

**Curriculum for**  
**The AP DEGREE PROGRAMME**  
**IN**  
**MARKETING MANAGEMENT**

**VIA University College**  
**Horsens, Denmark**

**VALID from September 2008**

# 1. The Aim, Extent and Profile of the Programme

## 1.1 *The aim of the programme*

The aim of the AP study programme programme is to qualify students to work independently with analysis, planning and implementation of solutions concerning marketing, broadly speaking, in both national and international trading, production, and service companies. The graduate will be able to combine financial, legal, organizational, cultural, social, and technological knowledge and methodological considerations concerning marketing in a global market.

The graduate will also be able to enter into various business co operations with people having a different study programmeal, linguistic, and cultural background.

## 1.2 *Duration in time and ECTS credits of the programme*

The study programme is a 2 year Academy Programme giving 120 ECTS credits. It is a full-time study programme programme and must be finished not later than four years after entering the Programme. The official duration of the Programme is a two full-time equivalent; one full-time equivalent is one full-time student's work in one year.

The work load includes scheduled classes, preparation for classes, absorption, written work, other activities in connection with the teaching, perhaps a stay at another study programmeal institution, internship and projects for companies, and preparation for and participation in exams.

## 1.3 *Competence profile*

The graduate must be able to combine theoretical and practical elements in a professional manner. According to the new Danish qualification framework the Marketing management graduate has the following competences.

<b>Knowledge</b>	
	The Marketing Management graduate has knowledge about companies' strategic and financial structures
	The Marketing Management graduate has knowledge about central macro economic conditions
	The Marketing Management graduate has knowledge about how to conduct sales
	The Marketing Management graduate has knowledge about legal issues in business
	The Marketing Management graduate has knowledge about applied theory and methodology within the business field
<b>Skills</b>	

	The Marketing Management graduate has skills in working in teams and working with people from different cultures
	The Marketing Management graduate can utilize all important principles of problem based project work (PBL)
	The Marketing Management graduate can present practical problems and solutions in Danish as well as English
<b>Competences</b>	
	The Marketing Management graduate can combine relevant conditions relating to marketing on a global market
	The Marketing Management graduate is able to utilize analytical methods for international market assessment
	The Marketing Management graduate can acquire new knowledge in relation to the business field
	The Marketing Management graduate has achieved a theoretical and practical basis for further study programme on bachelor level

#### **1.4 Name of the Programme and the Title of Graduates**

The name of the programme is the

##### **AP Degree in *Marketing Management***

The graduate has the right to use the title *AP in Marketing Management*.

### **2.0 The Contents and Structure of the Programme**

#### **2.1 Study model and learning strategy**

The programme is composed from 4 semesters which each supports the profile of competences aimed at for the marketing management programme.

At the same time, each semester contains a complete and partial learning sequence with own exams. Thus, it is possible for the student to complete parts of the study programme with a documented equivalent learning from another Danish or foreign institution.

Foreign students may take one or several semesters of the programme.

In every semester the teaching is planned in a way that focuses on the semester's theme, cf. the overview below. Apart from the professional teaching, every semester also focuses on the students' personal competences across the subjects taught, enabling the student to

participate in diverse types of cooperation. See the section about personal competences across subjects, where the teaching goals are described.

#### **1<sup>st</sup> Semester.**

##### **The company's strategic situation and methodology, student's personal development.**

The theme of the first semester relates to the company's strategic situation. The focus is on analysis of the company's present situation, organisation and financial situation etc. as the basis of future strategic decisions. The student also learns scientific methods and theory, enabling the student to work at an academic level with rather complex problems

#### **2<sup>nd</sup> Semester. Making strategies, social competences and cross cultural relations**

In the second semester the theme is preparing strategies, where the student, based on first semester's analytical tools, must be able to make strategies for the company's development and growth on the home market as well as on international markets. Besides this there is focus on development of the student's social competences in cooperating with foreign cultures and methods for conducting market analyses.

#### **3<sup>rd</sup> Semester. Implementing strategies and international competences**

The third semester continues with implementing strategies chosen on the second semester. It is also the purpose of this semester to give the student the necessary competences to navigate in a globalised world.

#### **4<sup>th</sup> semester. Internship and final project**

The fourth semester contains internship/specialisation module and the final project.

The first semester is the same for all students at the study programme. On 2<sup>nd</sup> and 3<sup>rd</sup> semester it is

	<b>International Marketing and sales</b>	<b>Economics</b>	<b>Communication, Organization and Management</b>	<b>Business Law</b>	<b>Elective subjects</b>
<b>1st Semester: The company's strategic situation</b>	<b>10 ECTS</b>	<b>5 ECTS</b>	<b>10 ECTS</b>	<b>5 ECTS</b>	A: 2nd language (German/French/Spanish) is offered as an elective in the first semester
	A: Strategic Analysis of the Company and the surrounding World B: Introductory Statistics	A: Company Analysis B: Micro Economics	A: Communication B: Organisational Structure C: Making and Analysing the Supply Chain	A: Sources of Law B: Formation of contracts C: Rules regulating the market D: The company's legal conditions	
<i>Cross disciplinary: Personal development and methodology</i>					
<b>2nd Semester: Making strategies</b>	<b>10 ECTS</b>	<b>5 ECTS</b>	<b>5 ECTS</b>	<b>5 ECTS</b>	<b>5 ECTS</b>
	A: Market Analysis B: Growth Strategy C: Market Selection and Penetration Strategy	A: Investment and Finance B: Descriptive Economics and Trade Theory	A: Managing the Supply Chain B: Culture Analysis C: Innovation	A: Damages outside contract B: Danish and international rules of buying and selling goods C: security of credit	A: Statistics or. B: 2nd language (German/French/Spanish) or. C: E-business
<i>Cross disciplinary: Social competences and cross cultural relations</i>					
<b>3rd Semester: Implementing strategies</b>	<b>10 ECTS</b>	<b>10 ECTS</b>	<b>5 ECTS</b>		<b>5 ECTS</b>
	A: Strategic Marketing B: Sales and Negotiation	A: Macro Economics B: Budgeting and Optimizing Parameters	A: Organisational Development B: Sales and Project Management		A: Managerial Economy or B: 2nd language (German/French/Spanish) or C: Entrepreneurship D: Market Communication
<i>Cross disciplinary: International Competences</i>					
<b>4th Semester:</b>	Specialisation/internship/company stay 15 ECTS Final project 15 ECTS				

The first semester is the same for all students at the study programme. On 2<sup>nd</sup> and 3<sup>rd</sup> semester it is possible to choose two elective subjects equivalent to 5 ECTS each. During the first three semesters of the study programme the student must learn methodology and theory, so the student can manage complex and developing situations in work situations and study situations, related to the jobs in this line of business.

