



International
Business College
Mitrovica

Student Handbook

Marketing and Management
/International Sales & Marketing
Programme

Academic year 2018-2019



Donors:



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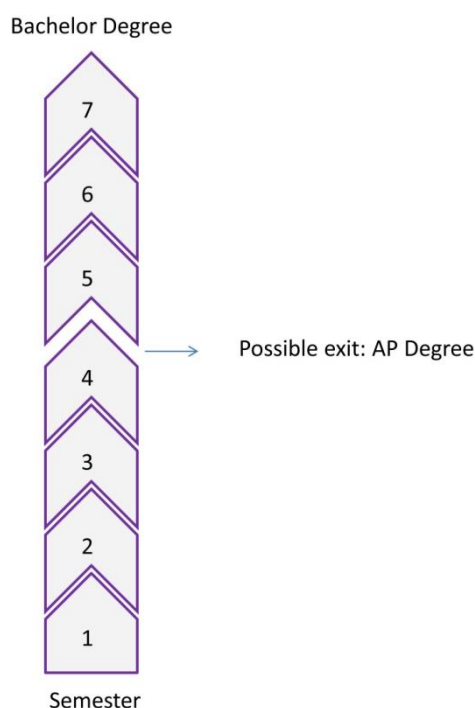
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Introduction

Marketing and Management (MM) is a 2 years (4 semesters) full-time international program of professional study that specialize students in the field of business studies with a strong focus on International Marketing, Economics, Communications, Organization, Management and Entrepreneurship.

After the 4th semester, the students may choose to graduate with the AP degree in Marketing and Management or to continue with 1.5 year (3 semesters) International Sales



and Marketing program (ISM) in order to obtain a top up bachelor degree. All subjects are taught with focus on student centred learning and with the aim of creating a proactive and problem solving entrepreneurial mind set in each student.

At the end of their education, students receive a double degree with certificates from the International Business College Mitrovica and Danish University College Lillebaelt (UCL). All courses described in this book live up to the learning goals and aims of the Danish curriculum, but have been adapted to fit the local and regional educational needs.

The aim of MM/ISM programme is to give each student the overall understanding of business mechanisms that are in place in contemporaneous business world and build knowledge, skills and

competences needed for a successful career in local or international business, or to continue with relevant post graduate studies.

Programme Profile

Marketing and Management/International Sales and Marketing is the programme with practical relevance, preparing students to become the new entrepreneurs with knowledge and understanding of the market. The programme enhances the students' analytical thinking and develops their capacity to find and apply solutions to real world marketing and management problems.

From theory to practice – teaching model

Education within the MM/ISM study programme is unique thanks to both its curricula and its **problem-based learning** (PBL) methodology: *From Theory to Practice*, which is comprised of four steps learning process – conceptualization, experimentation, experience and reflection.

The pedagogical concept of problem-based learning model:

	Explicit knowledge	Tacit knowledge
Theory	Conceptualization	Experimentation
Practice	Reflection	Experience

Applying “*From Theory to Practice*” learning methodology, Marketing and Management and International Sales and Marketing top up programme are focused on applying theoretical concepts to practical business problems in the real world. Throughout these programs, the students are trained to develop strategies towards making relevant business decisions and reaching the set of business objectives.

During their project work, which is organized each semester, students work in groups on solving real-world business issues which they are likely to face after the graduation. Working in a team, students have the possibility to apply the knowledge they have gained in the course of their studies to concrete examples from the business world. Some examples of past projects include:

- Developing a marketing strategy;
- Developing a client negotiation strategy;
- Forming the optimal price of products;
- Reporting on the key macroeconomic indicators for a country of operation;
- Analysing financial statements;
- Preparing a budget;
- Measuring the profitability of a company, bank or organisation.

During each semester the students have the opportunity to visit local and regional companies and meet entrepreneurs, who present their strategies and practices and particular businesses issues they cope with. Students are then given the task to propose solutions for particular issues, based on their own research and analysis.

A very important part of Marketing and Management and International Sales and Marketing programme is an obligatory internship in the fourth and seventh semester of the studies. The internships take place within local, regional or international companies, which students choose according to their professional orientation. Doing an internship provides valuable experience for students and allows them to apply the knowledge they acquired in college.

The difference between AP and Bachelor's

Marketing and Management AP programme focuses on strategic analysis of companies and the surrounding business environment. It incorporates identifying the forces of the macro and micro environment that influence businesses as well as the core competences of the companies providing the basis for their competitive advantage. In line with that, companies' marketing mix is studied, with the attention to each of its elements. Special emphasis is given to the market, the principles of its functioning and main factors that affect it. Companies' communication, organisation and management modes and practices are studied as important factors for their success in the market. In addition, sales and negotiation processes and techniques are part of the study programme as crucial in building long-term relations with customers as a way to achieve sustainable competitiveness. Entrepreneurship is studied with its focus on the small business development. An important part of the programme is the internationalization of the companies which is of vital importance in times of open markets and globalization. Having in mind the necessity of companies to face the challenges of Euro-integration processes, European Union institutions and regulations are an integral part of this programme.

The aim of *International Sales and Marketing bachelor top-up programme* is to educate students to independently and professionally perform duties related to international business in the marketplace – not only in small and medium-sized businesses, but in particular within international business-to-business sales. The bachelor top-up ISM programme is focused on the analysis of current and potential customers, their strategic situation, their needs and wants as a basis for an assessment of a company's total activities. That includes analysis of effectiveness in a company's supply chain with a view to determining the company's core competencies and ability to cover the customers' needs. Having a focus on international sales and marketing, special attention is placed on the organisation of the sales department – strategically, tactically and operationally, as well as on the rules concerning international contracts and international sales of goods and services. The economic and financial foundation of the sales is also studied as an important aspect of business performance. Since meeting customers' requirements is not enough in the existence of strong competition, complex forms of competition are studied, with the view on the competition's supply chain. Special importance is given to Innovations as an important factor influencing a company's growth, its organization and supply chain. All of the above feeds into the development, implementation and follow-up of sales and marketing strategies.

Beside the difference in the content, the AP and Bachelor's programmes are different in their approaches. Guidance in achieving creative thinking and independence in solving interdisciplinary problems is the main principle of the Sales and Marketing bachelor top-up programme. In that direction, there is less conceptualization (in-class learning) and more experimentation (in-lab learning) and experience (in-field learning), leading to reflection (competence gaining). The teacher's role is more of a councillor and less of a lecturer. In that way, the IBCM's motto "*From Theory to Practice*" is fully accomplished.

Carrer prospects

After graduating with AP degree in Marketing and Management or Bachelor degree in International Sales and Marketing, graduates should have the knowledge, skills and competencies to professionally and successfully perform the duties related to marketing and management positions in local or international companies, public or nongovernmental institutions or to continue further with relevant higher education.

Courses and ECTS overview

A complete overview of all courses and their allocated ECTS points for the programme is presented below.

	Course	ECTS
1st semester	Principles of Marketing	4 ECTS
	Mathematics and Introductory Statistics	4 ECTS
		6 ECTS
	Principles of Economics	
	Effective Communication	3 ECTS
		5 ECTS
	Organisational and Management Studies	
		2 ECTS
	Introduction to Environmental and Agricultural Management	
		4 ECTS
	Introduction to EU Studies	
	Public Sector in the Modern State	2 ECTS
2nd semester	Strategic Marketing	6 ECTS
	Principles of Research Methodology and Market Research	5 ECTS
	Investment Theory and Finance	3 ECTS
	Financial Statement Analyses	3 ECTS
	Intercultural Communication and Organisational Behavior	3 ECTS
	Supply Chain Management and Logistics	2 ECTS

	International Trade Law	5 ECTS
	Principles of Entrepreneurship	3 ECTS
3rd semester	Global Marketing	6 ECTS
	Sales and Negotiation	4 ECTS
	Macroeconomics	6 ECTS
	Budgeting and Optimizing Parameters	4 ECTS
	Project and Organization Development Management	5 ECTS
	Business Planning	5 ECTS
4th semester	Internship	15 ECTS
	Final thesis (AP)	15 ECTS
5th semester	Business Law	4 ECTS
	Management Accounting	4 ECTS
	Sales Force Management	2 ECTS
	Innovation	1 ECTS
	Philosophy of Science and Research Methodology	5 ECTS
	B2B Sales and Marketing	11 ECTS
	Strategic Supply Chain Management	3 ECTS
6th semester	Advanced Management Accounting	4 ECTS
	Managing Sales Organisation	4 ECTS
	Personal Selling	8 ECTS
	Advanced Supply Chain Management	4 ECTS
	Elective Subject	10 ECTS
7th semester	Internship	15 ECTS
	Final thesis (BA)	15 ECTS

Examination Regulation

Students of the Marketing and Management/International Sales study programme are assessed through different kind of examinations. The examination within the programme includes the following assessment forms:

Course assignment

Course assignment(s) (CA) is issued for each course and has to be in line with the course learning outcomes. Course assignment can consist of different assignment components, written or/and oral and may also include attendance and participation. Course assignment components are decided by responsible course lecturer and communicated to the students at the beginning of the course. Course assignment comprises 40% of the final course grade. The exception are courses for which there is no final examination, for which the assessment consists of only one CA (worth 100%) or more than one CA with different % weights, comprising 100%.

