



Curriculum 2014-2016

AP Degree Marketing Management

Institutional Part

Markedsføringsøkonom

Version 1.0

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1. Scope of the curriculum

1.1. Commencement of the curriculum

The institutional part of the curriculum is valid for students starting in August 2014

1.2. Transitional scheme

This curriculum replaces earlier versions of the curriculum from August 2014

1.3. Scheduled placement of the modules

Educational Elements		1 st year	2 nd year
Key subject areas	International Marketing and Sales (30 ECTS)	20 ECTS	10 ECTS
	Economics (20 ECTS)	10 ECTS	10 ECTS
	Communication, Organisation and Management (20 ECTS)	15 ECTS	5 ECTS
	Business Law (10 ECTS)	10 ECTS	
Electives		5 ECTS	5 ECTS
Internship			15 ECTS
Final examination project			15 ECTS
Total ECTS	(80 ECTS)	60 ECTS	60 ECTS

2. Elective subjects

The purpose of the elective elements is to offer the students an opportunity for an individual profile on their programme through academic immersion within the programme's subject elements. Elective subjects can be organised by the individual departments that offer the programme. Students are free to study their chosen elective subject at another educational institution, but are required to cover any related costs of transportation, accommodation, etc.

If there are less than 8 students signed up for a subject, the department can choose to cancel the subject. With less than 15 students signed up, the number of lessons will be reduced.

Below are the elective subjects which are offered by Business Academy Aarhus for 2014-2016.

2.1. Experience Economy

Weight: 5 ECTS

Placement: 2nd Semester

Contents

- Concepts, theories and models within experience economy
- Analyse and assess experience concepts
- Develop own ideas based on experiences.

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Various definitions, theories and models in the field of experience economy
- How the enterprises, organisations and industries can create the framework for experiences.
- How all five senses can be used in marketing experiences.

Skills

The student will get the skills to:

- Analysing and assessing the experience concepts of specific companies, organisations and industries using the central theories and models
- Using innovation models for development of new concepts.

Competencies

The student will learn to:

- Identifying, analysing and assessing business opportunities based on experiences that involve the user actively.
- In a methodically and well documented way actively participate in the development of experience concepts for existing or new companies.

Assignments and exam

The learning objectives are tested with an examination.

Based on central models and tools from the subject, the student must work out an analysis and assessment of the experiences of a specific enterprise, organisation or industry. Based on the analysis, ideas and proposals for new experiences for the enterprise, organisation or industry must be developed. The student must work out a presentation material (equivalent of 10-12 PowerPoint slides). The analysis must be made in groups of 3-4 students.

The analysis and the ideas must be presented to an external representative. The presentation must be documented by video, photos etc. The documentation must be presented at the oral exam. The presentation material is basis for the oral exam.

For the oral exam a collective presentation must be made to the lecturer and internal examiner showing the results of the group. The presentation must last max. 30 minutes and each student will be assessed individually hereafter (15 minutes).

An individual mark will be given based on the 7-point scale.

2.2. Statistics

Weight: 5 ECTS

Placement: 2nd Semester

Contents

- Probability theory
- Stochastic variables and probability distributions
- Regression analysis
- Variance analysis

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Descriptive statistics and probability theory
- Stochastic variables and probability distributions
- Scaling
- Regression analysis
- Variance analysis

Skills

The student will get the skills to:

- Calculate and interpret different aims of central tendency and variation
- Make probability calculations for stochastic variables/probability distributions
- State, conduct and analyse a regression model with one or more explanatory variables, including a dummy variable.

Competencies

The student will learn to:

- Independently interpret a regression model with one or more explanatory variables for a specific market and sales-related problem
- Assess specific probability calculations in connection with market and sales-related problems
- Assess descriptive statistics of market and sales-related problems.

Assignments and exam

The learning objectives are tested with an examination.

Internal 3 hours written exam. An individual mark will be given based on the 7-point scale.

2.3. Purchasing 1

Weight: 5 ECTS

Placement: 2nd Semester

Contents

Purchasing at a strategic level:

- Organising the purchase
- Supplier Relationship Management

- Purchasing as driver of Supply Chain Management
- Outsourcing
- International possibilities
- CSR (Corporate Social Responsibility)

Purchasing at an operational level:

- Search, selection and evaluation of suppliers
- ERP (Enterprise Resource Planning)
- Supplier agreements
- Supplier development

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- The structure and placement of the purchase function, along with an understanding to cooperate with other functions
- The strategic possibilities within Supply Chain Management and Supplier Relationship Management
- Outsourcing
- Purchase policies
- International aspects of purchasing
- Contract management
- CSR (Corporate Social Responsibility)
- Different types of purchasing.

Skills

The student will get the skills to:

- Analyse a purchasing department's product portfolio and on basis of this analysis, make suggestions for relevant supplier cooperation.
- Make suggestions for improvements of day-to-day working procedures within the purchasing department
- Set up criteria for, and carry out supplier evaluations
- Make suggestions for international possibilities in purchasing
- Analyse and estimate practice-oriented problems related to purchasing and be able to make relevant suggestions for solutions.

Competencies

The student will learn to:

- Independently be able to handle the purchasing process
- Cooperate with the other departments of the company about purchasing
- Seek and establish contact with relevant partners.

Assignment and exam

The learning objectives are tested with an examination.

Students take part in a group project analysing a specific company's purchasing situation.

Oral examination. The examination time is 30 minutes with 1 hour preparation time. An individual mark will be given based on the 7-point scale.

2.4. Sales 1

Weight: 5 ECTS

Placement: 2nd Semester

Contents

- Sale in relation to the marketing mix of the company and the general strategy and planning of the company
- Sales concepts – relations versus transactions, BtB versus BtC
- Sales ethics
- Basic sales techniques and sales psychology
- The sales process

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Sales terminology and sales ideas and their use in practice
- Job functions in a sales organisation and the sales organisation as a part of the general strategy of the company
- Various types of sales depending on line of business, product and purchasing behavior
- The importance of sales psychology

Skills

The student will get the skills to:

- Analyse and assess sales strategies
- Analyse various types of sales
- Use the knowledge of customer value creation in their sales work
- Use basic rules of sales psychology
- Use practical sales techniques for various types of sale

Competencies

The student will learn to:

- Select, present and analyse relevant information about sales and buying companies to complete an actual sale to the customer.
- Use relevant sales techniques and psychology in a sales situation

Assignment and exam

The learning objectives are tested with an examination.

The student must hand in a mandatory exam project. The project is a sales analysis of a B2B company selected by the student. The sales analysis is a necessary condition for attending the final oral exam.

The sales analysis is the basis of the oral exam, at which the student will represent the company to the examiners. An individual mark will be given based on the 7-point scale where the sales analysis counts 1/3 of the mark and the oral exam 2/3 of the mark.

An individual 30 minutes oral exam.

2.5. Practical e-commerce

Weight: 5 ECTS

Placement: 2nd Semester

Requirement: The student is required to work on his or her own computer. It is an advantage if the student has knowledge about basic web development but not required.

Contents

In this course you will be working on creating your own web shop using the Magento system, one of the leading e-commerce systems in the world. You will learn how to set up a web shop system, how to handle the daily management of a web shop, collect insights from your users and gain an understanding of the ecosystem that a web shop exists in.