The teaching in the subjects and in the cross disciplinary themes is aimed at giving the student professional and methodological competences so the student can solve problems in the real world based on sound theory. The student must learn to identify and cover own educational needs during the study programme. The students must also be able to participate flexibly, focused, and forcefully in personal and complex cross cultural relations with persons within and outside the organisation – customers, partners, colleagues, leaders locally and globally.

The fourth semester of the study programme consists of the specialisation/internship and the final project. The internship may be taken in Denmark or abroad and can be either a company internship or a study stay at a partner institution.

The purpose of the traineeship is to enable the student to utilise the methods and tool learned at the first three semesters on a specific assignment in an appropriate company. The internship must be taken in a company which is doing business in areas related to the aims of the study programme. The job functions must be relevant.

The purpose of the final project is to let the students demonstrate theoretical, methodological and analytical skills as achieved during studies. The final project must contain suitable problems related to the business and the studies.

Via projects, internship, and the final project the student achieves a familiarity with practical business life and is able to combine theory and practise.

Please see the section about internship and final project.

## **2.2 Teaching methods**

The teaching methods contain, class room teaching, lectures, dialogue teaching, exercises, case work, presentations, seminars, guest lecturers, projects, and internship.

The teaching incorporates the latest knowledge and results from national and international research and development work from relevant disciplines related to the profession.

The teaching also incorporates knowledge from the business community and know-how from central tendencies in the profession for the development of the study programme and to do quality and development work.

## **2.3 The contents and aims of the modules**

The aim, contents, learning objectives etc. are evident from the description in chapter 7.

## **2.4 Internationalisation**

The school must include the international dimension throughout the study programme. The study programme is module based, which means that students may study one semester abroad, and foreign students may study one or semesters at the study programme. Internship may also be taken abroad.

## **2.5 New Qualification framework**

The description of the aims of the study programme is concurrent with the new qualification framework. The description and structure of the contents of the modules, learning objectives, levels, etc. are taken from the new qualification framework.

## **3.0 Exams and Tests**

To evaluate to what extent the students have reached the aims of the study programme there are a number of test activities during the 4 semesters. The tests may be oral and written exams, assessment of projects and compulsory tests, participation in seminars etc.

The tests may be internal or external. In external exams an external examiner participates appointed by the Ministry of Education. In internal exams the assessment is done by one or more lecturers appointed by the academy. It will be evident from the exam rules of the individual test whether they are internal or external and who participates in the assessment.

It may be a condition for participating in the tests that one or more of the student's compulsory assignments/activities in certain subjects and projects have been approved.

### 3.1 Outline of tests and exams

The study programme contains the following tests distributed on semesters.

Exam - test	1 <sup>st</sup> semester	2 <sup>nd</sup> semester	3 <sup>rd</sup> semester	4 <sup>th</sup> semester
1 <sup>st</sup> internal exam: 4-in-1 multidisciplinary internal exam in * International Marketing and Sales (includes Statistics) * Economics, * Communication, organisation/leadership * Business Law	January 4 x 3 hour written exams = 1 overall grade			
Cross disciplinary project exam in International Marketing and Sales, Economics, Communication, Organisation and leadership and Business law. (1 <sup>st</sup> external exam)		June Project-based oral exam		
Exam in elective subjects (2 <sup>nd</sup> internal exam)		June Written or oral		
International Marketing and Sales (2 <sup>nd</sup> external exam)			Dec./Jan. Oral exam	
Economics (3 <sup>rd</sup> external exam)			Dec./Jan. Written	
Communication, Organisation and leadership (3 <sup>rd</sup> internal exam)			January Oral exam based on project report	
Test in elective subjects (4 <sup>th</sup> internal exam).			January Written/oral	
Test in specialisation subject. (5 <sup>th</sup> internal exam)				Spring Written/oral
Exam based on final exam project (4 <sup>th</sup> external exam)				June Written and oral

All exams must be passed.

**Description of exams/tests of the AP programme**

**Multi-disciplinary test in International Marketing and Sales, Economy, Communication, Organisation/leadership and Law.  
(1<sup>st</sup> internal exam)**

At the end of the first semester there is a 3-hour written exam in each of the subjects below. Grades are given using the 7- grade scale and the average of the grades must be a minimum of 02 to pass. The subjects are equal in weight.

One grade is given after 1<sup>st</sup> semester. This grade will appear on the final diploma, together with the subgrades.

If the average grade is 02 or more no exams may be re-taken.

If the average grade is less than 02, only the failed exams may be re-taken.

The exam questions will be relevant to the learning objectives of the 1<sup>st</sup> semester in the following subjects:

International marketing and sales (includes Statistics)	3 hours
Economics	3 hours
Communication, Organisation and Leadership	3 hours
Business Law.	3 hours

**Cross disciplinary project exam in International Marketing and Sales, Economics, Communication, Organisation and leadership and Business law.  
(1<sup>st</sup> external exam)**

The exam takes place at the end of the 2<sup>nd</sup> semester and is an individual oral exam based on a group project made and handed in before the exam.

The project is cross disciplinary and must contain issues from the subjects; International marketing and sales, Economics, Communication, Organisation and Leadership, as well as Business Law.

The project is made by groups of 3-5 students. The exam time is 30 minutes per student. The grade is given on the basis of the oral presentation at the exam. The grade, given in accordance with the 7 - grade scale, will appear on the final diploma.

**Exam in Elective Subjects (2<sup>nd</sup> internal exam)**

An exam in one of the elective subjects is held at the end of the 2<sup>nd</sup> semester. The grade will appear on the final diploma.

Statistics	3-hour written exam
2 <sup>nd</sup> foreign language	combination exam
Other electives:	written or oral exams

**International Marketing and Sales  
(2<sup>nd</sup> external exam)**

At the end of the 3<sup>rd</sup> semester a 30-minute exam is held. The student has 60 minutes preparation time.

The exam tests the learning objectives of the 3<sup>rd</sup> semester in International Marketing and Sales. The grade, given in accordance with the 7-grade scale, will appear on the final diploma.

**Economics (3<sup>rd</sup> external exam)**

At the end of the 3<sup>rd</sup> semester there is a 4-hour written exam in the subject Economics. The exam tests the learning objectives of the 3<sup>rd</sup> semester in Economics.

The grade, given in accordance with the 7-grade scale, will appear on the final diploma.

**Communication, organisation and management (3<sup>rd</sup> internal exam)**

At the end of the 3<sup>rd</sup> semester an oral exam is held.

The duration of the exam is 20 minutes and is based on two assignments handed in during the 3<sup>rd</sup> semester in the subject, Communication, Organisation and leadership. The exam tests the learning objectives in Communication, Organisation and leadership. The grade is given for the oral presentation at the exam.

The grade is given in accordance with the 7-grade scale and will appear on the final diploma.

**Exam in Elective Subjects (4<sup>th</sup> internal exam).**

The exam takes place at the end of the 3<sup>rd</sup> semester.