Final examination

Final examination is conducted at the end of the semester. The final examination has to cover the course learning outcomes and comprises 60% of the course final grade. The form and the content of the final exam is decided by responsible course lecturer and communicated to the students at the beginning of the course.

Interdisciplinary Project

Every student of the Management and Marketing/International Sales and Marketing study programme has to conduct one interdisciplinary project during each semester. The project has to assess learning outcomes of all courses in the semester. Projects are graded and are mandatory for the completion of the semester. The overall project grade is composed of the grade for the written part and grade for the oral presentation, each worth 50% of the final project grade. Interdisciplinary projects are a prerequisite to receiving the double diploma.

Internship Report

The student has to hand in his/her internship report within one week of completion of the internship. Internship report is assessed with pass/fail. The specifics of the Internship Report are defined in IBCM Rules and Regulations and Internship Report Guidelines.

AP and Bachelor Thesis

The AP and Bachelor thesis projects are graded. The grade for the written part stands for 70%, whereas the grade for the oral presentation stands for 30% of the final thesis grade. The specifics of the AP/BA thesis project are defined in IBCM Rules and Regulations and Academic Assignment Guidelines.

Grading scale

IBCM applies a 7-point grading scale ranging from -3 to 12. The IBCM grading scale is as follows:

Performance	For an excellent performance	For a very good performance	For a good performance	For a fair performance	For an adequate performance	For an inadequate performance	
Achieved learning outcomes	> 95%	85% - 95%	75% - 84%	65% - 74%	55% - 64%	< 55%	No exam
Grade according to the ECTS grading system	A	B	C	D	E	Fx	F
IBCM grades	12	10	7	4	2	0	-3

Double grading

In order to award the double degree, a 10% random selection of semester projects, internship reports, Academy Profession and Bachelors thesis projects is double graded by an IBCM lecturer and responsible lecturer from the University College Lillebaelt. This is considered the minimum quality maintenance level for the double degree.

Fraud in examinations and plagiarism

Attempts to influence examination results by using non-permitted aids or by fraud automatically lead to a failing of the respective examination. Permitted aids are specified on the exam paper of every individual exam. Fraud is indicated with the assessment fail in pass/fail exams. Cases of fraud in examinations and plagiarism are generally referred to the Academic Council. A warning, issued by the Academic Council is documented in the relevant student file.

Appeal to examination result

A student can appeal his/her examination result based on the Study Regulations, which are reviewed and published annually by the Academic Council and published on the IBCM website.

1st Semester

Summary

First semester is a common semester for the three study programmes: 1) Marketing and Management, 2) Public Administration and 3) Environmental and Agricultural Management. A student has to make his final choice about whether to join the Marketing and Management, Environmental Management, or Public Administration study programmes at the beginning of a first semester. The above programs are offered according to demand. If demand for a particular program is low at the start of a first semester, it may not be offered as a full program.

The overall theme for the semester is “*The Organisation’s Strategic Situation*”. The learning outcome of the semester is documented through:

- i. Compulsory written exams at the end of the semester covering the following subject areas:
 - Microeconomics;
 - Principles of Accounting;
 - Introduction to EU Studies;
 - Public Sector in the Modern State;
 - Organisational and Management Studies;
 - Effective Communication;
 - Principles of Marketing;
 - Mathematics and Introductory Statistics;
 - Introduction to Environmental and Agricultural Management.
- ii. A multidisciplinary test (Semester project) covering at least three subject areas;
- iii. Compulsory, written or oral assignments during the semester: the course assignments may be written or / and oral. Usually, the lecturers who set the assignment define whether the assignment is both written and oral. The lecturers also decide the weight of the different parts. Most projects are both written and oral and have an overall balance between the two parts. I.e. you cannot pass unless both parts of the project are satisfactory.

All courses must include casework based on examples from the Business sector, the Public Sector and the Agriculture/Environment sector, thus giving the students the ability to use their knowledge, skills and competencies from all subject areas in different scenarios. This is also to emphasize that this is a common first semester for three spurs.

Syllabi

International Business College Mitrovica			
Module: Principles of Economics			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	6	180 Hours
Requirements for Participation	Form of Examination		
None	Course Assignments (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>Course: Microeconomics</p> <p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Pricing on the product and factor market, including producer and consumer surplus; - The significance of price and income elasticity; - Different market structures and their influence on efficiency; - Externalities and different market interventions; - The classic international trade theory. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Analysing the cost concepts (supply), marginal utility and demand; - Analysing the price mechanism in different market structures; - Analysing the effects of intervention in pricing; - Applying consumer and producer surplus to analyze the efficiency in society. <p>The students shall acquire competencies in:</p> <ul style="list-style-type: none"> - Placing any line of business in a market structure as well as assess the consequences in this connection; - Including price and income elasticity in a socio-economic analysis. 			
<p>Course: Principles of Accounting</p> <p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Basic accounting principles and legislation; - Basic accounting's main components: Result, capital, equity and accruals concept; - Basic principles of double entry bookkeeping; - The companies' supplementary reporting including balanced scorecards and green accounts; - Public account structure. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Analysing and assessing company/organization accounts in relation to profitability, cash generating ability, capital adjustment, financial position, liquidity and cash flow as well as stock related key figures; - Applying the basic principles of double bookkeeping. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Assessing which factors influence the company's/organization's costs and revenue; - Indicating where there may be a basis for cost reduction in the value chain. 			

International Business College Mitrovica			
Module: The European Union and the Modern State			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	6	180 Hours
Requirements for Participation	Form of Examination		
None	Course Assignments (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>Course: Introduction to European Studies</p> <p>The students shall have knowledge of:</p> <ul style="list-style-type: none"> - the basic concepts of law, state and international organizations; - the European Union's (EU) history; - the institutions including their tasks and interdependences; - the economic environment as well as the economic policies of the EU system; - The Foreign Policy of the EU. <p>The students shall have skills in:</p> <ul style="list-style-type: none"> - Describing and presenting central elements of the EU institutions; - Analyzing the interaction between the decision –making process and policy formulation within EU institutions. <p>The students shall acquire competences in:</p> <ul style="list-style-type: none"> - Understanding and discussing critically future developments, including political and economic challenges amongst the different member states and process of EU enlargement; - Searching and identifying the EU legislation. 			
<p>Course: Public Sector in the Modern State</p> <p>The students shall have knowledge of:</p> <ul style="list-style-type: none"> - The societal and institutional background of the welfare state; - Different welfare regimes; - The structure of the public sector and the distribution of roles between state and municipalities; - Legal framework for democratic decision-making processes in the public sector; - the significance of globalization for development, including a sustainable environmental development of and diversity in the European societies; - Various methods in social science. <p>The students should have skills in:</p> <ul style="list-style-type: none"> - Describing and presenting a societal problem to other students with methods of social science; - Describing central elements of public services in public or private organizations; - Distinguishing between the political and administrative level within the public administration. <p>The students should develop competences in:</p> <ul style="list-style-type: none"> - Identifying essential elements of the work and role of public servants; - Planning and collecting primary data in a fieldwork. 			

International Business College Mitrovica			
Course: Organisational and Management Studies			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	5	150 Hours
Requirements for Participation	Form of Examination		
None	Course Assignments (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>Organisational Studies</p> <p>The students shall have knowledge of:</p> <ul style="list-style-type: none"> - How human resources and competencies are thought of in organisations/businesses related to personal development; - Identity and competence development. <p>The students shall have skills in:</p> <ul style="list-style-type: none"> - Finding and assessing the value of important players' experiences within organisational structures, management, motivation and company culture; - Applying methods for the development of the personality; - Describing how human resources can be utilized within an organisation. <p>The students shall acquire competencies in:</p> <ul style="list-style-type: none"> - Establishing relevant opportunities for action and solutions for new organisational, motivational and management structures in the company; - Contributing actively in considerations of management and job development. <p>Management Studies</p> <p>The students shall have knowledge of:</p> <ul style="list-style-type: none"> - The elements in the supply chain and their interrelationship; - Strategical possibilities, creating value and core competencies within supply chain management; - Concepts, theories and models concerning organisation structure, management processes, cooperation, management, the individual and motivation; - Examples of best practice within public administration, business life and the agriculture and environmental area; - Central concepts and theories related to the organisation. <p>The students shall have skills in:</p> <ul style="list-style-type: none"> - Analysing the supply chains as well as identifying their core strengths and weaknesses; - Analysing the organisation's logistic structure and sub-elements, the creation of value through the supply chain and identification of core competencies; - Analysing an organisation's set-up, structure, management levels, management structures, processes and culture and the significance in this connection on the company's strategy. <p>The students shall acquire competencies in:</p> <ul style="list-style-type: none"> - Assessing practical logistic problems and make relevant solution proposals to promote logistic efficiency and agility; - Analysing and assessing the significance of the organisation's structure, processes and staff policy on the company's aims, strategy and positioning. 			