- Types of webshop system
- Setting up a webshop in magento
- Handling product and pricing
- Integrating videos
- Gaining insights by analyzing statistics
- User testing and A/B split tests
- Search Engine Optimization
- Campaigns and Google Adwords
- Working with payment gateways
- Integrations and 3rd party services
- Preparing and handling images

The lecture form will be a combination of case based learning, relevant theory and practical exercises.

The literature will be based upon the official Magento User Manual, theoretical e-commerce texts and collection of relevant online articles.

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- The technical business environment a web shop operates in
- The components of web shop systems
- Roles and job functions involved within web shop operations
- The workflow and work processes behind running a web shop
- Site traffic through advertising and search engines

Skills

The student will get the skills to:

- Assess technical possibilities
- Install and prepare a web shop with locale specific settings
- Set up, collect and report on statistical user insights
- Perform daily routine operations regarding product handling
- Identify best practice and trends within the field

Competencies

The student will learn to:

- Participate professionally in interdisciplinary teams working with web shop operations
- Acquire new knowledge, skills and competencies within the subject area

Assignments and exam

The course ends with an individual hand-in of a report and a Magento web shop.

A single combined grade will be given.

The report will be a maximum of 10 pages and handed in together with a URL for a live version of the web shop.

The evaluation is based upon the student's ability to apply the course topics in the context of their own web shop.

2.6. Grafic Design and digital Production

Weight: 5 ECTS

Placement: 2nd Semester

Requirements: Access to a computer - capable of running Adobe Photoshop - normal Colour vision, interest in design

Contents

You will be working with:

- Layout techniques
- Colour theory
- Typography
- Composition
- Design
- Styles
- Digital image editing

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Graphic production flow
- Graphic production techniques

Skills

The student will get the skills to:

- Planning and layouting a visual product for Digital Communication

Competencies

The student will learn to:

- Simple techniques for producing, improving and manipulating digital image material
- Saving the output in a relevant file format

Assignments and exam

The learning objectives are tested orally and in writing.

During the course, a concept is made, which will act as background for a presentation and a report.

The duration of the presentation is 10-15 minutes. The development process is documented through a written report.

Following the 7-point scale, an individual grade is issued for the total performance (presentation/report)

2.7. Corporate communication

Weight: 5 ECTS

Placement: 2nd Semester

Contents

- Stakeholder relations
- Corporate identity including knowledge about stakeholder relations, corporate identity, image, reputation, strategies and tools used to manage a coordinated and coherent corporate communication system, incl. crisis, change and CSR communication.
- Identify and analyse stakeholder relations.
- Analyse and plan corporate communication on an everyday basis and in times of organisational change and crisis.

Learning Objectives

Knowledge and understanding in

The student will gain knowledge about:

- Descriptive statistics and probability
- Stochastic variables and probability distributions
- Scaling
- Regression analysis
- Variance analysis

Skills

The student will get the skills to:

- Calculate and interpret different aims of central tendency and variation
- Make probability calculations for stochastic variables/probability distributions
- State, conduct and analyse a regression model with one or more explanatory variables, including a dummy variable.

Competencies

The student will learn to:

- Independently interpret a regression model with one or more explanatory variables for a specific market and sales-related problem
- Assess specific probability calculations in connection with market and sales-related problems
- Assess descriptive statistics of market and sales-related problems.

Assignments and exam

The learning objectives are tested with an examination.

Internal 3 hours written exam. An individual mark will be given based on the 7-point scale.

2.8. Branding Communication

Weight: 5 ECTS

Placement: 2nd Semester

Contents

Presentation of the main theories relevant for corporate and product branding and marketing communications, covering the development of branding as a tool to engage consumers in a dialogue.

The students will be able to combine the theories of branding and marketing communications and apply the knowledge acquired in analysing trends in branding and in developing communication plans in a real-life context to create a platform for an ideal branding communication strategy engaging relevant target audiences across different media.

The lessons will be based on cases and in the lessons the students will be presented with different company cases. The students will have first-hand experience in arguing and reasoning for the chosen brand strategy and exercise in presenting the case based strategy in class.

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Marketing communications theories
- Branding theories in a communicative perspective
- Brand-customer relationships
- Branding trends and strategies, such as green branding, CSR, relationship branding, experience branding, etc.
- The role of media in the brand communication strategy

Skills

The student will gain the skills to:

- Analysing trends and tools applied within branding in different industries/fields
- Applying branding and marketing communication theories in practice
- Identifying and engaging relevant audiences
- Developing communications plans for branding

Competencies

The student will learn to:

- Independently account for and analyse branding and marketing communications issues.
- Argue through the application of theoretical knowledge and methods the chosen brand strategy in a real-life context in an informative, well-structured and reasoned way.

Assignments and exam

The learning objectives will be tested in a written paper (8 standard pages) which addresses a real life case / issue addressing a problem of the student's choice.

The student will be evaluated by the following criteria:

- The ability to account and argue for the chosen theory and the chosen models and concepts within the field of branding and communication and the ability to relate these to a real life case.
- The ability to identify and analyse a relevant target audience.
- The ability to produce a focused plan for communication and branding which addresses and solves the problem presented in the case.
- The ability to argue for the chosen solution in a well-structured manner in accordance with the academic standards of writing papers.

The grade is based on the paper. The grade is based on the 7-point scale.

2.9. Generating ideas in practice

(Incl. Innovation Camp)

Weight: 5 ECTS

Placement: 2nd Semester

Contents

Idea creation, product and concept development are approaches that many students understand and have their own opinions about but only few have tried to work with in practice. This is what this elective is about.

The duration of the course is five weeks. Half-way through the course is a 48-hours intensive Innovation Camp.

Taking their point of departure in a specific, practical problem the students will work with idea creation, concept development and solution implementation. This will give the students insight into the entire process from the creation of an idea to its implementation.

The process will enable the students to work with creative processes, gain knowledge and experience with development of concepts and business models and acquire an understanding of the challenges of the execution phase.

The students will work on the processes in teams. The teams will be composed of students from different academic backgrounds and thereby different lines of study.

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Acquire knowledge about creative processes and concept development
- Acquire knowledge about business models
- Acquire knowledge about execution in practice
- Acquire knowledge about group processes and dynamics.

Skills

The student will get the skills to:

- Work with creative processes with a view to developing ideas and concepts
- Understand the challenges that arise in connection with implementation and realisation of new solutions/products
- Take an active part in a cross-disciplinary team and contribute to the coherence of the team.

Competencies

The student will learn to:

- Take an active part in and complete a process from creation of an idea to its implementation

Assignments and exam

Marks will be given individually according to the 7-point grading scale.

The grade is awarded on the basis of a written report.

