challenging environment
- present and sell ideas

- participate in international work
- work together with different people – both academically and culturally
- be part of situations which they are not accustomed to
- use new knowledge concerning a foreign culture and market.

### **The exam form and organisation including any formal requirements**

The form of the examination depends on the summer school. The students are examined in connection with the summer school.

### **Criteria for assessment and co-examiner**

Depends on the summer school.

### **Completion of the exam**

Depends on the summer school.

## **5. The use of aids and assistance**

During exams, all aids and assistance, including electronic devices, are allowed, unless a ministerial order or curriculum for the specific programme specifies restrictions for use.

Any rules for limitations in the use of aids will be apparent from the description of the individual exam.

## **6. Commencement**

This electives' catalogue comes into force on 01.03.2020 and is valid for students who need to choose their elective for the autumn 2020 semester.

At the same time, the electives' catalogue from autumn 2019 (not dated) is no longer valid.