International Business College Mitrovica			
Course: Effective Communication			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	3	90 Hours
Requirements for Participation	Form of Examination		
None	Group presentations, assignments, quizzes		
Learning Outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Communication models and theories; - Internal and external communication problems; - Communication models and strategies, including verbal and non-verbal means; - Different organisational relevant written communication products and structures; - Strategies for meetings; - The principle rules within problem-oriented project work; - Different oral and written forms of communication; - The significance of communication, both internally in organisations and externally in relation to citizens and customers. <p>The students shall have skills in:</p> <ul style="list-style-type: none"> - Applying the English language in a subject specific context, both in writing and orally; - Applying relevant IT tools for communication, including working creatively with personal communication; - Developing messages targeted at the target group, including aesthetic expressions; - Studying academic material; - Applying relevant communication competencies on the basis of description, analysis and evaluation of the concrete need for communication; - Communicating the principles for both oral and written effective communication; - Actively being part of knowledge sharing through relevant communication channels. <p>The student shall acquire competencies in:</p> <ul style="list-style-type: none"> - Participating in professional and interdisciplinary cooperation in English; - Introducing messages in an effective and independent manner in English; - Acquiring and applying communicative skills and new knowledge as regards to public administration, business life and the Agriculture and Environmental area; - Effective and professional oral and written communication; - Making suggestions for improvements of the internal and external communication of an organisation on the basis of self-developed communication analysis. 			

International Business College Mitrovica			
Course: Principles of Marketing			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	4	120 Hours
Requirements for Participation	Form of Examination		
None	Course Assignments (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Marketing ideas and concepts; - Relevant theories and models of the company's internal and external situation. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Applying the company's strategic platform, including mission, aim and strategies; - Assessing the company's product/market portfolios, competencies and resources; - Identifying the company's stakeholders and assessing the company's customer relations and the purchasing behavior of the customers; - Identifying and analysing the company's or institution's micro and macro surrounding world and the interaction between the private and public sector; - Communicating the company's strengths and weaknesses and opportunities and threats and possibilities to partners and users. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Participate in interdisciplinary cooperation with a view to analyse and assess the strategic situation of a specific company contribute to an assessment of the basis of the company in order to start international activities. 			

International Business College Mitrovica			
Course: Mathematics and Introductory Statistics			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	4	120 Hours
Requirements for Participation	Form of Examination		
None	Course Assignments (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Statistical models and concepts; - Basic theory behind hypothesis tests; <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Processing a specific market analysis by the application of statistical tools; - Applying statistical methods to describe and present problem issues in society; - Applying statistical tools to search systematically for secondary statistics data; - Applying IT tools in connection with the study (IMS); - Making hypothesis tests and confidence intervals; - Making tests for goodness of fit; - Making/testing contingency tables. <p>The students shall have competencies in:</p> <ul style="list-style-type: none"> - Independently assessing a statistically treated market analysis; - Creating relevant and informative tables and charts on the basis of collected information (e.g. statistics of absence or numbers for wage development); - Seeking, finding and applying relevant secondary data related to the description of society / descriptive economics. 			

International Business College Mitrovica			
Course: Introduction to Environmental and Agricultural Management			
Semester	Duration	Credit Points	Student Workload
1 st Semester	1 Semester	2	60 Hours
Requirements for Participation	Form of Examination		
None	Course Assignments (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>Students shall have knowledge of:</p> <ul style="list-style-type: none"> - use the terminology of EAM; - understand environmental and agricultural issues in general; - Improving awareness about environmental issues and remedial measures with a social aspect; - the importance and the role of agribusiness economy and its importance to international trade. <p>Students shall have skills in:</p> <ul style="list-style-type: none"> - developing the linkages between human activities and living and nonliving g systems; - analyzing the role of agriculture in economy and environment. <p>Students shall have competencies to:</p> <ul style="list-style-type: none"> - independently and in collaboration with other handle practical dissemination tasks within the EAM field; - execute EAM tasks on human values and environmental needs; - propose the different kinds of agribusiness opportunities. 			

Semester Project - Example

- Projects consist of a written and an oral part, each worth 50% of the final project result.
- Projects are graded (not pass or fail) and are mandatory for the completion of the semester.
- Interdisciplinary projects are a prerequisite to receiving the double diploma.
- This assignment should be fulfilled by the entire project group (3-5 students);
- The result of this assignment will be a 15 page written paper and a presentation;
- Students can consult lecturers for questions at set times: please see the timetable for availability hours of the lecturers;
- NB: It is prohibited to contact the company for a consultation.

Written report

Taking your point of departure in publicly accessible material, please prepare a strategic analysis / situation analysis of the company G4S (<http://www.g4s.com>).

The analysis should be based on the company's current situation in relation to your subjects Effective Communication, Organisational and Management Studies, and Introductory Statistics. Emphasis should be placed on the *internal* situation of the company.

The written assignment should at least cover the following:

- *Effective Communication*
An executive summary of approximately 1 page. The assignment also takes into account an assessment of each student's **personal development** in connection with writing the report. Each group member must write a memo addressed to the Effective Communication lecturer on their development during the process of completing the assignment – approximately a half A4. The memos should be placed together as an appendix to the project.
- *Organisational and Management Studies*
An overall assessment of the company that includes organisational structure, motivation, management, communication etc.
- *Introductory Statistics*
Turnover figures for G4S for the year 2009/17 appears in enclosure 1.

1) Calculate and show the statistics for the following:

- (a) The mean
- (b) The variance and the standard deviation
- (c) The median
- (d) The inter quartile range
- (e) Any other statistics that you know and deem relevant

Please comment on your findings.

In enclosure 1 you have the financial key figures for G4S for the years 2017 back to 2009.

2) Please make a graphic presentation of the following that fulfills the formal requirements for scientific presentation:

- Net turnover;
- Result for the operating profit;
- Equity (ultimo);
- Total balance (ultimo).

Please comment briefly on the graphs / figures.

NB: Data for the Statistics questions are accessible as Excel files.

Formal requirements for the report:

The following subjects should be represented in the report:

Effective Communication	approx. 6 pp.
Introductory Statistics	approx. 4 pp.
Organisational and Management Studies	approx. 4 pp.

Depending on the group's focus area, a number of pages can differ.

A **log** should be recorded on a daily basis that documents the group work process. This log should appear as an appendix. The log template can be found on Blackboard.

In the appendix, there must also be a social contract containing the rules for the group's work including conflict handling. The social contract template can be found on Blackboard.

The number and length of appendices should be proportionate to the length of the paper.

Oral Presentation

The paper must be presented to the class in the form of a PowerPoint presentation. The presentation must *not exceed 15 minutes*, following which the group will get 15 minutes (max.) feedback on the assignment as a whole.

All parts of the project must be approved before the project can pass.

Academy Profession (AP) degree

The AP-degree programme is a 2-year full-time international course of study over four semesters. The objective of AP degree programme in Marketing and Management is to qualify the student to independently perform work functions of analysing, planning and implementing solutions widely related to marketing and management in national and international commercial, production and service companies.

The AP graduate will be able to combine financial, legal, organisational, cultural, social and technological knowledge in connection with marketing and management in a global market. Furthermore, the graduate will be able to participate in cooperation with people having various educational, language and cultural backgrounds.

The learning outcomes of the AP degree programme in Marketing and Management are as follows:

Knowledge

The graduate will have knowledge of:

- The strategic and financial structure of the business;
- Fundamental socio-economic conditions;
- Concluding the sale;
- Business legal matters, including legislation on marketing and competition;
- Methods for solving complex and practice-based problems within Marketing and Management.

Skills

The graduate will be able to:

- Conduct an international market assessment;
- Assess and implement problem-oriented projects within marketing-related subjects;
- Communicate practice-based problems and solution proposals in English;
- Draw up relevant solution proposals within marketing-related problems on an analytical basis;
- Assess business and socio-economic conditions;
- Assess business legal problems in relation to national and international trade;
- Assess organizational, logistic and management problems.

Competencies

The graduate will be able to:

- Participate in professional and interdisciplinary cooperation in the development of the marketing strategy and internationalization of the business;
- Handle development-oriented situations on a national and international level within sales and marketing;

- Handle the planning of marketing and sales for the business as well as participate in the implementation in this connection;
- Acquire skills and new knowledge, with regard to what was achieved in the programme;
- Handle the opportunity for action for the economic development of a business in consideration of the socio-economic conditions;
- Participate in professional and interdisciplinary cooperation with a professional approach in English, and possibly another foreign language, in writing and orally.

2nd Semester

Summary

The 2nd semester is an interdisciplinary semester. The overall theme for the semester is: “Making Strategies” seen from the following disciplinary perspectives:

- Strategic Marketing (6 ECTS);
- Principles of Research Methodology and Market Research (5 ECTS);
- Investment Theory and Finance (6 ECTS);
- Communication, Organization and Supply Chain Management (5 ECTS);
- International Trade Law (5 ECTS);
- Entrepreneurship (3 ECTS).

The learning outcomes of the semester are documented through:

- i. Compulsory written exams at the end of the semester covering the following subject areas:
 - Strategic Marketing;
 - Principles of Research Methodology and Market Research;
 - Intercultural Communication and Organizational Behaviour;
 - Investment theory and financing;
 - Financial Statement Analyses;
 - Supply Chain Management and Logistics;
 - International Trade Law;
 - Entrepreneurship.
- ii. A multidisciplinary test (Project week) covering all subject areas;
- iii. Course, interdisciplinary written or oral assignments during the semester: the course assignments may be written and/or oral. The responsible lecturers who set the assignment define whether the assignment is both written and oral. The lecturers also decide the weight of the different parts. Most projects are both written and oral and have an overall balance between the two parts. I.e. you cannot pass unless both parts of the project are satisfactory.