2.10. International Business Communication

Weight: 5 ECTS

Placement: 2nd Semester

Contents

- Focus on English as the international language of business
- Written assignments to learn relevant business terminology/grammar
- Communication as part of the business strategy
- Cultural and business-related texts and discussion of both English-speaking cultures and other cultures
- Advanced English for business communication and marketing – PR, press releases, market communication
- Advanced English for business communication and sales – sales language, language of meetings

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Advanced business English terminology
- Knowledge of business environments in the English-speaking world and other
- Understanding different communication strategies in business
- Understanding of cultural differences in business environments across the English-speaking world and other
- Advanced business English terminology in sales, marketing, purchasing and meetings

Skills

The student will get the skills to:

- Speaking English at an advanced level for international business
- Communicating effectively in cross-cultural environments in English
- Utilising international business language in practical situations for marketing, purchasing, selling, and customer service
- Applying acquired knowledge of communicative strategies in practice

Competencies

The student will learn to:

- Participate in oral and written communication tasks in English in relation to marketing, sales and business communication in an international company
- Cooperate with customers and suppliers with a different cultural and linguistic background.
- Undertake strategic business communication tasks in English
- Interact competently in inter-cultural business environments

Assignments and exam

The learning objectives are tested with an examination.

Form: Written and oral exam.

On the basis on a case study the student will present a report discussing the various elements of the communicative, cultural and business aspects of the case. An oral presentation discussing the written report will follow to assess the student's written and oral English communicative skills.

2.11. International Summer School

Weight: 5 ECTS

Placement: 3rd Semester

Contents

The objective of the international summer school is to provide the students with competences that allow them to work in multicultural teams in a professional context.

The subjects addressed by the summer schools vary over time. Although as a common feature innovation is a component and the summer school students are to work on a major assignment together with local students. Summer schools are available in Tanzania, USA, Croatia and Malaysia. Choice of destination will happen no later than 1st of March 2015. Students who choose "Summer school" as their 3rd semester elective will be asked to choose destination during February 2015.

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Another culture
- The mechanisms of an international market
- Financial issues in the country concerned
- A selected branch of industry or professional subject

Skills

The student will get the skills to:

- Work in a multidisciplinary setting
- Work with projects in a multicultural context
- Use English as the working language.

Competencies

The student will learn to:

- work in a multidisciplinary setting in a different and challenging environment
- present and sell ideas
- work in an international atmosphere
- work with people who are different from himself/herself - academically and culturally
- Form relationships under unusual circumstances.

Assignments and exam

The learning objectives are tested with an examination.

The exam depends on the destination and subject. A final exam mark will be given individually according to the 7-point grading scale.

2.12. Business Economics

Weight: 5 ECTS

Placement: 3rd Semester

Contents

- Basis for and extended understanding of the cost structures, cost calculations and choice from different alternatives, including alternative costs
- Basis for and extended understanding of the marketing-related significance of pricing based on marketing and cost-related conditions in different market structures
- Basis for and extended understanding of investment decisions with belonging sensitivity analyses/break-even analyses before and after taxes
- Basis for and extended understanding of means and types of financing, including leasing and criteria of comparison and selection both before and after taxes.

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Connections between activating production factors and production of goods and services
- The influence of different market structures on the parameter activity
- The classical cost distribution systems as well as activity-based cost systems (ABC costing)
- Stating ordinary cost and profitability calculations in the short and long run
- Investments in connection with choice of more investment possibilities considering before and after taxes
- Economically optimum lifetime and time for replacement in connection with investments
- Stating investment calculations as basis of choice for action alternatives with a long-term timeframe
- The significance of means of financing on the choice of solution proposals.

Skills

The student will get the skills to:

- Apply core cost concepts related to taking decisions
- Optimise the parameter action based on cost and marketing conditions
- Optimise by marketing in part on a market with price sensitivity and an additional market with constant sales price and a market with price sensitivity
- Conduct sensitivity analyses in connection with investment considerations
- Conduct calculations of the capital requirement and payment flows as basis of a statement of investment calculations both of fixed assets and current assets
- Conduct calculations of the effective interests of various loans and credits before and after taxes
- State reasons for choice of means of financing including own capital and borrowed capital used in connection with investments in fixed assets and current assets
- Introduce and communicate financial solution possibilities.

Competencies

The student will learn to:

- Independently assess economic consequences of planned marketing activities
- Independently identify and analyse investment and finance opportunities qualitatively and economically as regards specific planning assignments.

Assignments and exam

The learning objectives are tested with an examination.

Internal 3 hours written exam. An individual mark will be given based on the 7-point scale.

2.13. Purchasing 2

Weight: 5 ECTS

Placement: 3rd Semester

Requirements: Purchasing 1, 2nd semester

Contents

The purpose of the subject Purchase & Negotiation is to give the student an understanding of purchase in different sectors and product areas, and be able to successfully complete a qualified negotiation with potential suppliers. The students are taught the following Contents:

- Purchasing in retail companies, manufacturing companies and public organisations
- Purchasing of services, purchasing for projects, commodities and capital goods.
- Identification of negotiation parameters and interests in negotiations in the purchasing situations mentioned above
- Negotiation technique
- Own role in negotiations

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Different sector's purchasing situation / challenges

- Cultural differences in international negotiations
- Negotiation techniques

Skills

The student will get the skills to:

- Identify important bargaining parameters dependent on sector and product type
- Prepare a negotiation with focus on internal and external information search
- Prepare and execute international negotiations with regards to cultural differences.

Competencies

The student will learn to:

- Prepare and execute a negotiation with regards to sector, product type and cultural differences
- Evaluate own effort including strengths and weaknesses in a purchasing negotiation.

Assignments and exam

The learning objectives are tested with an examination.

Based on a company report written by the student, the student will be assessed on the ability to:

- Assess the purchase situation of the company
- Survey and analyse the purchase related problems for the company
- Complete a negotiation with a potential supplier based on the presentation in the report
- Throughout the negotiation, reflect on personal choices and assess if demands have been met.

The duration of the oral exam is 30 min. An individual mark will be given based on the 7-point scale and will include evaluation of report and oral examination.

2.14. Sales 2

Weight: 5 ECTS

Placement: 3rd Semester

Requirements: Sales 1 on 2nd semester

Contents

- Sales and sales management – trends
- Networking and cold calling
- Customer loyalty, CRM and KAM
- Sales to the public sector
- International sales
- Purchasing and negotiation

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- The latest trends within canvassing, including telesales

- Networking theories and relevant professional (digital) and social networks in relation to the sales job
- Effective lead generation
- Theories and models related to CRM and KAM
- Essential characteristics of sales to the public sector
- Essential characteristics of international sales.
- Online sales, including sales optimisation techniques and the most effective sales processes.

Skills

The student will get the skills to:

- Analysing his/her knowledge of canvassing and telesales in practice
- Analysing and assessing the basic strategic opportunities of export sales
- Analysing various types of sales
- Using the knowledge of KAM and CRM in practical sales situations.

Competencies

The student will learn to:

- Analyse, assess and propose solutions to specific sales problems
- Use networking actively for sales purposes
- Individually be able to plan and complete sales meetings and telesales
- Analyse and assess the export sales of a company taking the cultural and ethical aspects into account
- Analyse and assess a company's online sales and propose solutions and improvements.

Assignments and exam

The learning objectives are tested with an examination.

The student must hand in a project on 3rd semester with focus on international sales. The semester ends with an individual oral exam. The exam will be based on a brief sales case with a preparation time of 30 minutes. The student will receive case material based on a concrete company.

An individual mark will be given based on the 7-point scale.

2.15. Market Communication

Weight: 5 ECTS

Placement: 3rd Semester

Contents

- Strategy and objectives of communication and campaigns
- Stakeholders and target groups
- Media strategy and planning
- Communication genres
 - Mass communication
 - Interpersonal communication
 - Social media communication
 - Unconventional communication
- Analysis and effectiveness assessments
- Briefing and working with agencies

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Different communication theories and models for basic market communication genres
- The process of communicating.