Managerial Economics  
2<sup>nd</sup> foreign language

3-hour written exam  
30-minute oral exam.  
60 minutes' preparation  
written or oral

Other electives

The grade will appear on the final diploma.

**Test in specialisation subject  
(5<sup>th</sup> internal exam)**

Students who have been in a work placement are evaluated on basis of a report and a diary handed in by the student and an evaluation form handed in by the company.

The work placement is evaluated: passed/not passed.

Alternatively, the student may hand in documentation for exams passed at partner institutions.

**Exam based on final exam project  
(4<sup>th</sup> external exam)**

Based on the written project the student takes an individual oral exam lasting 45 minutes. The grade is in accordance with the 7-grade scale. One grade is given, based on the project and the oral presentation. The written project counts for 2/3 of the grade and the oral presentation for 1/3 of the grade.

If students decide to write the final project together, it is important that each student writes which parts of the project he or she is responsible for. The parts of the project for each individual will be the basis for the grade in the written part. If the total grade is below 02, the student must write a new project to be able to re-take the exam.

### 3.2 Exam attempts

The student can take the same exam three times if it has not been passed. The institution may allow a fourth and fifth try if there are unusual conditions or special circumstances. This requires a written exemption application from the student.

### 3.3 Re-trying an exam

A student who has participated in an exam and achieved the grade 00 or less on the 7-grade scale, or the assessment “not passed” has the opportunity to re-try the exam.

Access to the re-try requires that:

- the exam is not part of another comprehensive exam that the student has passed
- the student has not passed that part of the study programme where the exam in question has been passed.

### 3.4 Taking exams abroad

A student may be allowed to take the exam abroad at a Danish representation (Embassy, Consulate) or study programmeal institution, if this can be arranged and only after written permission from the home academy. The student may be asked to cover the costs of this special arrangement.

### 3.5 Compulsory assignments

A number of projects and assignments must be answered and approved for the student to enter for the exams at the end of each semester. The teachers inform the students about these compulsory assignments well in advance.

Evaluation of the projects and assignments is made by the teachers *during* the course of the study and the result of the evaluation *does not* appear on the diploma.

The assignment will be evaluated “approved” or “not approved”. “Approved” is obtained if the student has made a reasonable effort and the teacher estimates that the student has had sufficient benefit in the relevant subject(s) from the work.

Consequently, under certain circumstances the teacher might approve an assignment that would not normally be evaluated “passed” (grade 02 or more).

If an assignment is evaluated “not approved”, the student must either hand in an improved version of the assignment or hand in a new assignment according to the teacher’s decision. The deadline for the new assignment will be set by the teacher.

The head of department can give permission to a postponement of the deadline if this is due to illness or other special circumstances. If the student wishes a postponement of the deadline, he or she must send a short motivated application to the head of department before the deadline.

If the student does not hand in the assignment on time and does not have a previous agreement about a postponement, or if the student does not hand in by the new deadline, the

student receives a letter from the school explaining on what conditions he/she can continue his/her education. If the conditions/deadlines stated in the letter are not met, the student cannot enter for the following exams.

### 3.6 The exam paper (Diploma)

The final diploma contains the following subject areas and grades.

Exam	Assessment
Multi-disciplinary exam after 1st semester (1st internal)	Grade
Cross-disciplinary project exam after 2nd semester (1st external)	Grade
Elective subjects, written or oral after 2nd semester (2nd internal)	Grade
Oral exam in International Marketing and sales after 3rd semester (2nd external)	Grade
Written exam in Economics after 3rd semester ( 3rd External)	Grade
Oral exam in Communication, Organisation and leadership (3rd internal exam)	Grade
Test in elective subjects written or oral (4th internal exam).	Grade
Test in specialisation subject after 4 <sup>th</sup> semester (5th internal exam)	Passed
Exam based on final exam project after 4 <sup>th</sup> semester (4th external exam)	Grade

## 4. General Regulations

### 4.1 Transfer of qualifications

The institution may accept that elements of an study programme passed at another institution are equivalent to the elements presented in this course description. If the elements are assessed using the 7-grade scale at the institution where the exam has been taken, and is comparable to an entire subject in this course description, the grade may be transferred. In other cases the assessment is transferred as “passed” and does not become part of the grade average calculation.

The institution may approve that elements passed at Danish or foreign higher study programmes may replace elements included in this course description. In case of approval the element is considered passed if it has been passed according to the rules of the study programme in question. The assessment is transferred as “passed”.

### 4.2 Qualification students

The institution may approve that students from other higher study programmes follow parts of the study programme and sit the exams according to the rules. It is a condition that it is an approved part of the student’s own study programme.

### 4.3 Leave

A student may be granted leave from the study programme based on personal situation. For further information about the issue and the conditions for students on leave, please see

guidelines of the academy and Departmental Order no. 167 of 22<sup>nd</sup> February 2007 about admission, enrolment and leave.

#### **4.4 Exemption from the course description**

The school may, in exceptional cases, grant exemptions from the regulations in the course description on the parts that are not specified in the departmental order about the study programme.

#### **4.5 Complaints**

Complaints about decisions made based on the course description may be directed to the academy. The deadline for complaints is two weeks from the day the student is informed about the decision.

The decisions made by the academy may be presented to the Ministry of Study programme if the complaint is about legal issues. The deadline for complaints is two weeks from the day the student is informed about the decision.

The complaint must be directed to the Ministry of Study programme but handed to the academy. The academy makes a statement which the student complaining has one week to comment on. The academy then sends the complaint, the academy's statement, and the comments, if any, from the student to the Ministry of study programme.

#### **5. Validity of the Course Description**

The course description comes into force by 1 September 2008 and is valid for students starting their studies from that date.

#### **6. References to Present Legal Regulations**

The legal background of the course description is the following legislation and departmental orders:

Departmental order no. 766 of 26 June 2007 about tests and exams in business educations.

Departmental order no. 262 of 20 March 2007 about grades and other assessment.

Departmental order no. 167 of 22 February 2007 about admission, enrolment and leave.

See also the exam regulations of the institution.

## **7.0 Course Descriptions**

### **7.1 International marketing and sales**

Through the course the students acquire tools to analyze, plan and implement and evaluate marketing and sales assignments. The students get a holistic view of the sales and marketing task on national as well as international markets, so the student may engage in cross sectional cooperation, planning the company's future development.