Syllabi

Spur: Marketing and Management			
Course: Strategic Marketing			
Semester	Duration	Credit Points	Student Workload
2 nd Semester	1 Semester	6	180 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 1 st semester	Course Assignment (40%) End of Semester Exam (60%)		
Learning Outcomes			
<i>Strategic Marketing</i>			
The student shall have knowledge of:			
<ul style="list-style-type: none"> - The segmentation criteria/variables, differentiation possibilities and positioning strategies various growth strategies; - The design brief's structure and content; - Parameters for action both on the domestic market and on international markets; - The content and application of the marketing plan. 			
The student shall have skills in:			
<ul style="list-style-type: none"> - Elaborating practice-based solution possibilities for the company's choice of target groups and positioning strategy; - Applying a design brief for cooperation with designers on the company's product development; - Stating practice-based solution possibilities for the company's development of the action parameters on a strategic, tactical and operational level both on the domestic market and on international markets; - Using budgets for the assessment of the economic consequences of the solution possibilities; - Stating and communicating the marketing plan to partners and users. 			
The student shall acquire competencies to:			
<ul style="list-style-type: none"> - Participate in professional and interdisciplinary cooperation in the development of the company's marketing strategy; - Handle the planning of marketing and sales for the company; - Participate in the organization, implementation and follow up on marketing and sales steps. 			

Spur: Marketing and Management			
Course: Principles of Research Methodology and Market Research			
Semester	Duration	Credit Points	Student Workload
2 nd Semester	1 Semester	5	120 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 1 st semester	Short Course Assignments (40%) and Research project at the end of the semester (60%)		
Learning Outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> • Social research methods and objectives of research process. • How the choice of research strategy, reflects the research question addressed and constrains the possible outcomes of social research. • Strategies for social research and research methods. • Problem formulation and hypotheses testing. • Data Collection and data analysis. • Basic research methods including research design, data collection and analysis and interpretation. • SPSS (Statistical Package for Social Science) Application • And be able to reflect on various market analysis methods. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> • Developing defining problem formulation and testable hypotheses. • Designing and conducting quantitative or qualitative research studies in field settings. • Collecting, storing and using of data by utilizing basic tools of SPSS application. • Undertaking appropriate data analysis in the testing of research questions. • Developing research arguments while working with a range of commonly used social research. • Independently formulating a research proposal that is attentive to the feasibility of 'real-life' research settings • Articulating a thorough understanding of one research method through the systematic planning of a research project • Using research data to formulate or evaluate new research questions • Applying different market analysis methods with a view to collecting and processing information; • Applying statistical skills in assessing the validity and reliability of the market analysis. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> • Discuss a range of research methods and situate a research project in terms of existing methodological approaches. • Formulate the research problem formulate and researchable questions • Define a research strategy and design a research project to answer a research questions • Discuss the practice and principles of qualitative and quantitative social research • Use skills and knowledge acquired in the course to evaluate the quality of published research by sociologists and other social scientists • Develop and Independently implement small scale research project • Handle the completion of market analyses for the company. • Present the results of investigation 			

Spur: Marketing and Management			
Module: Investment Theory and Finance			
Semester	Duration	Credit Points	Student Workload
2 nd Semester	1 Semester	6 (3+3)	180 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 1 st semester	Course Assignment (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>Investment Theory The student shall have knowledge of:</p> <ul style="list-style-type: none"> • Methods for stating capital requirements and payment flows as basis for stating investment estimates ; • Methods for assessing different investment suggestions and profitability by the use of capital value, annuity method as well as repayment period and internal interest; • Risk in capital projects; • Sources for providing borrowed and own capital; • Criteria for selecting means of financing. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> • Assessing prerequisites for and making calculations as the basis of decisions on investment; • Comparing different means of financing; • Describing and analysing the requirement for financing of current and fixed assets; • Assessing the conditions on choice of financing via own or borrowed capital. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> • Elaborate a calculation of the profitability of an investment and be able to account for choice of means of financing. 			
<p>Financial Statement Analysis The student shall have knowledge of:</p> <ul style="list-style-type: none"> • Companies'/organizations' market and cost components; • The company's/organizations' costs including fixed and variable costs as well as the cost driver concept; • The company's/organization's marketing mixes as basis of income; • Companies'/organizations' financial information systems and on this basis interpret information. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> • Assessing different types of cost and their characteristics; • Analysing the contribution margin with a view to break-even analyses and financial management; • Communicating financial information and stating reasons for development, including sustainable tendencies to stakeholders. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> • Assessing which factors influence the company's/organization's costs and revenue; • Analyzing the economic development, including sustainable environmental development of a company/organization in a structured manner with a view to finding opportunities for action. 			

Spur: Marketing and Management			
Module: Communication, Organisation, Supply Chain Management			
Semester	Duration	Credit Points	Student Workload
2 nd Semester	1 Semester	5 (3+2)	150 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 1 st semester	Course Assignment (40%) End of Semester Exam (60%)		
Learning Outcomes			
<i>Intercultural Communication and Organizational Behavior</i>			
The student shall have knowledge of:			
<ul style="list-style-type: none"> ▪ Cultural theories and models, analysis of national cultures; ▪ Cultural differences, nationally and internationally as well as the opportunities and restrictions of own culture in international cooperation; ▪ Concepts as cultural values, cultural identity and cultural behaviour, culture as competitive parameter; ▪ The ability to create constructive relationships with others; ▪ Concept and theories concerning company culture; ▪ Current organisational and cultural problems and players. 			
The students shall have skills in:			
<ul style="list-style-type: none"> ▪ Identifying and assessing cultural symbols and their consequences in practice; ▪ Understanding the consequences of culture in a business/communicative context; ▪ Using English in writing and orally with consideration for the various cultural contexts; ▪ Cooperating across cultures; ▪ Analysis and assessment of organisational problems related to company culture. 			
The student shall acquire competencies to:			
<ul style="list-style-type: none"> ▪ Produce receiver-oriented messages in English, both in writing and orally; ▪ Defining, analysing and assessing company culture and the significance on the company's strategy and competitiveness 			
<i>Supply Chain Management and Logistics</i>			
The student shall have knowledge of:			
<ul style="list-style-type: none"> ▪ The logistical sub-elements and activities, e.g. distribution, stock, production, purchase and information systems in the company's supply chain. 			
The student shall have skills in:			
<ul style="list-style-type: none"> ▪ Supply chain management and analysing and assessing problems, e.g. choice of production principle, purchase policy, relationships with suppliers, etc. 			
The student shall acquire competencies to:			
<ul style="list-style-type: none"> ▪ State relevant opportunities for action/new suggestions and assess the consequences in this connection on the company's supply chain; ▪ Suggest, understand and assess the consequences of changes in the company's various logistic sub-systems and the significance on logistic efficiency, continuous improvement approach and competitive power; ▪ Acquire skills and new knowledge as regards the subject area and include it in logistic problems (Lean, Kaizen...) 			

Spur: Marketing and Management			
Course: International Trade Law			
Semester	Duration	Credit Points	Student Workload
2 nd Semester	1 Semester	5	150 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 1 st semester	Course Assignment (40%) End of Semester Exam (60%)		
Learning Outcomes			
<i>International Trade Law</i>			
The student shall have knowledge of:			
<ul style="list-style-type: none"> • The legal system, i.e. EEC and international sources of law, the court system and the role of the EU institutions; • Relevant regulations from ICC; • Solving conflicts through arbitration; • Venue and choice of rules in international private law; • The overall rules on employment and holiday within EEC; • European approaches to prohibition of anti-competitive contracts and abuse of dominant position; • European approaches to Intellectual property rights - design, copyright, patent and trademarks; • The special aspects of entering into an international contract, i.e. invalidity, statement of insurance information and the right of cancellation. 			
The student shall have skills in:			
<ul style="list-style-type: none"> • Compensation in tort, including product liability according to ECCs rules; • E-commerce and the protection of consumers, including the consumers right to regret/cancel a contract; • Employment law, in particular the protection of the rights of employees and the demand for equal treatment; • The aspects of entering into an international contract, i.e. invalidity, statement of insurance information and the right of cancellation • International sales, including: <ul style="list-style-type: none"> ○ Rights and obligations according to CIGG e.g. delivery, transfer of risk, compensation in case of breach of contract; ○ The use of INCOTERMS 2000. 			
The student shall acquire competencies to:			
<ul style="list-style-type: none"> • Give advice in relation to marketing law according to EEC rules and guidelines from ICC, international sales (CISG) and product liability. 			