Skills

The student will get the skills to:

- Analyse and assess the means and strategies of the communication, including rhetorical strategies.
- Identify the communicative characteristics and applicability of different media and include these in the overall communication strategy.
- Plan a communication strategy and a media plan based on the company's conceptual basis, designed to match the target group and the content and objectives of the communication.
- Include communication objectives, marketing mix, promotion mix, media plan, media wheel and the media budget in the planning process.

Competencies

The student will learn to:

- Produce a communication product after having planned the communication and made a choice of media.

Assignments and exam

The learning objectives are tested with an examination.

The student submits an assignment in the form of a synopsis. The synopsis is to be based on a company of the student's own choice and propose a draft communication strategy and one or more drafts of communicative products. The synopsis will be assessed by the teacher as 'Pass' or 'Fail' and will form the basis of the oral exam.

The subject is concluded with an individual, oral exam of 30 minutes duration. Marks will be given individually according to the 7-point grading scale.

2.16. Entrepreneurship

Weight: 5 ECTS

Placement: 3rd Semester

Contents

- The role, conditions and personal characteristics of the entrepreneur
- The entrepreneur and independence culture
- Work out and assess a company plan

Learning Objectives

Knowledge and understanding

The student will gain knowledge about:

- Understanding the role of entrepreneurship, intrapreneurship and to understand the entrepreneur and independence culture nationally and internationally

- Explaining the possibilities of setting up one's own company in Denmark
- Knowing how to generate risk capital for financing of the initial difficult phases of a company
- Setting up of a new company.

Skills

The student will get the skills to:

- Being able to make a characterisation of what it means to be an entrepreneur today.
- Developing and accessing the commercial value of ideas
- Identifying and assessing the capital needs and possibilities.

Competencies

The student will learn to:

- Being able to develop, present and assess a business idea.
- Based on the business idea being able to develop, present and assess a business plan.

Assignments and Exam

The learning objectives are tested with an examination. The exam is assessed using the 7-point scale.

A business plan of max. 15 pages exclusive of appendices must be made individually or in a group of max. 3 people.

The business plan must be presented and assessed at an individual oral exam by the end of the semester. The examination time is 30 min. per student. A presentation of max. 10 min. must be prepared for the exam. The written business plan and the oral defense will be assessed by the tutor and an internal censor.

3. Rules for the completion of an internship

In a company internship, the students have an internship tutor from the programme and a contact person from the company. The student together with the company must establish the goals for the student's learning outcome during the internship; this subsequently provides the guidelines for the company's planning of the student's work.

The internship period is 3 months and is completed with an exam which is based on a written project. Also see the section describing the exams for the programme.

For the Marketing Management programme, Business Academy Aarhus has appointed a number of internship tutors and one will function as a sparring partner for the student during their entire internship. This tutor will also function as the examiner for the internship report.

An internship manual has been prepared for the internship. The manual describes additional conditions and the scope of the internship. This can be found on Fronter. The internship is generally considered equivalent to a regular full-time job (37 hours

per week) and should reflect the requirements for effort, commitment and flexibility that graduates can expect to face in their first job.

Up to three students can have an internship in the same company with the same functions. The students must hand-in individual internship project reports.

4. Methods of teaching and working

Teaching is based on appropriate business practices and connects theory with practice. Different issues are considered from various companies who work within the industry that is relevant to the programme.

Teaching will be diversely structured. This will be achieved by group teaching, project work, interdisciplinary cases, theme work, guest lectures and company visits. Lectures can occur to a limited degree. The different learning styles will, above and beyond the subject matter, also develop the students' ability to work both independently and to collaborate with others.

Teaching can be planned so that foreign languages are included in the teaching material and teaching. Additionally, the teaching will support the development of the student's IT skills.

5. Guidelines for differentiated instruction

The teaching is organised according to considerations for the student's qualifications.

6. Requirements for foreign language skills

All of the programme's teaching materials are in English. No additional knowledge of a foreign language is required, other than what is stated in the admission requirements.

7. Internationalisation

Throughout the programme, the international dimension is incorporated with international students and English-speaking guest lecturers.

7.1. Education abroad

There is a study trip to a European city in the 2nd semester as part of a project which is called export market analyses, this is compulsory for all students. In exceptional circumstances, dispensation for foreign study trips can be given. A request for dispensation must be sent to the head of department and must be submitted at least two months before departure unless sudden circumstances make it necessary to give dispensation at a later time.

The programme is modular, this means that it is possible for a student to take the 3rd semester abroad, as it is possible for foreign students to study one semester in our programme. An internship can also take place abroad.

It is also possible to take an elective subject as two weeks abroad at summer school. For details of the specific opportunities please contact the International Office.

The students can, after applying for a programme's prior credit approval, take each individual programme component abroad.

With prior credit approval for study abroad, students are required to document each approved and completed programme component when their exchange programme is completed. In connection with applying for prior credit approval, the students give permission that the institution can obtain the necessary information after the student's completion.

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

The Business Academy has a wide network of partners abroad and the Academy's International Office can assist students who wish to take part of their education abroad. The International Office can be contacted for further information. It should be noted, however, that a lot of work is required by the individual student if they wish to study abroad. It is up to the individual student to investigate available subjects for study abroad at the desired university etc. International Office can help with advice etc. but will not do any detailed planning. This is the student's own responsibility.

7.2. Examination abroad on the 3rd semester

The student must do all their examinations at the partner institution abroad

7.3. Rules for examinations abroad

For description of rules for conducting examinations abroad please see eaaa.dk under 'For students'. This also describes the costs involved if the examination is held abroad.

7.4. Agreements with foreign educational institutions

During the 1st and 2nd semester students will be informed of the possibilities to participate in one of Business Academy Aarhus' bilateral agreements with a foreign educational institution. In 2014-2016, students will be able to study at Jianqiao University in Shanghai.

The Academy's ERASMUS Partners will also be described.

8. Examinations on the programme

In this section, an overview of the exams is provided for the Marketing Management programme. The demands and details for the individual exams, including the formalities and the use of aids and assistance, can be found in the exam descriptions. The exam periods can be found in the semester plan.

The students are tested in the various programme elements through six exams:

1. Company's strategic situation and Strategy Formulation
2. Elective subject
3. Implementation of strategy
4. Elective subject 2
5. Internship exam
6. Main exam in the final examination project

The students are tested on several programme elements in one exam. Each individual exam will be shown as one total mark on their diploma. See also the table below for the timing of the exams.

It is always the student's responsibility to ensure access to the Internet in exam situations and also to ensure that their computer is operational. Students have to bring their own USB stick.

8.1. Overview of examinations and their timing

With indication of whether internal or external assessment.