#### **International Marketing and sales 1<sup>st</sup> semester (10 ECTS)**

##### **Contents**

- Marketing concepts and notions
- The company's strategic platform
- The company's stakeholders
- The company's micro- and macro surroundings
- Descriptive Statistics, confidence intervals and hypothesis tests

##### **Learning objectives**

###### **The student must know about:**

- marketing concepts and marketing notions
- and be able to understand relevant theories and models about the company's internal and external situation

###### **The student must have skills in:**

- use the company's strategic platform, including mission, vision and strategies
- assessing the company's product-/market portfolios, competences and resources
- identify the company's stakeholders and assess the company's customer relations and the buying behaviour of the customers
- Identify and analyse the company's micro and macro surroundings
- Present the company's strong and weak sides and threats and opportunities to partners and users
- Collect and process a specific market analysis by using statistical tools
- Work out hypotheses tests and confidence intervals
- Make tests for goodness of fit
- Make test number tables

###### **The student must be qualified for:**

- participating in cross disciplinary cooperation aimed at analysing and assessing a specific company's strategic situation
- contribute to an assessment of the company's basis for initiating international activities
- independently assess a statistically processed market analysis

### **International Marketing and sales 2<sup>nd</sup> Semester (10ECTS)**

#### **Contents**

- Market analysis
- Segmentation, selection of target groups and positioning
- Growth strategies
- Internationalisation

#### **Learning objectives**

##### **The student must know about:**

- and understanding of and be able to reflect on the various methods of market analysis
- and understanding of segmentation criteria/variables, differentiation options and positioning strategies
- and understanding of various growth strategies
- and understanding of internationalisation theories, models and strategies

##### **The student must have skills in:**

- using various market analysis methods for collecting and processing information
- using statistical skills in assessing the validity and reliability of the market analysis
- make functional solutions for the company's choice of target groups and positioning strategy
- make solutions for the company's growth
- make solutions for the company's internationalisation, including market screening, market selection and penetration strategies on international markets

##### **The student must be qualified for:**

- implementation of market analyses for the company
- participate in professional and multi disciplinary cooperation in the development of the company's marketing strategy
- participate in professional and multi disciplinary cooperation in the development of the company's internationalisation

### **International Marketing and Sales 3<sup>rd</sup> Semester (10 ECTS)**

**Contents**

- Design brief
- The Marketing plan
- Use of action parameters
- Marketing and sales budgeting
- Sales strategies
- Negotiation

**Learning objectives****The student must know about:**

- the structure of the design brief and its contents
- and be able to reflect on the action parameters on the home market as well international markets
- and understand the contents and use of the marketing plan
- marketing- ad sales budgets
- and understand various sales strategies
- various negotiation theories and models

**The student must have skills in:**

- using a design brief to cooperate with designers about the company's product development
- presenting practical solutions for the company's development of action parameters at strategic, tactical and operational levels on the domestic market as well as internationally
- Using budgeting in an assessment of the economic consequences of the solutions presented
- Presenting and communicating the marketing plan to partners and users
- Assessing various strategic options in relation to the sales process, from segment selection to follow up
- Using various negotiating techniques and models to be able to take on a concrete negotiation

**The student must be qualified for:**

- participating in multi disciplinary cooperation with designers based on a design brief
- handle the marketing planning and sales planning in the company
- participating in organising, implementing and follow up on marketing- and sales initiatives
- negotiating with professional- personal- and oral impact

**General conditions****Assessment**

Assessment is based on the 7-point scale

### **Guidelines for grade assessment**

**The grade 12:**

The excellent performance which demonstrates an exhaustive command of all aspects of the subject with only minor or insignificant weaknesses.

The assignment is solved systematically and structured and exhaustively. Selection and use of relevant models, concepts, and methods is unwavering. The student demonstrates high professional understanding.

Methodological skill and concepts are used with great insight in the work with relevant information and problems are identified, analysed and assessed with few or only minor mistakes.

**The grade 7:**

The good performance which demonstrates good command of the relevant material but also some weaknesses.

The assignment is solved reasonably systematically and structured and exhaustively with a reasonable selection and use of methods, theories and models demonstrating some professionalism and less independence.

Methodological skill and concepts are used reasonably well in the work with relevant information and problems are identified, analysed and assessed with quite a few weaknesses.

**The grade 02:**

The acceptable performance which demonstrates the absolute minimum degree of acceptable performance to meet the demands of the subject.

The assignment has a loose structure a few professional elements are included and used with less precise selection and use of methods, theories and models and thus demonstrates lacking professional understanding and independence.

Theories and methodology are used with some uncertainty in the work with information and also few observed problems are analysed inadequately.

### **Exam**

See section 3.1

## **7.2 Economics (20 ECTS)**

The subject gives the students a broad insight and understanding of various types of companies, their financial situation and the market conditions they work in. Also, the students achieve and understanding of both micro economic and macro economic conditions of relevance to market based decisions domestically and internationally.

### **Economics 1<sup>st</sup> Semester (5 ECTS)**

#### **Contents**

- The basis of the company's profits and use of resources, incl. break-even analyses
- Assessment of costs based on activities
- Company analysis
- Market conditions , yield and demand
- Price formation on the commodity market under various types of competition

#### **Learning objectives**

##### **The student must know about:**

- the company's market conditions and costs
- the company's costs, including variable costs and fixed costs and the cost- driver concept
- the company's action parameters as the basis for income
- companies' financial management including targets and tasks
- fundamental accounting principles and accounting law
- the company's financial information systems and be able to interpret information from these
- the company's cash flow
- the company's supplementary report types including balanced Scorecard and green accounts
- pricing strategies on the b2c and b2b markets incl. manufacturer profits and consumers profits
- the importance of price- and income elasticity
- various types of markets and their effect in efficiency
- external effects and various market interventions

##### **The student must have skills in:**

- assessing various types of costs and their characteristics

- analysing profits based on break-even analyses and financial management
- analysing and assessing company accounts in relation to profitability, capital adjustment, solidity, liquidity and cash flow as well as stock related figures
- presenting financial information and explain possible developments to stake holders
- analysing the cost concepts, utility value and demand
- analysing pricing strategies in diverse types of markets
- analysing the effects of an intervention in pricing
- using consumer and manufacturer profits for the analysis of societal efficiency

**The student must be qualified for:**

- assessing which factors influence a company's costs and revenue
- pointing out where it may be possible to make savings in the value chain
- in a structured way, be able to analyse a company's economic development to find ways of acting
- placing a given line of business under a market form and be able to assess the consequences of this
- including price- and income elasticity in a societal analysis

**Economics 2<sup>nd</sup> Semester (5 ECTS)****Contents**

- Fundamental investment theory
- Fundamental financing and choice among types of financing
- Trade theory and political intervention
- Descriptive economy

**Learning objectives****The student must know about:**

- methods of formation of capital needs and cash flow as the basis for investment estimates
- methods for assessing various investment suggestions and profitability by using capital value, annuity method as well as repayment time and internal interest rates
- sources of finding equity and external capital
- criteria for choice of financing methods
- classic and modern trade theory
- the development in international trade and knowledge about the most prominent international organisations