Spur: Marketing and Management			
Course: Principles of Entrepreneurship			
Semester	Duration	Credit Points	Student Workload
2 nd Semester	1 Semester	3	150 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 1 st semester	Course Assignment (Total 40%): End of Semester Exam (60%)		
Learning Outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - The factors that promote entrepreneurship and what determines success or failure at launch of new businesses / concepts - How different companies have worked on developing a more entrepreneurial environment in their current organizations - What tools, methods and processes that can be used to promote an innovative environment - The external factors that might seem conducive to new initiatives, including the possibilities that can be derived there from a window of opportunity. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Assessing which methods are available to use to analyze and test the durability of an idea - Reviewing and assessing the competencies and tools necessary to implement an idea <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Independently conduct the initial assessments at start-up of a new concept, project, product or a new company 			

Semester project - Example

- Project consist of a written and an oral part, each worth 50% of the final project result.
- Projects are graded and are mandatory for the completion of the semester.
- Interdisciplinary projects are a prerequisite to receiving the double diploma.
- This assignment should be fulfilled by the entire project group (3-5 students);
- The result of this assignment will be a 15 page written paper and a presentation;
- Students can consult lecturers for questions at set times: please see the timetable for availability hours of the lecturers;
- NB: It is prohibited to contact the company for a consultation.

Written Report

ProCredit Bank has requested a report including updated information on external factors which might influence the company's market potential and future activities.

Analyses are requested within Strategic Marketing, Investment Theory and Finance, Intercultural Communication and Organizational Behaviour. Application of relevant theory is expected for all subjects.

- *Strategic Marketing:* You are requested to:

1. Describe the market segmentation which ProCredit Bank has done in the Kosovo market and evaluate the segmentation approach.
 2. What are their main target markets and identify their competitor targets.
 3. Use the product life cycle analysis to analyze some of the main products/services that ProCredit offers.
 4. Use the Boston Matrix to classify their products and describe the opportunities and challenges that this classification presents for ProCredit.
- *Investment & Finance:* You should elaborate on ProCredit bank's considerations to start a new bank in Greece:

The management needs you to evaluate their idea to invest 15 million EURO in a bank in Greece in 2012 ("year 0"). The cash-flow from 2013-2016 is based on a turnover in Greece (all owing to the new plant) in year 2013 of 14 million EURO. The margin percentage of contributions is budgeted to 35% for all years and the cash fixed cost for premises (rent, etc.) is budgeted to 1.5 million EURO in 2013, increasing each year by 2.5% in the following years. ProCredit Bank will use a calculation interest of 8% to analyse this investment possibility, and if the Greek expansion is discontinued ending 2016 they expect a scrap value of 4.5 million EURO for the used equipment.

You should calculate two scenarios (separately):

- a) Turnover will increase by 4% per year after 2013 (the management's up-front assumption)
- b) Turnover will develop at the same rate as "C" analysed in the GDP-equation above where you will make your own estimate for years 2010-2013.

Make your recommendation about the Greek project based on a), b) and comment on your ideas on how to further improve the calculations with more data (without actually doing any more calculations!). Finally, briefly suggest/outline your ideas about financing such a project (maximum ½ page).

- *Intercultural Communication and Organizational Behaviour:*

You are requested to evaluate the development of ProCredit Bank in Kosovo in terms of the organizational culture, behaviour and organizational control. During the project you can make an assessment of how the national culture in Kosovo influences the organizational culture, behaviour and organizational control of ProCredit Bank in Kosovo and assess the future challenges in this direction. Specifically concentrate on tools of control and measures to improve organizational behaviour and culture, always keeping in mind the possible impact on free completion and expansion of services for its customers. Please take into account the current position of the bank and suggest the future steps.

The written report project requirements details are described in the IBCM Academic Assignment Guidelines.

Oral Presentation

The paper must be presented to the class in the form of a PowerPoint presentation. The presentation must *not exceed 15 minutes*, following which the group will get 15 minutes (max.) feedback on the assignment as a whole.

All parts of the project must be approved before the project can pass.

3rd Semester

Summary

The 3rd semester is an interdisciplinary semester. The overall theme for the semester is “*Implementing Strategies*” based on the following modules:

- International Marketing and Sales (10 ECTS);
- Economics (10 ECTS);
- Project and Organization Development Management (5 ECTS);
- Business Planning (5 ECTS).

The learning outcomes of the semester are documented through:

- Compulsory written exams at the end of the semester covering the following subject areas:
 - Global Marketing;
 - Sales and Negotiation;
 - Macroeconomics;
 - Budgeting and Optimizing Parameters;
 - Project and Organization Development Management;
 - Business Planning.
- A multidisciplinary test (Project week) covering all subjects;
- An oral exam based on a written business plan covering Business Planning;
- Course, interdisciplinary written or oral assignments during the semester: the course assignments may be written and/or oral. The responsible lecturers who set the assignment define whether the assignment is both written and oral. The lecturers also decide the weight of the different parts. Most projects are both written and oral and have an overall balance between the two parts. I.e. you cannot pass unless both parts of the project are satisfactory.

Syllabi

Spur: Marketing and Management			
Module: International Marketing and Sales			
Semester	Duration	Credit Points	Student Workload
3 rd Semester	1 Semester	10 (6+4)	300 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 2 nd semester	Course Assignment (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>Global Marketing</p> <p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> • Internationalisation theories, models and strategies; • English terminology concerning the topics of the semester; • The fundamental theories on formation of groups and team work. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> • Elaborating solution possibilities for the company's growth; • Elaborating solution possibilities for the company's internationalisation, including market screening, market choice and penetration strategies on international markets; • Understanding his/her own role as regards the group work; <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> • Participate in professional and interdisciplinary cooperation in the development of the company's internationalisation; • Work in teams/groups. 			
<p>Sales and Negotiation</p> <p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Marketing and sales budgets; - Different sales strategies; - Different negotiation theories and models; - The significance of international competencies. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Assessing different possible strategies in connection with the sale being conducted from selection of topics to the final sale and follow up; - Using different negotiation theories and models in order to be able complete a specific negotiation in English. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Negotiate with professional, personal and language authority; - Work in international teams/groups. 			

Spur: Marketing and Management			
Module: Economics			
Semester	Duration	Credit Points	Student Workload
3 rd Semester	1 Semester	10	300 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 2 nd semester	Course Assignment (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>Macroeconomics</p> <p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> • The labour market including the demand and supply of labour; • The circular flow of income and the socio-economic relations; • Various types of financial policy; • Different causes for unemployment and inflation; • Interest and exchange rate formation; • The monetary cooperation within the EU; • Different financial theories' perception of cyclical fluctuations; • Classical and contemporary trade theories; • The development in the international trade and knowledge of the most important international organisations. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> • Analyzing wage formation on the labour market; • Applying the income formation models for analysis of the socio-economic contexts and cyclical fluctuations; • Analyzing and assessing the connection between unemployment and inflation; • Analyzing and assessing the reasons for interest rate and exchange rate; • Describing and analysing the most important economic key figures with a view to market assessment; • Assessing the advantage and disadvantages of globalisation; • Analyzing the effects from various politico-economical interventions. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> • Include the socio-economic conditions in relation to the market analysis and assessment; • Use the socio-economic analyses and prognoses in the professional work; • Be able to implicate circumstances from the economy for analysis and estimate a market; • Assess socio-economic contexts and include relevant possible solutions 			
<p>Budgeting and Optimizing Parameters</p> <p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> • Basic parameter optimizing for a product on a market; • The significance of the budget on the management of a company and the finance of a project; • Basic budgetary control. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> • Assessing the economic consequence of different parameter activities; • Preparing a profit budget and cash budget of several periods for a company and a project; • Accounting for the consequences on the profit and cash budget on changes in the budget forecast; • Preparing a balance sheet budget; • Conducting a simple price optimization on the basis of known market and cost expectations. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> • <i>Make budgets as part of the company's financial management as well as be able to conduct budget control;</i> 			

Spur: Marketing and Management			
Course: Project and Organization Development Management			
Semester	Duration	Credit Points	Student Workload
3rd Semester	1 Semester	5	150 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 2 nd semester	Course Assignment (40%) End of Semester Exam (60%)		
Learning Outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - Concepts, methods and IT tools for planning and management of projects; - Theories on organizational development and methods for implementation of organizational development projects. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Applying relevant IT tools for project management; - Establishing contact with relevant partners on various projects; - Including and assessing the value of the experiences of important players in e.g. organizational development and project management. - Communicating ideas, suggestions and projects in the organisation. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Plan, manage and participate in/complete various types of projects, such as practical events and development-oriented projects; - Assess the organization's developmental process and direction as well as the significance of the organizational development. - Establish, participate in and develop professional and social networks. 			

Spur: Marketing and Management			
Course: Business Planning			
Semester	Duration	Credit Points	Student Workload
3rd Semester	1 Semester	5	150 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 2 nd semester	Business Plan (Written document)(66.6%) Oral Presentation (33.3%)		
Learning Outcomes			
Business Planning			
The student shall have knowledge of:			
<ul style="list-style-type: none"> - Needed skills in marketing, budgeting, organization, etc., in a start-up company; - Tools necessary to raise capital and further develop an idea; - External sparring partners in the local area an entrepreneur can make use of; - How to prepare a usable business plan; - How to present an idea to potential stakeholders. 			
The student shall have skills in:			
<ul style="list-style-type: none"> - Preparing market analyses and demand documentation as well as a practical action plan for implementing a specific idea; - Preparing financing proposals in the form of estimates; - Participating in any negotiation regarding financing or the like in connection with implementation of a business plan. 			
The student shall acquire competencies to:			
<ul style="list-style-type: none"> - Prepare a business plan and thereby create the foundation for establishing a company; - Sell the idea by presenting the business plan. 			