Semester	Subject/exam	ECTS/Key Subject area/ subject element	Internal/external assessment	Assessment
2nd semester	1st external examination Exam in the Company's Strategic Situation and Strategy Formulation	55 ECTS International Marketing and Sales, Economics, Communication, organisation and Management, Business Law	External	7-point scale
	1st internal examination Examination in Elective Subject 1	5 ECTS Elective Subject 1	Internal	7-point scale
3rd semester	2nd internal examination Strategy Implementation	25 ECTS International Marketing and Sales, Economics, Communication, organisation and Management	Internal	7-point scale
	3rd internal examination Examination in Elective Subject 2	5 ECTS Elective Subject 2	Internal	7-point scale
4th semester	4th internal Internship examination	15 ECTS Internship	Internal	7-point scale
	2. external Final Exam Project	15 ECTS Final Exam Project	External	7-point scale

Information concerning times, dates and locations for the exams are found on Fronter

In the following is a description of:

- Exam form and organisation
- Prerequisites for the exam – participation requirements and submission

At the beginning of a programme component, semester, etc. the student is automatically registered for the appropriate exams. Registration for the exam means that one exam attempt is used. This does not apply for students who are unable to attend the examination due to a documented illness or maternity/paternity leave.

8.2. Exam in the Company's Strategic Situation and Strategy Formulation/International Marketing and Sales, Business Law, Economics and Communication, Organisation and Management / 1st and 2nd Semester (1st External Examination)

1st external examination, Exam in the Company's Strategic Situation and Strategy formulation	55 ECTS	External
Time: End of 2nd Semester		
<p>The exam form and organisation</p> <p>The annual test consists of two sub-tests at the end of the 2nd semester. It consists of</p> <ul style="list-style-type: none"> • A digital test in all subjects • An interdisciplinary case-based examination taking its starting point in a specific company <p>The learning objectives for 1st and 2nd semester on knowledge and skills are tested in the digital test in:</p> <ul style="list-style-type: none"> • International Marketing and Sales • Economics • Communication, Organisation and Management • Business Law <p>The learning objectives for 1st and 2nd semester on knowledge and competences are tested in the interdisciplinary test in:</p> <ul style="list-style-type: none"> • International Marketing and Sales • Economics • Communication, Organisation and Management • Business Law <p>The interdisciplinary case examination is a 4 hours' examination completed after 24 hours' preparation. The case examination will widely test the learning objectives of the compulsory subjects of the first year. Great importance is attached to the student methodologically applying the acquired theory to a concrete problem.</p> <p>The basis of the 24 hours' preparation is a short description of the assignment that comprises</p> <ul style="list-style-type: none"> • The name of the company to be analysed • The general problem to be uncovered • Some preliminary links to information about the company and/or the relevant 		

<p>market</p> <p>On the day of the examination the student will be asked one or more questions that must be answered methodologically taking its starting point in the information gathered and possibly additional information handed out on the day of the examination. The answer must not exceed 24,000 characters including spaces, footnotes, figures and tables but excluding cover page, table of contents, references and appendices.</p>
<p>Assessment criteria:</p> <p>The assessment criteria for the exam are identical to the learning objectives for the compulsory programme element mentioned above. The learning objectives appear in the joint national part of the curriculum.</p> <p>One single mark is given according to the 7-point scale based on an overall assessment of the partial examinations. For the mark, the interdisciplinary case exam is weighted 2/3 and the digital exam is 1/3. Partial exams must be passed individually and will be indicated on the diploma.</p>
<p>Admission: The following Compulsory Assignments must be approved to be admitted at the exam: Math test (CA1), Method project (CA2), Company Analysis project (CA3), Portfolio (CA4) og Export market analysis (CA5).</p>
<p>Consequences of failing: re-examination</p>

8.3. Examination in Elective Subject 1/ Elective subject

1st internal (Examination in elective subject 1)	5 ECTS	Internal
<p>Time: End of 2nd semester</p>		
<p>The exam form and organisation: Details on the exam is described in the elective subject</p>		
<p>Assessment criteria:</p> <p>The assessment criteria for the exam are identical to the learning objectives for the compulsory programme element mentioned above. The learning objectives appear above in the descriptions of each elective subject.</p> <p>Assessment: according to the 7-point scale.</p>		
<p>Admission: Details on admission to the exam are described in the elective subject</p>		
<p>Consequences of failing: re-examination</p>		

8.4. Strategy Implementation/ International Marketing and Sales, Economics and Communication, Organisation and Management / 3rd Semester (2nd internal)

2 nd internal (Strategy Implementation)	25 ECTS	Internal
Time: End of 3rd Semester		
<p>The exam form and organisation</p> <p>The 2nd internal examination is an interdisciplinary examination in the entire curriculum of the 3rd semester. The test consists of a written and an oral part and is held at the end of the 3rd semester.</p> <p>The written part is a 48 hours' <i>bring home</i> assignment based on a case brief in English. During the 48 hours the student must complete the assignment individually. The answer must not exceed 24,000 characters, including spaces, footnotes, figures and tables, but excluding cover page, table of contents, references and appendices).</p> <p>The assignment must be completed and handed in individually.</p> <p>Based on the written part the student must prepare a presentation and an oral defence of the solution handed in. A total mark will be awarded based on the 7-point scale, and the mark is transferred to the degree certificate. In the presentation the written and oral parts carry equal weight and the presentation is assessed based on the overall impression.</p>		
<p>Assessment criteria:</p> <p>The assessment criteria for the exam are identical to the learning objectives for the compulsory programme element mentioned above. The learning objectives appear in the joint national curriculum.</p> <p>One single mark is given according to the 7-point scale and the mark will be indicated on the diploma. The written and oral parts are equally weighted and the presentation is assessed together as one complete mark.</p>		
Admission: The following Compulsory Assignment must be approved to be admitted at the exam: Event project (CA6).		
Consequences of failing: re-examination		

8.5. Examination in Elective Subject 2/ Elective subject

3 rd internal (Examination in elective subject 2)	5 ECTS	Internal
Time: End of 3rd semester		
The exam form and organisation: Details on the exam is described in the elective subject		
<p>Assessment criteria:</p> <p>The assessment criteria for the exam are identical to the learning objectives for the compulsory programme element mentioned above. The learning objectives appear</p>		

above in the description of each elective subject. Assessment according to the 7-point scale.
Admission: Details on admission to the exam is described in the elective subject
Consequences of failing: Re-examination

8.6. Internship Exam

4 th internal (Internship Exam)	15 ECTS	Internal
Time placement: last half of the 4th semester		
<p>Exam form and organisation</p> <p>The students benefit from the internship is assessed with an internal written exam.</p> <p>The exam evaluates:</p> <ul style="list-style-type: none"> • The students' reflections about obtaining the concrete learning objectives for academic and personal development throughout the internship, which is outlined in the internship agreement. • The students' perspective of the internship in connection with the main project. <p>The internship must be passed before the students can take their main exam.</p>		
Exam form and organisation: The students benefit from the internship is assessed with an exam based on a written report.		
<p>Assessment criteria:</p> <p>The assessment criteria for the exam are identical to the learning objectives for the internship. The learning objectives appear in the joint national curriculum.</p> <p>The exam is assessed according to the 7-point scale based on the reflections in the internship report concerning the fulfilment of the learning objectives for the internship.</p>		
Admission: To take the exam, the student must have completed at least 2/3 of their internship.		
Consequences of failing: Improvement of the project report.		