**The student must have skills in:**

- assessing prerequisites for, and make calculations on the basis of investment decisions
- comparing different types of financing
- describing and analysing the need for financing of circulating assets and fixed assets
- assessing conditions relating to financing via equity or external capital
- describing and analysing the population development and its impact on society and the consequences for marketing
- describing and analysing the most prominent macro economic key figures for use in market assessments
- analysing the impact of political intervention on trade
- assessing pros and cons of globalisation

**The student must be qualified for:**

- making a calculation of the profitability of an investment and be able to account for the choice of financing

**Economics 3<sup>rd</sup> Semester (10 ECTS)****Contents**

- Fundamental price optimization
- Budgeting and budgeting models
- Income formation models
- Market trend theory (prosperity and recession)
- Unemployment and inflation
- Monetary policy and currency policy
- Fiscal policies
- Labour market forces in relation to salary

**Learning objectives****The student must know about:**

- Fundamental parameter optimization for a product on a market
- The importance of budgeting for the control of the company and the financial viability of a project
- Fundamental budget control
- The labour market and the basis of supply and demand of labour
- The economic cycle and the macro economics
- Various types of economic policies
- Various types of reasons for unemployment and inflation
- Interest rate formation and currency relations
- EU's monetary cooperation
- Various types of economic theories' views on booms and recessions

**The student must have skills in:**

- assessing the economic consequences of different uses of parameters
- making result budgets and liquidity budgets for several periods for a company or project
- accounting for the consequences in the result and liquidity budgets by changing the prerequisites in the budget
- working out a balance sheet
- making a simple price optimization based on known market – and cost expectations
- analysing labour market forces in relation to salary
- using income models to analyse the macro economic situation and the movements of the economy
- analysing and assessing the correlation between unemployment and inflation
- analysing and assessing the causes of interest changes and currency changes
- analysing effects of various types of economic-political interventions

**The student must be qualified in:**

- working out budgets as part of the company's financial management and be able to do budget control
- incorporating macro economic conditions in relation to market analysis and assessment
- using macro economic conditions and incorporate relevant solutions

**General conditions****Assessment**

Assessment is based on the 7-point scale

**Guidelines for grade assessment****The grade 12:**

The excellent performance which demonstrates an exhaustive command of all aspects of the subject with only minor or insignificant weaknesses.

The assignment has a clear and precise practical problem statement. The problem statement is elaborated exhaustively and relevant theories and models have been utilised. Realistic and elaborated solutions have been made. The student demonstrates confidence in both the written work and the oral presentation.

**The grade 7:**

The good performance which demonstrates good command of the relevant material but also some weaknesses.

The assignment has an acceptable structure and a useful problem statement. The problem statement is used and elaborated acceptably. Relevant theories and models are used to an acceptable level. The student demonstrates a reasonable confidence in both the written work and the oral presentation.

The grade 02:

The acceptable performance which demonstrates the absolute minimum degree of acceptable performance to meet the demands of the subject.

The assignment has a structure with an acceptable problem statement. The problem statement is rather vague with insecure use of economic models, notions, theories and methodology. The use of theories and methodology demonstrates uncertainty. The student demonstrates a high degree of uncertainty in analyses and assessment.

**Exam**

See section 3.1

### **7.3 Communication, organisation and leadership (20 ECTS)**

The subject gives the student a broad view of, and insight into various types of companies, their organisational, communicative and logistic conditions. Also, the student achieves an understanding for the central values in culture and innovation which have an impact on sales- and marketing decisions nationally and internationally. Finally, the student gets an understanding of the importance of both form and contents in the delivery of messages as well as skills in how to communicate effectively.

#### **Communication, organisation and leadership 1<sup>st</sup> Semester (10 ECTS)**

##### **Contents**

- analysis and assessment of company structures
- analysis and assessment of the supply chains
- types of communication and strategies

##### **Learning objectives**

##### **The student must know about:**

- Relevant participants in the subject area
- Topical global problems – political, economic and cultural
- Communication models and theories
- Notions and theories relating to organisational structures, cooperation, leadership and the individual
- The elements in the supply chain and their correlation
- Internal and external communicative problems
- Presentation theories and strategies, including verbal and non-verbal means
- Various types of written communication and formats
- Meeting strategies

##### **The student must have skills in:**

- assessing the value of important participants' experiences
- using the English language in business situations
- analysing an organisation's internal structure
- analysing the supply chains and identify their central strengths and weaknesses
- using relevant IT tools in communication, organisation and leadership
- working creatively with personal communication
- developing messages aimed at the target group, including aesthetical means

**The student must be qualified for:**

- participating in professional and cross sectional cooperation with a professional approach
- establishing, participating and developing professional and social networks
- presenting messages with strong personal power and independence
- attaining skills and new knowledge in relation to the subject area

**Communication, organisation and leadership 2<sup>nd</sup> Semester (5 ECTS)****Contents**

- Culture analysis
- Innovation
- The company's central values

**Learning objectives****The student must know about:**

- culture theories and models, both analysis of national cultures and organisational cultures
- culture as a competitive parameter, including optimal use of the strengths of various cultures
- cultural differences, domestically and internationally and Danish culture's opportunities and limitations in international cooperation
- strategic options in Supply Chain Management
- models and concepts in innovation
- innovative processes in practise
- concepts as cultural values, cultural identity and cultural behaviour

**The student must have skills in:**

- assessing practical, organisational and logistic problems and formulate relevant solutions
- identifying and assessing cultural symbols and their consequences in practise
- understanding culture's consequences in business relations
- using innovation models in practise
- assessing the values of important participants' experiences

**The student must be qualified for:**

- selling products, projects, ideas, proposals and thoughts with personal power and independence
- participating in professional and cross sectional cooperation with a professional approach

- establishing and participating in and developing professional and social networks
- acquiring skills and new knowledge in the subject area

### **Communication, organisation and leadership 3<sup>rd</sup> Semester (5 ECTS)**

#### **Contents**

- Project management and project leadership
- Sales
- Organisational development

#### **Learning objectives**

##### **The student must know about:**

- concepts and methods for planning and managing projects
- theories and methods for implementing organisational development projects
- methods and theories in sales planning, sales organisation and sales leadership

##### **The student must have skills in:**

- presenting ideas, suggestions, projects in organisation and leadership
- planning sales efforts
- assessing the consequences of the organisation of sales and sales leadership
- establishing contact to relevant partners
- assessing the value of important participants' experiences

##### **The student must be qualified for:**

- Planning and managing development projects
- Selling products, projects, ideas, proposals and thoughts with a professional approach
- Establishing and participating in and developing professional and social networks
- Managing the sales process
- acquiring skills and new knowledge in the subject area

#### **General conditions**

##### **Assessment**

Assessment is based on the 7-point scale

##### **Guidelines for grade assessment**

The grade 12:

The excellent performance which demonstrates an exhaustive command of all aspects of the subject with only minor or insignificant weaknesses.

The assignment is systematically structured and exhaustive with a precise selection and precise use of, and coordination of methods, theories and models from communication, organisation, supply chain management, culture, innovation and sales, and using those with a professional overview.