Semester project – Example

Company: **LACTOSAN A/S, Ringe (Lactosan.com)**



Lactosan A/S develops and sells spray dried cheese powder for use in several products in the food industry. The company has extensive international experience with production facilities in Denmark and Uruguay. The company has sales offices in the following countries: UK, Russia, Japan and China.

The company's products are mainly used by industrial food manufacturers to be used as an ingredient within the following product categories:

- Biscuits and other baked goods;
- Ready-made meals;
- Snack products;
- Sauces, dressings, dips.

Working continuously to increase sales LACTOSAN is on an on-going basis focusing on identifying, investigating and cultivating potential customers who use spray dried cheese powder as an ingredient in their production of food items.

In this connection, the company has focused on the German market where they are aware of several food manufacturers that might use spray dried cheese powder in their existing products, and might include this in future products. One of these is Intersnack (intersnack.com) which is continuously working on developing new items. This company at present is considering the development of a new range of "savory" snack products.

For more detailed information about LACTOSAN please see LACTOSAN **Corporate Presentation**.

Written Report

You are expected to prepare a detailed report which describes relevant considerations, analyses and actions that you could recommend to the company to implement in connection with its future sales effort involving the customer in question (max 15 pages). Your analysis and suggestions may include the whole marketing mix, especially the promotional mix, in connection with the sales effort.

Each group is expected also to prepare an outline for a negotiation simulation (to be performed later) (approx 2 pages).

Each group is responsible for including relevant assumptions regarding LACTOSAN and the potential customer. Any assumptions that you include must be clearly stated in the report.

The written report project requirements details are described in the IBCM Academic Assignment Guidelines.

Oral Presentation

Each group will be tested orally as follows:

- | | |
|--|---------------|
| ▪ Brief presentation of the main conclusions of the report | max 10 min. |
| ▪ Negotiation simulation | max 10 min. |
| ▪ Questions and comments from lecturers | max 5-10 min. |

All group members must participate either as part of the presentation or the simulation. All group members are subject to questions from the lecturers.

All parts of the project must be approved before the project can pass.

4th semester

Summary

The 4th semester is the final semester of the Academy profession (AP) - degree focusing on internship and AP thesis:

- Internship (15 ECTS);
- Final AP Thesis project (15 ECTS).

The learning outcomes of the semester are documented through:

- An evaluation of a written internship report and of final AP thesis project report;
- An oral exam based on the final AP thesis project.

Subject element	When	Form	Evaluators	Marks
Internship	During semester	Evaluation based on written internship report	Double grading	Pass / Fail
Final AP Thesis Project	End of semester	Evaluation based on written AP thesis project report; 45 minutes oral exam based on final AP thesis project report	Double grading	Graded

Internship

The internship completed in the fourth semester of the programme links knowledge from prior semesters with the independent final AP thesis project, and is thus characterised by individual choices and more independent study activity.

The purpose of the internship in the two-year programme is to provide the student with the opportunity to qualify his/her study and develop employment skills through specialisation and by putting subjects widely related to the aim of the programme into real business perspective. During the internship, the student is assigned a placement counsellor from the school and a supervisor from the company. The student and the counsellor establish goals together for the student's learning outcomes from the internship period, to be subsequently used as indicators in connection with the company's planning of the student's work. The work placement is intended to be comparable to a full-time job with assigned work hours and specified basic requirements in terms of effort, commitment and flexibility that the AP graduate in business studies can expect to face on his/her first job.

Internship evaluation

The internship period evaluation is completed based on a written report where the student and the counsellor together assess the student's learning outcomes from the placement in comparison with the set aims. The student's learning outcomes shall be approved in order for the student to be registered as having passed this learning element. The Internship is compulsory and must be passed before the student may sit for the final exam project.

Internship report

The internship report should be 8-10 pages and is written during the internship period, to be handed in no later than the final day of the internship.

The report must be related to practice in the profession and contain a condensed description of the issues the student has worked with during the internship, and how he/she has worked with these issues during the Internship.

The internship report requirements details are described in IBCM Internship Report Guidelines.

Spur: Marketing and Management Spur			
Internship			
Semester	Duration	Credit Points	Student Workload
4 th Semester	1 Semester	15	450 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 3 rd semester	Internship Report (100%)		
Learning Outcomes			
<p>The student shall have knowledge of:</p> <ul style="list-style-type: none"> - The professional area's applied theory and method as well as of practice; - Concepts and methods as well as reflection on the application of concepts and methods within the chosen problem. <p>The student shall have skills in:</p> <ul style="list-style-type: none"> - Applying a comprehensive set of technical, creative and analytical skills attached to employment within the industry; - Assessing practice-based problems and state possible solutions; - Communication of practice-based problems and proposals for solutions. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - Acquire skills and new knowledge as regards the profession in a structured context. 			

Final AP Thesis Project

The purpose of the final AP Thesis project is to give the student an opportunity to demonstrate the ability to process a complex and practice-based problem methodically, and in regards to a specific assignment within the profession sphere.

Prerequisites

In order to be registered for the final project examination, the student must have passed all examinations in the three previous programme's semesters as well as the internship in the fourth semester.

Content

The final AP thesis project shall be based on core problems in the programme and shall contain elements from the internship period. The problem issue for the project is elaborated on by the student and as much as possible in cooperation with a company. The problem issue of the project must be approved by the student thesis mentor.

Evaluation

Each student takes a 45 minute oral examination based on the final AP thesis project. The written part carries 2/3, whereas the oral part 1/3 of the final AP thesis project grade. The thesis advisor and the examiner evaluate the written part of the assignment before the oral examination is taken.

AP Thesis project report

The AP thesis report is an individual report and should be 40-45 pages. The AP thesis project requirements details are described in the IBCM Academic Assignment Guidelines.

Spur: Marketing and Management			
Final AP Project			
Semester	Duration	Credit Points	Student Workload
4 th Semester	1 Semester	15	450 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 3 rd semester	AP Thesis (2/3) Oral AP Thesis Defence (1/3)		
Learning Outcomes			
<p>The purpose of the final examination project is that the student completes an independent, interdisciplinary and practice-based assignment that demonstrates the knowledge, skills and competencies that originate from the overall learning objectives of the Marketing and Management study programme. As a main rule, the project takes its starting point in concrete problems in a company. Apart from the learning objectives of the programme, the learning objectives for the examination project are:</p> <p>The student must have knowledge of:</p> <ul style="list-style-type: none"> - the most used theories and methods within the profession. <p>The student must be able to:</p> <ul style="list-style-type: none"> - apply and combine skills connected to the core subjects of the programme; - apply methods and tools to gather and analyze information in relation to a practice-based problems. <p>The student shall acquire competencies to:</p> <ul style="list-style-type: none"> - be part of development-oriented and/ or interdisciplinary work processes; - assess theoretical and practice-based problems draw up and present solutions and justify the chosen actions and solutions. 			

Top-up Bachelor's degree

Summary

The purpose of the top up programme in International Sales and Marketing is to educate students to independently and professionally perform duties related to international business in the marketplace – not only in small and medium-sized businesses but in particular within international business-to-business sales.

Programme elements are intended to give the student professional and methodical competencies so that he/she can tackle complex problems in practice within the profession from a well-founded theoretical background.

In addition, throughout the course the student will learn to identify and cover their own learning needs along with putting themselves in a position to enter into personal and complex cross-cultural relations while being flexible, commercially strong and goal-oriented – both in relation to customers and commercial partners, colleagues and managers.

Learning Objectives

Knowledge

The graduate will:

- Have knowledge and understanding of practice, applied theory and methods in sales and marketing management in an international context;
- Be able to understand and reflect upon central theories and models necessary for business-to-business sales and marketing management.

Skills

The graduate will:

- Be able to develop, assess and implement international sales strategies for different business types (industry, sizes, resources etc.) and apply relevant models to the implementation of product and concept development in business;
- Be able to analyse, assess and apply legal methods and tools to support the sales performance in an internationally focused company;
- Be able to assess the competitive position of a business as a basis for the preparation of the company's marketing mix with a focus on the sales effort;
- Be able to substantiate and communicate the chosen strategies into a sales plan for the relevant parties;
- Be able to create a motivating environment in the sales department and develop and implement sales meetings with a focus on the economic results and human contribution.

Competencies

The graduate will:

- Be able to stay informed of and identify the need for relevant economic and legal information surrounding international sales assignments;

- Be able to form part of multidisciplinary teams related to the company's work and be able to independently plan and implement assignments related to international sales;
- Be able to develop, manage and implement sales strategies starting from different complex situations and with the involvement of relevant parties;
- Be able to enter into work towards the sales performance in a business with independent responsibility at management level;
- Be able to attain competencies for further education;
- Develop independence, the ability to co-operate and the ability to create something new;
- Develop an interest in and ability to actively co-operate in a democratic society.

Programme content and structure

The academic content is structured into two core components:

- Core component 1: The Background for a Company's Sales
- Core component 2: Business Development with an International Perspective

The 2 core components are divided below into course elements whose approach to theoretical knowledge is drawn from the following academic disciplines:

- Sales / Marketing;
- Supply Chain Management;
- Management / Organisation;
- Economics;
- Business Law.