8.7. Final Exam Project

2nd external (Final Exam Project)	15 ECTS	External
Time placement: Completes the programme		
The exam form and organisation: Oral examination based on final exam project		
<p>The exam form and organisation:</p> <p>The project must take its starting point in key issues covered by the degree programme and must, as a general rule, be based on the internship.</p> <p>The final exam project can be prepared individually or by groups of 2-3 students.</p> <p>The final exam project must not exceed: For one student: 100,000 characters For two students: 150,000 characters For three students: 200,000 characters</p> <p>Characters include spaces, footnotes, figures and tables but exclude the cover page, table of contents, references and appendices.</p> <p>The final exam project is described in more detail on Fronter.</p> <p>Based on the written report, the student takes an individual oral examination of 45 minutes' duration including the discussion of his/her performance. The assessment is made according to the 7-point scale.</p> <p>If the student is awarded a mark lower than 02 for the overall assessment, the student must complete a new project with a new research question possibly using the same company in order to register again for the final exam project.</p>		
<p>Assessment criteria:</p> <p>The assessment criteria for the exam are identical to the learning objectives for the final exam project. The learning objectives appear in the joint national curriculum.</p> <p>A total mark will be awarded for the project based on the written report and the oral presentation according to the 7-point scale. The written part is weighted 2/3 and the oral defence is weighted 1/3. You will not be told each individual mark.</p>		
<p>Admission: To take the main exam, all other exams must be completed, including your internship.</p>		
<p>Consequences of failing: should the total mark be lower than 02, the student must prepare a new project with a new thesis statement.</p>		

8.8. Requirements for written assignments and projects

In all exams etc. a standard page is defined as containing 2,100 characters including spaces and footnotes. The front pages, table of content, bibliography and appendices do not count. Appendices will not be assessed. Requirements in relation to the extent of written exams and the correlation between the number of participants in a group and the project size are described under each individual exam.

All assignments must be handed in on Fronter in MS Word, MS Excel, MS PowerPoint or other specifically noted formats.

8.9. Requirements for the final exam project

The final exam project is evaluated as an external exam which together with the internship exam and any other exams demonstrates that the programme's educational objectives have been achieved. The exam consists of a project and an oral part, and one total mark is given. The examination can only be taken after the final internship exam and all other exams have been passed.

8.10. What effect do spelling and writing skills have on assessment

Spelling and writing skills are part of the main exam/bachelor project (weighted 10 per cent). The assessment reflects an overall assessment of the academic content as well as writing and spelling ability.

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

8.11. The use of aids and assistance

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

8.12. Special exam conditions

Students may, where this is justified by physical or mental disabilities, apply for special exam conditions. Applications must be submitted to the programme four weeks before the exam. Application requirements will be waived in cases of sudden health problems. The application must be accompanied by a medical certificate, a report from a speech, hearing, dyslexic or blind institution or by any other documentation which indicates a medical condition or relevant disability.

Applications for permission to bring any additional assistance must be submitted to the programme four weeks before the exam is held.

8.13. Sick and re-examinations

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 (sick) exam as soon as possible. If it is an exam that should take place in the final exam period, the student will be given the opportunity to take the exam in the same semester or immediately thereafter.

The sick exam may be the same as the next regular exam. The student is responsible for finding out when the (sick) exam is to take place.

Information about the time and place of sick exams can be found on Fronter.

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

If the illness is not documented according to the above rules, the student will have used an examination attempt. The student bears the cost of the medical certificate.

Re-examination

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

The student is responsible for finding out when the (re)examination is to take place.

Information about the time and place of re-examinations can be found on Fronter.

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

9. Cheating including the use of own and others' work (plagiarism)

Projects and other material for examinations must be prepared by the students themselves.

Upon the submission of written answers as well as physical and electronic submissions, the examinee confirms that the assignment/answers have been prepared without wrongful assistance.

9.1. Cheating and disruptive behaviour during exams

Cheating on tests and exams is covered by an Executive Order on Tests and Examinations in Professionally Orientated Programmes (the Examination Executive Order of 1519 from 16.12.2013).

If a student cheats on an exam, the student will be expelled from the exam.

If the cheating occurs under aggravated circumstances, the student can be expelled from the programme for a shorter or longer period. With expulsion for cheating under aggravated circumstances, a written warning will be given stating that repetition could lead to a permanent expulsion from the programme.

Cheating is for instance

- Improperly receiving help during an exam
- Improperly giving help to others during an exam
- To pass someone else's work off as your own (plagiarism - see <http://en.stopplagiat.nu/>)
- To use previously assessed work without a reference
- To use assistance which is not allowed for the exam in question

Expulsion from an exam for cheating means that the mark will be annulled and that one examination attempt has been used by the student.

If a student exhibits **disruptive behaviour** during an exam, the institution can expel the student from the exam. In less severe cases, the institution will only give a warning.

Expulsion can also occur once the exam has been held.

9.2. Presumption of cheating, including plagiarism during and after the exam

If during or after an exam, there is a suspicion that an examinee:

- Improperly obtained or provided help
- Has passed somebody else's work off as their own (plagiarism)
- Has used previously assessed work or parts thereof without reference (plagiarism)

This must be reported to programme's management.

9.3. The process of clarification of cheating, including plagiarism

Postponement of the exam

If the report of cheating is plagiarism in a written assignment, where this forms the basis of assessment with a subsequent oral examination, the head of the programme must postpone the exam if it is not possible to determine the position before the date of the exam.

Format and content of the report

The report must be done without undue delay. The report should include a written presentation of the case, which includes information that can identify those reported, as well as a brief explanation and documentary evidence of the position. If one or more of the reported persons are repeat offenders, this should be disclosed.

When reporting plagiarism, the plagiarised parts must be marked with a clear reference to the sources that have been plagiarised. The plagiarised text must also be marked in the source text.

Involvement of the examinee – consultation of interested parties

The head of the programme determines whether the consultation with the student happens orally, in writing or a combination thereof.

For an oral consultation of interested parties, the examinee is summoned to an interview which aims to shed light on the case. The aim here is to present documentation of the suspected cheating and to hear the student's side of it. The student has the right to have a representative accompany them to this meeting.

For the written consultation of interested parties, the documentation for the suspected cheating is sent to the student in order to request a written statement.

Sanctions for cheating and disruptive behaviour during an exam

If, after having the case explained, the head of the programme can confirm the suspicion of cheating, and if the action has or could have an impact on the assessment, the examinee must be expelled from the exam by the programme head.

In less severe cases, a warning is given first.

If the cheating occurs under aggravated circumstances, the student can be expelled from the programme for a shorter or longer period. With expulsion for cheating under aggravated circumstances, a written warning will be given stating that repetition could lead to a permanent expulsion from the programme.

Expulsion from an exam for cheating means that the mark will be annulled and that one examination attempt has been used by the student.

The examinee may not participate in a sick/re-exam but must wait until the programme's next ordinary exam.

The head of the programme can, in the case of aggravated circumstance, decide that the examinee must be expelled from the programme for a shorter or longer period. In this case, a written warning will be given stating that repetition could lead to a permanent expulsion from the programme.

The student may not attend classes or take any examinations during their period of expulsion.

Complaints

The decision of expulsion and that an examination attempt has been used due to cheating is final, and cannot be appealed to a higher administrative authority.