Methods and conceptual skills are use with great certainty in the processing of information and identified problems are analysed and assessed with no or only minor flaws.

**The grade 7:**

The good performance which demonstrates good command of the aims of the subject but also some weaknesses.

The assignment has an acceptable structure and a relatively reasonable selection and use of methods, theories, models and correlation in communication, organisation, supply chain management, culture, innovation and sales demonstrating a degree of professional insight. Methods and conceptual skills are use with some certainty in the processing of information and identified problems are analysed and assessed with no or only minor elements missing.

**The grade 02:**

The acceptable performance which demonstrates the absolute minimum degree of acceptable performance to meet the demands of the subject.

The assignment has a loose structure and a few subject elements are included and are used with less precise selection and use of methods, theories models and correlation in communication, organisation, supply chain management, culture, innovation and sales demonstrating an almost insufficient professional insight.

Methods and conceptual skills are use with some degree of uncertainty in the processing of information and only few identified problems are analysed and assessed with quite a few and important elements missing.

## **Exam**

See section 3.1

## **7.4 Business Law (10 ECTS)**

The subject brings the student a broad insight into and understanding of different notions of business law, legal methods and rules, so they can identify, describe and analyse legal problems. Furthermore, the student gets qualifications in solving existing legal conflicts and in preventing future legal conflicts.

### **Business law 1<sup>st</sup> Semester (5ECTS)**

#### **Contents**

- Sources of law and legal procedure and the hierarchical composition of courts
- Formation of contract including contract basis and validity/invalidity,
- Power of attorney, insurance and consumer contracts
- The company's legal marketing relations, including marketing law
- Competition law and intangibles
- The company's legal relations, including types of companies
- Employees Act and holidays
- Company breakdown and liquidation

#### **Learning objectives**

##### **The student must have knowledge of:**

- The hierarchical structure of legal sources
- The hierarchical structure of the courts
- Untrue information in relation to insurance contracts as well as regulations relevant to the occurrence of insurance incidents
- Consumer law and rules of regret
- Control of competition and the ban on limited competition and abuse of competitive power
- Employees' holiday regulations and rights to holiday allowance and holiday periods
- 

##### **The student must have skills in:**

- Contract formation, bids and offers, closing deals and acceptance, and cancellation and invalidity of contract

- Finding reasons for invalidity and void contracts, strong and weak reasons for invalidity
- Using law of contracts and of powers of attorney and of agency and delegation
- Using design law, patent law, right of origin and trade mark rights.
- The liabilities of different company or organisation forms.
- Using the rules of the Employees Act including notice to quit, dismissal, and forms of allowance and remuneration
- Using the Bankruptcy act regulations including , suspension of payments, insolvency, invalidation, scheme of arrangement, liquidation orders, voluntary or forced settlement.

**The student must be qualified in**

- Using the rules and regulations of marketing on the basis of knowledge about and good skills in applying good code of marketing conduct; regulations on fair trade in the market; marketing to minors; sales promotion and promotional activities, coupons and vouchers, lotteries and prizes, guarantees; regulations concerning business enterprise, legal remedies, the functions of the Ombudsman, E business regulations, litigation, injunctions, court orders and compensation.

**Business Law 2<sup>nd</sup> semester (5 ECTS)****Contents**

- Damages outside of contract, inclusive of damages conditions, employer's responsibility and product responsibility.
- National and international rules on buying and selling goods and services, inclusive of choice of venue and choice of applicable law.
- Rules on security of credit, inclusive of guarantee and rules on mortgage, security, lien and collateral, liabilities and real estate.

**Learning Objectives****The student must have knowledge of**

- Legislation laid down by the courts to regulate product responsibility.
- Choice of venue and of choice of legal rules to apply in international conflicts.
- Guarantees and suretyship, order of litigation and of liability.
- Credit arrangement law and regulations on credit terms and retention of ownership.
- Movables and chattels personal including cars and motorcycles and acts of security.
- The possibility of obtaining security for debt and collateral, including the rules of constitutive acts as expressed in the law relating to instruments of debt, simple claims and transferable debt.

**The student must be qualified in**

- Rules and conditions of security and damages.
- Employer's responsibility for the actions of his employees.
- Rules and conditions of product responsibility.
- Rules of the Sale of Goods Act, inclusive of the passing of risk, deliveries, and breach of contract in business and consumer purchases.
- He student must be conversant with the regulations of the International Sale of Goods Act , inclusive of the passing of risk, deliveries and violation of terms and breach of contract in sales situations, and Incoterms 2000.
- Financing real estate through purchase and mortgages and mortgage credit and other mortgage activities and priorities under the Judicial Registration Act including acts of security, validity and other encumbrances.

**General conditions****Assessment**

Assessment is based on the 7- grade scale

**Guidelines for grade assessment****The grade 12:**

The excellent performance which demonstrates an exhaustive command of all aspects of the subject with only minor or insignificant weaknesses.

The assignment is solved systematically and structured and exhaustively. Selection and use of relevant models, concepts, and methods is unwavering. The student demonstrates high professional understanding.

Methodological skill and concepts are used with great insight in the work with relevant information and problems are identified, analysed and assessed with few or only minor mistakes.

**The grade 7:**

The good performance which demonstrates good command of the relevant material but also some weaknesses.

The assignment is solved reasonably systematically and structured and exhaustively with a reasonable selection and use of methods, theories and models demonstrating some professionalism and less independence.

Methodological skill and concepts are used reasonably well in the work with relevant information and problems are identified, analysed and assessed with quite a few weaknesses.

**The grade 02:**

The acceptable performance which demonstrates the absolute minimum degree of acceptable performance to meet the demands of the subject.

The assignment has a loose structure a few professional elements are included and used with less precise selection and use of methods, theories and models and thus demonstrates lacking professional understanding and independence.

Theories and methodology are used with some uncertainty in the work with information and also few observed problems are analysed inadequately.

**Exam**  
See section 3.1

## **7.5 Statistics, elective subject 2<sup>nd</sup> Semester (5ECTS)**

The purpose is to bring the student theoretical and practical knowledge about the use of probability mathematics in relation to market analysis. The student must, independently, and based on theory of statistics, be able to collect and assess market and sales potential for a specific sales problem.

### **Contents**

#### **Learning objectives**

##### **The student must know about:**

- Descriptive statistics and probability testing
- Stochastic variables and probability distribution
- Scaling
- Regression analysis
- Analysis of variation

##### **The student must have skills in:**

- calculating and interpreting various measures of central tendency and variation
- making probability calculations for stochastic variables/ probability distributions
- making, implementing and analyse a regression model with one or more explanatory variables, including Dummy variables

##### **The student must be qualified for:**

- independently be able to interpret a regression model with one or more explanatory variables for a specific market- and sales problem
- assessing specific probability calculations in relation to market- and sales problems
- assessing descriptive statistics of market- and sales problems

### **General conditions**

#### **Assessment**

Assessment is based on the 7-point scale

#### **Guidelines for grade assessment**

The grade 12: The excellent performance which demonstrates an exhaustive command of all aspects of the subject with only minor or insignificant weaknesses.