Programme overview with ECTS classification

	ECTS credits	ECTS credits	ECTS credits
5th Semester	30		
Core component 1: <i>The Background for a Company's sales</i>		30	
<ul style="list-style-type: none"> ▪ Compulsory course element 1: The Customer as Starting Point ▪ Compulsory course element 2: Industry and Competitors ▪ Compulsory course element 3: Innovation ▪ Compulsory course element 4: Theory and Methods 			15
			5
			5
			5
6th Semester	30		
Core component 2: <i>Business Development with an International Perspective</i>		20	
<ul style="list-style-type: none"> ▪ Compulsory course element 5: Developing the Sales Base ▪ Compulsory course element 6: The Tactical and Operational Sales Performance ▪ Compulsory course element 7: Implementation and Follow-up 			10
			5
			5
Elective course element		10	
7th Semester	30		
Internship		15	
BA project (dissertation)		15	
Total	90		

The detailed description of the programme content and learning objectives along the core two components is described below in details. This description contains a list of courses along with aims for educational gain in the form of the knowledge, skills and competencies the student will acquire.

5th semester courses' academic content and educational objectives

5th Semester – The Background for a company's sales (30 ECTS)

Compulsory Course Element	BB Sales and Marketing	Strategic Supply Chain Management	Sales Force Management	Business Law	Management Accounting
The Customer as Starting Point (15 ETCS)	<ul style="list-style-type: none"> An analysis of current and potential customers, their strategic situation, needs and wants as a basis for an assessment of a company's total activities Assessment of the selling company's own business model and competencies Analysis of relation- and marketing mix 	<ul style="list-style-type: none"> Analysis of effectiveness in a company's supply chain with a view to determining the company's core competencies and ability to cover the customers' needs Assessment of choice of geographical positioning of production facilities, warehouse location and planning functions, including partnerships and outsourcing 	<ul style="list-style-type: none"> A company's strategic foundation and focus The organisation of the sales department – strategically, tactically and operationally Organisational analysis of the sales team and purchase centre in relation to a sales assignment The relation of the sales department to other departments, including business partners Competency analysis 	<ul style="list-style-type: none"> The rules concerning international contracts and international sales of goods and services. The various forms of distribution, sales and delivery conditions, securing the purchase sum and employment clauses. International conflict management 	<ul style="list-style-type: none"> The economic and financial foundation of the sale Activity-based costing The profitability of customers, including credit assessment
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> Have knowledge of and be able to understand relevant theories and models for analysis of a company's competencies, customer base, development of the customer portfolio including profitability assessment, have knowledge and understanding of 	<p>The student will:</p> <ul style="list-style-type: none"> Be able to understand practical international examples in connection with current theory in the discipline 	<p>The student will:</p> <ul style="list-style-type: none"> Have knowledge of general strategic perceptions and models within the structuring and organising of the sale, competence assessment, organising the customer, assessment of ability to implement, and relations to other departments and partners 	<p>The student will:</p> <ul style="list-style-type: none"> Have knowledge of the application of employment clauses in connection with employment in exporting countries and knowledge of the EU rules concerning employment contracts and social insurance Have knowledge of the Brussels Regime (EU rules regulating 	<p>The student will:</p> <ul style="list-style-type: none"> Be able to understand tools for assessment of the customer portfolio surrounding profitability, commitment and credit

Compulsory Course Element	BB Sales and Marketing	Strategic Supply Chain Management	Sales Force Management	Business Law	Management Accounting
	<p>relevant models and theories relating to business models with the sale as the starting point</p>			<p>jurisdiction in the EU and EFTA) and various international conflict management methods, including: the rules concerning venue, pros and cons of court orders compared with arbitration and mediation</p> <ul style="list-style-type: none"> • Have knowledge of the EU Service Directive 	
<p>Skills</p>	<p>The student will:</p> <ul style="list-style-type: none"> • Be able to assess the customer base as well as the individual customer in relation to a company's and sales competencies and business model. The assessment will be based upon the application of methods (including relevant statistical methods) and tools for collecting and analysing information about a company's customers and their behaviour along with internal relationships within a company • Be able to analyse and assess relations between a customer 	<p>The student will:</p> <ul style="list-style-type: none"> • Be able to analyse and assess an internationally focused company's choice of supply chain with involvement of relevant theory from the discipline. This analysis will focus on the connection between: <ul style="list-style-type: none"> - customer segmentation - development of partnerships in SC - securing customer satisfaction and quality of experience in the SC relationship with the customers 	<p>The student will:</p> <ul style="list-style-type: none"> • Be able to analyse and perform an assessment of a company's strategic position • Be able to analyse and assess the organisation of a sale starting from the customer including: <ul style="list-style-type: none"> - relations to other departments in the company - analysis of the organisation of the sale • Be able to analyse and assess, distinct from customer analysis, the competencies and requirements of the sales department • Be able to assess the sales department's 	<p>The student will:</p> <ul style="list-style-type: none"> • Be able to assess various ways of securing the purchase sum in connection with export transactions, including: <ul style="list-style-type: none"> - the use of delivery clauses - letters of credit - export credit schemes - various types of banker's guarantees - factoring/forfeiting - retention of ownership 	<p>The student will:</p> <ul style="list-style-type: none"> • Be capable of implementing an economic analysis, assessment and prioritisation of a customer portfolio

Compulsory Course Element	BB Sales and Marketing	Strategic Supply Chain Management	Sales Force Management	Business Law	Management Accounting
	<p>and a company</p> <ul style="list-style-type: none"> • Be able to assess the customer's profitability and projected future earning potential and be able to assess the relevance of either a resource-based or market-oriented approach 		<p>strength of implementation in connection with previous initiatives in the sales area</p>		
<p>Competencies</p>	<p>The student will:</p> <ul style="list-style-type: none"> • Be able to participate in multidisciplinary teams in relation to a company's work with marketing intelligence with the customer as the starting point • Be able to extract relevant data for the assessment of a company's customer care and customer development structure 		<p>The student will:</p> <ul style="list-style-type: none"> • Assess a company's competencies and ability to match the customers' expectations to the sales department • Assess a company's ability to implement a sales assignment 	<p>The student will:</p> <ul style="list-style-type: none"> • Be able to apply the rules concerning the different forms of distribution to an analysis with a view to choosing the form of distribution in connection with export transactions, including in particular: <ul style="list-style-type: none"> - Direct sales - Sales agents - Sales through branches - Sales through subsidiaries - Franchising - Joint venture/strategic alliances - E-commerce • Be able to analyse and assess questions in relation to international 	<p>The student will:</p> <ul style="list-style-type: none"> • Be able to make a basis for decision which supports an economic assessment of the customer base

Compulsory Course Element	BB Sales and Marketing	Strategic Supply Chain Management	Sales Force Management	Business Law	Management Accounting
				trade with goods and services, including in particular: <ul style="list-style-type: none"> - Choice of law - International contract rules with the main focus on the Global Sales Law (CISG). - Need for and consequences of international sales and delivery 	

5th Semester – The Background for a Company’s Sales (30 ECTS)

Compulsory Course Element	B2B Sales and Marketing	Strategic Supply Chain Management	Sales Force Management	Business Law	Management Accounting
Industry & Competitors (5 ECTS)	<ul style="list-style-type: none"> Complex forms of competition Analysis of competitors Clusters Benchmarking 	<ul style="list-style-type: none"> Benchmarking of a company's supply chain 	<ul style="list-style-type: none"> Ethics and social responsibility including corporate social responsibility 	<ul style="list-style-type: none"> Regulation of competitors in the same market 	<ul style="list-style-type: none"> An analysis and assessment of international worldwide relations Financial and economic benchmarking
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> be able to relate to and implement relevant theories and models about the competitive position in the marketplace be able to identify and analyse specific competitors have knowledge about different benchmarking models 	<p>The student will:</p> <ul style="list-style-type: none"> have knowledge about basic benchmarking theory and models including supply chain management 	<p>The student will:</p> <ul style="list-style-type: none"> have knowledge about business ethics and corporate social responsibility 	<p>The student will:</p> <ul style="list-style-type: none"> have knowledge of international competition law with the main emphasis of EU competition law have knowledge of the ICC Advertising and Marketing Code 	<p>The student will:</p> <ul style="list-style-type: none"> have basic knowledge of the economic effects of globalisation have an understanding of international trade movements in the area be able to understand economic and financial benchmarking theory for comparisons within a industry
Skills	<p>The student will:</p> <ul style="list-style-type: none"> be able to analyse and assess a company's competitive position as a basis for preparation of the company's marketing mix with a focus on the sales effort. In relation to this the student will be able 	<p>The student will:</p> <ul style="list-style-type: none"> be able to involve relevant theories and models in relation to benchmarking the supply chain of an internationally-oriented medium-sized company 	<p>The student will:</p> <ul style="list-style-type: none"> understand a company's ethical dimension 		<p>The student will:</p> <ul style="list-style-type: none"> be able to understand economic and financial benchmarking theory for comparisons within an industry

Compulsory Course Element	B2B Sales and Marketing	Strategic Supply Chain Management	Sales Force Management	Business Law	Management Accounting
	to benchmark a company against both the industry and its actual competitors with reference to strategic, tactical and operational levels				
Competencies	<p>The student will:</p> <ul style="list-style-type: none"> • be able to participate in a company's work with marketing intelligence with a focus on compilation and assessment of information about the competitive position in the marketplace 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to assess and identify areas of improvement in a company's supply chain with a basis in a benchmarking exercise 		<p>The student will:</p> <ul style="list-style-type: none"> • be able to assess the compliance of marketing measures with EU law on misleading and comparative advertising 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to handle an economic assessment of the external influences on a company from both the industry and international relations