Complaints about legal issues (for example incapacity, consultation of interested parties, appeal guidelines, whether the Executive Order or Examinations has been interpreted correctly, etc.) may be submitted to the Ministry of Higher Education and Science. The complaint must be submitted to the institution and must be addressed to the head of the programme, who must then submit a report that the complainant has the opportunity to comment within a period of normally one week. The institution then sends the complaint, the report and the complainants comments (if any) to the Ministry of Higher Education and Science. The deadline for complaints to the institution is two weeks from the day the decision was communicated to the complainant, cf. Executive Order § 51.

10. Other rules for the programme

10.1. Credit for subjects included by the curriculum's institutional section

Passed optional programme components are equivalent to the corresponding subjects at other educational institutions that provide this programme as well as other programmes.

10.2. Prior credit approval

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

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

10.3. Talent strategy

No specific activities defined

10.4. Active attendance

ACTIVE PARTICIPATION ON THE MARKETING MANAGEMENT PROGRAMME INCLUDES:	
Compulsory attendance to external lectures and company visits. If the student is unable to attend due to for example illness, the administration must be informed.	
1st and 2nd SEMESTER	<ul style="list-style-type: none"> • Math test (CA1) • Method Project (CA2) • Company Analysis (CA3) • Portfolio (CA4) • Export market analysis (CA5) <p>All Compulsory Assignments are described in a dedicated document on Fronter</p>
3rd SEMESTER	<ul style="list-style-type: none"> • Event project (CA6) <p>All Compulsory Assignments are described in a dedicated document on Fronter</p>
4th SEMESTER	<ul style="list-style-type: none"> • 3 months internship

A rejection of the student's fulfilment of their obligations, for example, the rejection of a written assignment or non-compliance with the formal requirements of an assignment, will be listed as non-compliance for student activity in relation to the receipt of the government grant (SU).

The programme will intervene with assistance and guidance as early as possible if a student fails to comply with compulsory attendance.

Compulsory attendance and any active attendance requirements, which are prerequisites to participate in any exams, are indicated in the description of each individual exam.

To take an exam, it is a precondition that all exams on the previous semester have been passed. This means for example that to take exams on the 3rd semester, you must have passed all exams from the 2nd semester. Furthermore, all exams on the 2nd and 3rd semester as well as all exams connected with the internship must be passed before the student can take the main exam.

Compulsory Assignments

Admission criteria for 1st external examination:

- Math test (CA1), Method project (CA2), Company Analysis (CA3), Portfolio (CA4) og Export market analysis (CA5)

Admission criteria for 2nd internal examination:

- Event project (CA6)

When starting on a programme element, semester, etc., the students will automatically be registered for the relevant exams. It is not possible to cancel the exam registration. If a student does not take an exam, it will mean that one exam attempt has been used. However, this does not apply to students who are unable to attend the exam due to documented illness and the student will then be automatically registered for the next sick or re-exam.

10.5. Compulsory Assignments

To take an exam on a semester, all compulsory assignments must be approved. Below, the individual, compulsory assignments are briefly described. There is a detailed description for each assignment on Fronter under the relevant semester for the compulsory assignment.

Math test (CA1)

Electronic test. For students who have a special need to upgrade their mathematics, there are five tutorials followed by another electronic test for those that don't do well enough the first time. The third attempt to pass this compulsory assignment is an interview with the programmes head of department.

Method Project (CA2)

Written assignment which is prepared in groups. An opponent paper to another group must be prepared. The project will be assessed Approved/Not approved.

Company Analysis (CA3)

Company analysis, hand-in of report, opponent paper and an oral presentation of the report. A mark is given for the assignment which is added to the diploma as an appendix.

Portfolio (CA4)

Own reflections concerning learning procedures on the programmes 1st semester based on reflections from the course in personal development and impact as well as the Y-book. Individual assignment with a personal conversation lasting 30 minutes with the class coordinator.

Export market analysis (CA5)

Desk research, analysis presentation and completion of an analysis of an international market. Preparation of a report in English with an oral presentation of the report. A mark is given for the assignment, which is added to the diploma as an appendix.

Event project (CA6)

Planning and completion of an event with an external client. Preparation of a report. A mark is given for the assignment, which is added to the diploma as an appendix.

For the following mandatory assignments, the marks will be added to the diploma as an appendix:

- Company analysis
- Export market analysis
- Event project

A number of other large assignment's marks will appear on the same appendix to the diploma:

- Subject test in the 4 mandatory educational elements on the 1st semester
- Three themes on the 3rd semester

10.6. Other large, not mandatory assignments

Besides the mandatory assignments, there are the following large assignments in the programme where the participation will be monitored as most students will get a mark added to their diplomas as an appendix.

Strategy day

The project is prepared in groups. Joint evaluation.

Subject test in the 4 mandatory educational elements on the 1st semester

During the 1st semester, a number of subject tests will be offered for each of the four subject areas. The marks for these will be added to the diploma as an appendix. If a student is ill or decides not to take BAAA up on this offer, an 'absent' will appear on the diploma.

The subject tests are a 3 hour written assignment in the following subjects:

- Marketing and Sales (including statistics)
- Communication, Organisation and Management
- Economics
- Business Law

Trial exam, digital test (trial exam for digital part of the 1st external exam)

Consists of an electronic exam which lasts 2 hours.

Project in Market analysis and statistics

Completion of a market analysis and preparation of a 10 page report in groups.

Trial exam, case exam (trial exam for case part of 1st external exam)

Case assignment with preparation and a four hour trial exam.

Theme 1 – Product, price and place

This theme includes solving a concrete business case in groups. The purpose of the theme is:

- To connect theory from Financial Management concerning price optimisation with marketing theories about product and price parameters.
- To train the students to connect theory from several subject areas in order to solve a concrete case.
- To train the students' oral presentation techniques and terminology in connection with the 2nd internal exam.

The exam form is a group presentation and digital test. The mark will be added to the diploma as an appendix.

Theme 2 – Traditional and digital promotion

This theme includes group work concerning the use of traditional and digital promotion based on a specific business case. The purpose of the theme is:

- To give the students' knowledge of the different possibilities concerning choices for the promotion mix.
- To relate the curriculum to concrete business cases and problem statements - both for B2C and B2B.
- To train the students' ability to reflect about the company's choice of promotion mix.
- To train the students' ability to advise about and argue for their choice for the promotion mix.
- To give the students' knowledge about the different choices concerning the options for social media.
- To train the students' ability to reflect about the company's choice of social media.

The exam form is a group presentation and digital test. The mark will be added to the diploma as an appendix.

Theme 3 – The marketing plan and budget

This theme includes group work concerning the marketing plan and the economic consequences of this. The purpose of the theme is:

- To relate the semester's content to a practical problem statement.
- To train the students' ability to present a concrete marketing plan.
- To illustrate the economic principles for the preparation of marketing plans and budgets
- To train the students oral presentation technique and terminology in connection with the 2nd internal exam.

The exam form is an evaluation of a seminar report with an opponent contribution. The mark will be added to the diploma as an appendix.

Workshop in Sales and Negotiation

Negotiation presentation with oral presentation/roll play.

10.7. Criteria for the evaluation of study activity

Enrolment can be terminated for students who have not been active on a programme for a continuous period of at least one year.