The student must show thorough knowledge of the techniques taught and must, convincingly, be able to use them to work with specific material. The student shows great confidence and certainty in interpreting the results found.

**The grade 7:**

The good performance which demonstrates good command of the aims of the subject but also some weaknesses.

The student shows some knowledge of the techniques taught and must be able to use them to work with specific material. The student shows some confidence and certainty in interpreting the results found.

**The grade 02:**

The acceptable performance which demonstrates the absolute minimum degree of acceptable performance to meet the demands of the subject.

The student shows limited knowledge of the techniques taught and must be able to use them to work with specific material to a limited extent. The student shows lack of confidence and certainty in interpreting the results found.

**Exam**

See section 3.1

## **7.6 2<sup>nd</sup> foreign language (French, German and Spanish) Elective subject (10ECTS)**

The objective is to bring the student communicative competences in the language, enabling him/her to participate in the company's international activities in purchasing, sales and marketing and that the student acquires an intercultural awareness. Furthermore, the objective is to enable the student to cooperate with people and companies with a different culture and a different language and that the acquire knowledge about nation/region. On a larger scale the student acquires knowledge about market conditions in the region, enabling him/her to participate in research and selection of new markets.

### **2<sup>nd</sup> foreign language (French, German and Spanish) 2<sup>nd</sup> semester (5ECTS) Negotiation and export language. Basic level**

#### **Contents**

- negotiation exercises in the phases of sales and purchasing
- written assignments to learn relevant business terminology
- texts and exercises to illustrate the difference between Danish business culture and the foreign business culture
- texts to describe the topical situation in the specific region

#### **Learning objectives**

##### **The student must know about:**

- negotiation terminology in the foreign language
- terminology in simple written messages in the foreign language in relation to sales and purchasing
- terminology to describe societal conditions, norms, rules and mores in the region
- cultural and communal conditions in the region

##### **The student must have skills in:**

- negotiating in practical situations about purchasing, selling, discounts, payment, and delivery terms, and complaints in the foreign language
- making simple, practical written messages in the language regarding purchasing and sales, discounts, payment and delivery conditions and complaints
- using acquired knowledge about norms and mores in the region in oral and written communication

##### **The student must be qualified for:**

- participating in oral and written communication tasks in relation to marketing and sales in an international company
- cooperating with customers and suppliers with a different cultural and linguistic background

**2<sup>nd</sup> foreign language (French, German and Spanish) 3<sup>rd</sup> semester (5ECTS)  
Negotiation and export language. Advanced level****Contents**

- negotiation exercises in the phases of sales and purchasing
- written exercises to practise relevant business terminology
- texts and exercises to highlight the difference between Danish business culture and business culture in the region
- texts to illustrate the topical situation in the region
- collecting information to assess the opportunities on the market in question for Danish goods or companies

**Learning objectives****The student must know about:**

- negotiation terminology in the foreign language
- terminology in simple written messages in the foreign language in relation to sales and purchasing
- marketing terminology in the foreign language
- terminology to describe societal conditions, companies and market conditions in the foreign language
- norms and mores in the region
- Business issues and societal issues and cultural issues in the region

**The student must have skills in:**

- negotiating in practical situations about purchasing and sales, discounts, payment and delivery terms in the foreign language
- making simple, practical written communicative messages relating to sales, discounts, payment and delivery terms in the foreign language
- using acquired knowledge about norms and mores in written and oral communication
- collecting and selecting information about companies in the region
- collecting and selecting information about market conditions, competitive conditions, economic situations, demographic conditions and political conditions
- analysing and assessing information about companies in the region
- analysing and assessing information about market conditions competitive conditions, economic situations, demographic conditions and political conditions
- presenting information about companies in the region in the foreign language
- presenting information about market conditions competitive conditions, economic situations, demographic conditions and political conditions in the foreign language

- describing and assessing and presenting the sales potential of a product and the strategies of this in the region in the foreign language

**The student must be qualified for:**

- participating in oral and written communication in relation to marketing and sales in an international company – in the foreign language
- participating in methodological reflections about specific marketing tasks
- participating in decisions about development of new markets and new business connections

**General conditions****Assessment**

Assessment is based on the 7-point scale

**Guidelines for grade assessment**

The grade 12: The excellent performance which demonstrates an exhaustive command of all aspects of the subject with only minor or insignificant weaknesses.

The performance demonstrates a unwavering ability to solve the task in a varied and correct language with few and only minor mistakes and a high degree of certainty in the use of relevant business terminology.

The grade 7:

The good performance which demonstrates good command of the aims of the subject but also some weaknesses.

The performance demonstrates a good ability to solve the task in a reasonably varied and correct language with some mistakes. Furthermore and a high degree of certainty in the use of relevant business terminology is demonstrated but with some faults.

The grade 02:

The acceptable performance which demonstrates the absolute minimum degree of acceptable performance to meet the demands of the subject.

The performance demonstrates only limited ability to solve the task. The language shows a quite uncertain command of the subject including an inadequate vocabulary and uncertain use of relevant terminology.

**Exam**

See section 3.1

## **7.7 Managerial Economics 3<sup>rd</sup> Semester, Elective subject (5 ECTS)**

The purpose of the elective subject is to qualify the student to analyse and solve managerial economic tasks as well as financial problems to achieve an understanding of the purpose of this in relation the running of the company. The student must be able to use micro economic models and methods and be able to assess the results.

### **Contents**

- The basis of and extensive understanding of cost structures, cost calculations and choice among various alternatives, including alternative costs
- The bass of and extensive understanding of the implications for marketing of price formation based on marketing conditions and cost conditions on various types of markets
- The basis of and extensive understanding of investment decisions with sensitivity analyses/ break-even analyses before and after tax
- The basis of and extensive understanding types of financing including leasing and criteria for comparison of choices before and after tax

### **Learning objectives**

#### **The student must know about:**

- the connection between factors of production and production of products and services
- various types of markets' influence on selection of parameters
- the classic cost distribution systems as well as activity based cost systems (ABC-costing)
- making typical cost and profit calculations short term and long term
- investment connected to choice among several investments before and after tax
- economic optimal time of living and replacement time in investments
- making invest calculations as the basis of choice of action parameters with a longer time horizon
- The consequences of the choice of investment type

#### **The student must have skills in:**

- being able to use central cost concepts relating to decision making
- being able to optimize the parameters based on cost and marketing conditions
- being able to optimize sales on a price sensitive market and an extra market with constant sales price
- being able to conduct sensitivity analyses relating to investment considerations

- being able to make capital needs' calculations and payment flow as the basis of making invest calculus for both current assets and fixed assets
- being able to calculate various types of loans and credits' real interest before and after tax
- being able to justify choice of financing including the use of equity and outside capital in connection with investments in fixed assets and current assets
- being able to present financial solutions

**The student must be qualified for:**

- independently, to assess the economic consequences of planned marketing activities
- Independently, identify and analyse investment and financial opportunities qualitatively and financially in relation to specific planning tasks

**General conditions****Assessment**

Assessment is based on the 7-point scale

**Guidelines for grade assessment**

The grade 12: The excellent performance which demonstrates an exhaustive command of all aspects of the subject with only minor or insignificant weaknesses.