Study activity is defined as follows for students who within the last 12 months have:

- Participated in at least two different exams
- Passed at least one exam
- Fulfilled their obligation to participate in any activity which is part of the programme, including group work, class projects, remote learning, etc. as indicated in the curriculum
- Delivered, as indicated in the curriculum, the assignments, reports (learning) portfolios, etc., which are prerequisites for participation in exams with credible content, and have not submitted any plagiarised material
- Been present for all activities with compulsory attendance, as indicated by the curriculum

Failure to meet one or more criteria in the definition of study activity justifies termination of enrolment.

Periods during which the student has not been active due to leave, maternity/paternity leave, adoption, a documented illness or military service do not count. The student may be required to provide documentation for these circumstances.

The programme may grant exemptions from these provisions if there are exceptional circumstances. The exemption application must be sent to the head of department.

Prior to the student's enrolment being brought to an end, the student will be advised of this in writing. In connection with this, the student must be made aware of the rules above. The letter to the student must make it apparent that the student has 14 days to submit evidence that the lack of activity at the programme should not count and must indicate the deadline for the application of an exemption.

If the student has not responded within the time limit, their enrolment will be terminated.

If the student requests that the enrolment should not be terminated, termination is delayed until the case has been decided on by the head of the programme.

The student can complain about the decision to the director of education within two weeks of receipt of the decision. The complaint will delay any further action. If the director upholds the decision, the student may appeal to the Ministry of Higher Education and Science within two weeks of receipt of the decision with respect to any legal issues.

The rules relating to the exams which the student, under the Executive Order of Examinations, should have participated in before the end of the 2nd semester and passed before the end of 3rd semester and where this Executive Order has stipulated any time limits for completion of the programme, are valid independent of any other rules.

11. Complaints regarding exams and the appeal of decisions¹

11.1. Complaints regarding exams

It is recommended that the student seek guidance from a study and career counsellor for the appeal procedure and for the preparation of a complaint.

The rules for exam complaints can be found in section 10 of the Executive Order on Examination Regulations.

In the Executive Order of Examinations, complaints are distinguished as either based on the

- Basis of the examination etc., the exam procedure and/or the assessment or
- Complaints concerning legal matters.

The two types of complaints are handled differently.

Complaints about the basis of the examination etc., exam procedure and assessment

A candidate may submit a written and substantiated complaint within a period of two weeks after the exam has been announced in the usual way concerning:

- The basis of the exam, including exam questions, assignments, etc., as well as its relation to the educational goals and requirements of the programme
- The exam procedure
- The assessment

The complaint can relate to all exams, including written, oral and combinations thereof, as well as practical or clinical exams.

The complaint must be sent to the head of the programme.

The complaint must immediately be submitted to the original examiners, i.e. the internal and external examiners from the examination. The opinion of the examiners will form the basis of the institution's decision regarding academic issues. The institution will usually decide a deadline of two weeks for the submission of their opinions.

Immediately after the examiners' opinion is made available, the complainant has the opportunity to comment on the decision, usually with a week's deadline.

The institution's decision is based on the examiners' academic opinion and any possible comments the complainant may have regarding the report.

¹ See the Executive Order of Examinations section 10 : (only available in Danish)
<https://www.retsinformation.dk/Forms/R0710.aspx?id=160839>

The decision must be submitted in writing, and can be as follows:

- Provision for a new assessment (reassessment) - only for written exams
- Provision for a new exam (re-examination)
- That the student's complaint has been dismissed

Should it be determined that a reassessment or re-examination will be offered, the head of department must appoint new examiners. Reassessment can only be offered for written exams where there is material for assessment; this is because the new examiners cannot (re)assess an already held oral examination and the original examiners' notes are personal and may not be disclosed.

If the decision is an offer for reassessment or re-examination, the complainant must be advised that a reassessment or re-examination may result in a lower mark. The student must, within a period of two weeks after the decision has been made, accept the offer. This decision is binding and may not be changed. If the student does not accept the offer within the time limit, the reassessment or re-examination will not take place.

The reassessment or re-examination must take place as soon as possible.

With a reassessment, the examiners must submit all relevant documents i.e., the exam, the answer/s, the complaint, the original examiners' opinions along with the complainant's remarks as well as the institution's decision.

The examiners will then notify the institution of the outcome of the re-assessment, including a written justification and evaluation, which may be a lower mark.

If it has been decided that a new assessment will be made or if there is an offer of a re-examination, the decision will be binding for all the examinees whose exams have the same shortcomings as the subject of the complaint.

The complaint must be sent to the head of the programme within two weeks (14 calendar days) after the evaluation of the exam in question has been announced. If the deadline falls on a public holiday, the first working day thereafter is the deadline.

A dispensation from the deadline can be granted if there are exceptional circumstances.

11.2. Appeal

The complainant can appeal the institution's decision regarding any academic issues to an appeals board. The appeal board's activities are covered by the Public Administration Act, which includes incapacity and confidentiality.

The appeal must be sent to the head of department.

The deadline for an appeal is two weeks after the student has been informed of the decision. The same requirements as mentioned above under complaint (in writing, with reasons etc.) also apply to the appeal.

The Appeals Board consists of two external examiners appointed by the chairman of external examiners, as well as a lecturer eligible to examine and a student within the same field of study (programme), who are both appointed by the head of department.

The Appeals Board makes a decision based on the original material that formed the basis for the institution's decision and the student's substantiated appeal.

The Board deals with the appeal and the resultant decision can be as follows:

- Provision for a new assessment by new examiners, though this is only a possibility with written exams
- Provision for a new examination (re-examination) by new examiners
- That the student's appeal has been unsuccessful

If the decision offers reassessment or re-examination, the complainant must be advised that a reassessment or re-examination may result in lower mark. The student must, within a period of two weeks after the decision has been made, accept the offer. The decision is binding and may not be changed.

If the student does not accept the offer within the time limit, the reassessment or re-examination will not take place.

The reassessment or re-examination must take place as soon as possible.

With a reassessment, the examiners must submit all relevant documents i.e., the exam, the answer/s, the complaint, the original examiners' opinions along with the complainant's remarks as well as the institution's decision.

Appeals must be decided within two months – for summer exams, within three months – after the appeal has been filed.

The Appeals Board's decision is final, which means that the case cannot be appealed to a higher administrative authority with regard to the academic part of the complaint.

11.3. Complaints concerning legal matters

Complaints concerning legal issues in the decisions made by the examiners for the reassessment or re-examination or the Appeal Board's decision must be submitted to Business Academy Aarhus within a period of two weeks from the day the decision is communicated to the complainant.

Complaints concerning legal issues in the decisions taken by the institution in accordance with an Executive Order (for example incapacity, consultation of interested parties, whether the Executive Order or Examinations has been interpreted correctly, etc.) may be submitted to the institution who must submit a report that the complainant has the opportunity to comment within a period of normally one week. The institution then sends the complaint, the report and the complainants comments (if any) to the Ministry of Higher Education and Science. The deadline for submission of the complaint to the Institution is two weeks (14 calendar days) from the day the decision was communicated to the complainant.

12. Rules of exemption

The educational institution can deviate from what the institution or the institutions themselves have stated in the curriculum if this is justified by exceptional circumstances. The various institutions must cooperate in order to have a homogenous dispensation policy.

13. Approval

This institutional part of the curriculum has been enacted and approved by Business Academy Aarhus on the 16th of September 2014

Signature

Dorthe Bohlbro