The assignment is solved systematically and structured and exhaustively. Selection and use of relevant economic models, concepts, and methods is unwavering. Relevant problems are analysed and assessed with few and only minor mistakes. The student demonstrates high professional understanding.

The grade 7:

The good performance which demonstrates good command of the aims of the subject but also some weaknesses.

The assignment is solved reasonably structured and exhaustive. Selection and use of relevant economic models, concepts, and methods is reasonably certain. Relevant problems are analysed and assessed with some mistakes. The student demonstrates some professional understanding.

The grade 02:

The acceptable performance which demonstrates the absolute minimum degree of acceptable performance to meet the demands of the subject.

The assignment is solved unsystematically and few professional aspects are included. Selection and use of relevant economic models, concepts, and methods is insecure. Relevant problems are analysed and assessed with major mistakes and inadequacies. The student demonstrates slight professional understanding.

**Exam**

See section 3.1

**8. Cross disciplinary personal competences**

As mentioned under the contents and structure of the study programme every semester has a cross disciplinary element working with the development of the students' personal competences, enabling the student to participate in various work relations.

**Personal development and methodology 1<sup>st</sup> Semester ( ECTS)**

In the 1<sup>st</sup> semester the purpose of the cross disciplinary element is to make the new marketing management students work more as students and less as pupils

**Learning objectives****The student must know about:**

- the basic rules of problem based project work

**The student must have skills in:**

- being able to understand academic literature
- using it tools for the studies
- using methods for the development of the persona

**The student must be qualified for:**

- presenting material/results orally and in writing

**Social competences and cross cultural cooperation 2<sup>nd</sup> Semester**

In the 2<sup>nd</sup> semester students work across the other subjects to learn about team work across cultures and nationalities

**Learning objectives****The student must know about:**

- the basic theories about group formation and team work
- the ability to create productive relations to others

**The student must have skills in:**

- working together across cultures
- understanding own role in group work

**The student must be qualified for:**

- working in teams/groups

## **International competences 3<sup>rd</sup> Semester**

The area study in the 3<sup>rd</sup> semester across the other subjects includes the international dimension and practice the linguistic competences necessary to work globally.

### **Learning objectives**

#### **The student must know about:**

- the importance of international competences

#### **The student must have skills in:**

- conduct negotiations in English
- complete study programme elements in English

#### **The student must be qualified for:**

- working in international teams/groups

## **9 Work placements (15 ECTS)**

The purpose of the work placement for the 2-year study programme is to give the student the opportunity to qualify the study- and work competences by specialising and bringing into perspective subjects which broadly relate to the study programme's purpose.

The work placement connects the common part of the study programme with the independent final project and is therefore more based on individual choice and independent study activity.

### **Learning objectives**

#### **The student must know about:**

- must know about the theory of the profession as well as practice
- must understand concepts and methods and be able to ponder on the use of concepts and methods in the chosen problem

#### **The student must have skills in:**

- using a wide set of technical, creative and analytical skills related to jobs in the profession
- assessing practical problems and develop possible solutions
- presenting practical problems and suggest solutions

#### **The student must be qualified for:**

- Using structured procedure being able to acquire new knowledge and skills in relation to the profession

### **Tests and exams**

**Method of testing**

The work placement is evaluated through a written report and a diary handed in by the student and an evaluation form handed in by the company.

Based on this input the supervisor evaluate the work placement to be: Passed/not passed

**Assessment criteria**

The report must be related to practice in the profession and contain a condensed description of the subjects and problems the student worked with during the work placement, and how the student worked with these during the work placement.

The work placement/ specialisation is compulsory and must be passed before the student can take the exam in the final project.

**Responsible for the work placement at the school**

The school must appoint a supervisor responsible for the work placement. This will be the contact person to the company and the student. Among the tasks of the supervisor is to give relevant information to the company, approve the student's assignments for the work placement and help the student in case of problems during the work placement.

## 10. Final exam project (10ECTS)

The purpose of the final project is for the student to document his/ her ability to work on a complex and practical problem methodologically in relation to specific assignment in the profession.

**Prerequisites**

To take the exam in the final project the student must have passed all previous exams on the three semesters of the study programme as well as the specialisation on 4<sup>th</sup> semester.

**Contents**

The project is based on central issues from the study programme and must contain elements from the internship.

The problem area for the final project is made by the student and if possible with a company. The problem area for the final project must be approved by the academy.

**Process**

The individual academies make a project description, where demands to format, time schedule and exam are presented. The final project may be made by two or even three students as a maximum.

**Learning objectives****The student must know about:**

- the profession's theories and methodologies and about practice

- understand concepts and methodology and deliberate on use of concepts and methodology in the problem area chosen

**The student must have skills in:**

- using a varied set of technical, creative and analytical skills related to jobs in the profession
- assessing practical problems and present solutions
- presenting practical problems and solutions

**The student must be qualified for:**

- handling development situations in the profession
- participating in professional and cross disciplinary cooperation with a professional approach
- attaining new skills and knowledge in the profession in a structured way

**Exams and assessment**

Please read 3.1.

**Guidelines for grade assessment**

The grade 12:

The excellent performance which demonstrates an exhaustive command of all aspects of the subject with only minor or insignificant weaknesses.

The assignment has a clear and precise practical problem statement. The problem statement is elaborated exhaustively and relevant theories and models have been utilised. Realistic and elaborated solutions have been made. The student demonstrates confidence in both the written work and the oral presentation.

Methodology and use of concepts is very good in working with relevant information and problem areas observed are analysed with only minor or no weaknesses.

The grade 7:

The good performance which demonstrates good command of the relevant material but also some weaknesses.

The assignment has an acceptable structure and a useful problem statement. The problem statement is used and elaborated acceptably. Relevant theories and models are used to an acceptable level. The student demonstrates a reasonable confidence in both the written work and the oral presentation.

The grade 02:

The acceptable performance which demonstrates the absolute minimum degree of acceptable performance to meet the demands of the subject.

The assignment has a structure with an acceptable problem statement. The problem statement is rather vague and insecure. The use of theories and methodology demonstrates uncertainty. The work with the models and theories is only just acceptable. The student

demonstrates a high degree of uncertainty in the written work as well as the oral presentation.