5th Semester – The Background for a Company’s Sales (30 ECTS)

Compulsory Course Element	B2B Sales and Marketing	Strategic Supply Chain Management	Innovation	Business Law	Management Accounting
Innovation (5 ECTS)	<ul style="list-style-type: none"> Growth analysis Product and concept development strategies and processes 	<ul style="list-style-type: none"> Consequences of innovation for a company's supply chain 	<ul style="list-style-type: none"> Assessment of the innovative platform along with a company's innovative processes and incentives 	<ul style="list-style-type: none"> International and EU Intellectual Property Rights Law (IPR) 	<ul style="list-style-type: none"> Project management and measurement systems
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> have an understanding of the relevant models for assessment of growth and development possibilities have knowledge about different models for strategic handling of product and concept development processes in a company 	<p>The student will:</p> <ul style="list-style-type: none"> understand practical implications of innovative products on a company's supply chain 	<p>The student will:</p> <ul style="list-style-type: none"> understand theory about a company's innovative platform, creative processes along with value-based management 	<p>The student will:</p> <ul style="list-style-type: none"> have knowledge of the rules concerning international protection of intellectual property rights, including in particular: <ul style="list-style-type: none"> - international patents - EU trademarks - International trademarks 	<p>The student will:</p> <ul style="list-style-type: none"> understand economic theory surrounding project management and assessment
Skills	<p>The student will:</p> <ul style="list-style-type: none"> be able to apply relevant models to the implementation of product and concept development in a company 	<p>The student will:</p> <ul style="list-style-type: none"> be able to apply relevant methods and models to the development of solutions for a company's supply chain in relation to innovative projects 	<p>The student will:</p> <ul style="list-style-type: none"> be capable of assessing the innovative structures, processes and incentives of the organisation of sales 		<p>The student will:</p> <ul style="list-style-type: none"> be able to analyse the economic consequences of a particular policy of innovation for a company

Competencies	<p>The student will:</p> <ul style="list-style-type: none"> • be able to enter into a company's work with planning and implementing product and concept development 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to form part of multidisciplinary teams with a view to solving challenges in a company's supply chain in relation to implementation of innovative projects 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to assess a company's innovative starting point 		<p>The student will:</p> <ul style="list-style-type: none"> • be able to define key performance indicators for a company's innovative work in relation to the sales effort
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6th semester courses' academic content and educational objectives

6th Semester – Business Development with an International Perspective:

Compulsory Course Element	Personal Selling	Advanced Supply Chain Management	Managing Sales Organisation	Advanced Management Accounting
Developing the Sales Base (10 ECTS)	<ul style="list-style-type: none"> • Development of international sales strategies. • Development of CRM strategies from attracting new customers to retaining and developing existing customers. Includes key account management (KAM) and global account management (GAM) • Pricing strategy • Distribution strategy • Promotion strategy • Product strategy 	<ul style="list-style-type: none"> • Development of international strategies for a company's supply chain to support sales strategies and plans 	<ul style="list-style-type: none"> • Organisational development and innovation management • Implementation power • Personal development, including self-leadership and stress management • Team building • Competence development plans • Management of partnerships 	<ul style="list-style-type: none"> • Strategic behaviour and game theory • Economic value added and Weighted Average Costs of Capital (WACC) • Forecasting models
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> • have an understanding of and be able to reflect upon central theories and models for the development of a company's sales base based on both relational and transactional approaches 	<p>The student will:</p> <ul style="list-style-type: none"> • understand the theoretical tools in relation to a company's supply chain for development of an international sales and operation plan 	<p>The student will:</p> <ul style="list-style-type: none"> • have a general and broad knowledge about management theories which can support the development of a company's sales base including the development of competency planning, partnerships and the sales team • be able to assess the implementation power of the sales department in relation to sales measures 	<p>The student will:</p> <p>understand basic models and their applications</p>
Skills	<p>The student will:</p> <ul style="list-style-type: none"> • be able to develop, assess and 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to collate relevant data 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to identify areas of 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to apply taught

	<p>implement international sales strategies for different business types (industry, sizes, resources etc.)</p> <ul style="list-style-type: none"> • be able to develop and adjust the company's action parameters to individual customers • be able to substantiate and communicate the chosen strategies in a sales plan for relevant parties 	<p>for the assessment and development of plans for a company's supply chain which support the sales base</p>	<p>development in the organisation of sales, including international agencies</p> <ul style="list-style-type: none"> • be able to develop competency plans for the sales team including self-leadership and stress management • be able to prepare a plan for the development of an organisation in relation to aspects of a company's culture and values 	<p>theory in relation to the assessment of alternative sales plans</p>
<p>Competencies</p>	<p>The student will:</p> <ul style="list-style-type: none"> • be able to handle and manage the development of the sales strategy based on different complex situations and with involvement of relevant stakeholders • be able to identify his/her own learning needs, including necessary knowledge and constant skills development 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to ensure the involvement of theories and methods for a company's supply plan 	<p>The student will:</p> <ul style="list-style-type: none"> • assess and develop the company's ability to implement the sales task • develop an organisational commercial plan which secures the implementation of the sales plan • be capable of identifying and constructing personal networks • be able to handle and develop solutions surrounding complex situations within international partnerships 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to develop the economic foundation for a sales strategy in practical consideration to an actual company

6th Semester – Business Development with an International Perspective:

Compulsory Course Element	Personal Selling	Advanced Supply Chain Management	Managing Sales Organisation	Advanced Management Accounting
The Tactical and Operational Sales performance (5 ECTS)	<ul style="list-style-type: none"> Implementation of sales strategies and sales plans Relations parameter Product parameter Customer parameter 	<ul style="list-style-type: none"> Coordination and cooperation in a company's supply chain Preparation of back-up plans 	<ul style="list-style-type: none"> Recruitment and selection of sales personnel Incentive strategies Coaching Conflict management Management of a sales department, including stress management 	<ul style="list-style-type: none"> Activity-based costing and value-chain optimisation Foreign currency and option theory
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> have knowledge and understanding of theories and models which support and develop the sales performance 	<p>The student will:</p> <ul style="list-style-type: none"> have basic understanding of problems, theory and models in a company's supply chain which are linked to delivery relative to demand 	<p>The student will:</p> <ul style="list-style-type: none"> have knowledge and understanding of different methods for recruiting sales personnel be able to understand and reflect on the meaning of different theories of motivation for the preparation of incentive strategies have knowledge and understanding of different conflict styles and problem-solving possibilities 	<p>The student will:</p> <ul style="list-style-type: none"> understand basic theory and models in the area
Skills	<p>The student will:</p> <ul style="list-style-type: none"> be able to choose and apply theories and models to the planning of the sales performance based on the chosen sales strategy 	<p>The student will:</p> <ul style="list-style-type: none"> be able to assess and apply methods and tools for a company's supply chain to optimise the supply chain in relation to the expected sales performance 	<p>The student will:</p> <ul style="list-style-type: none"> prepare suggestions for the recruitment plan prepare strategies for the motivation of sales personnel have an understanding of the relevance of coaching in relation to sales personnel 	<p>The student will:</p> <ul style="list-style-type: none"> be able to apply the taught theory to actual international sales assignments

Compulsory Course Element	Personal Selling	Advanced Supply Chain Management	Managing Sales Organisation	Advanced Management Accounting
Competencies	<p>The student will:</p> <ul style="list-style-type: none"> be able to participate in sales in a company with responsibility at middle-management level 	<p>The student will:</p> <ul style="list-style-type: none"> be able to identify problems and solutions in a company's supply chain to secure delivery according to demand 	<p>The student will:</p> <ul style="list-style-type: none"> be able to manage and develop solutions surrounding complex situations within international sales management 	<p>The student will:</p> <ul style="list-style-type: none"> be able to assess the economic consequences of a given international sales effort including risk assessment and limitation

6th Semester – Business Development with an International Perspective:

Compulsory Course Element	Personal Selling	Advanced Supply Chain Management	Management / Organisation	Advanced Management Accounting
Implementation & Follow-Up (5 ECTS)	<ul style="list-style-type: none"> Customer follow-up tools in relation to marketing and sales performance CRM software Balanced scorecard 	<ul style="list-style-type: none"> Measuring effectiveness of a company's supply chain 	<ul style="list-style-type: none"> Evaluation of the sales department's efforts, including personal, professional, cultural and social competencies Preparation of analysis of colleague satisfaction 	<ul style="list-style-type: none"> Balanced scorecard Variable analysis
Knowledge	<p>The student will:</p> <ul style="list-style-type: none"> have knowledge of tools and models for customer follow-up 	<p>The student will:</p> <ul style="list-style-type: none"> have knowledge and understanding of tools for measuring effectiveness of a company's supply chain 	<p>The student will:</p> <ul style="list-style-type: none"> have knowledge and understanding of tools for measuring colleague satisfaction and criteria for evaluation of the sales department's efforts 	<p>The student will:</p> <ul style="list-style-type: none"> have understanding of general economic reporting methods and their application in commerce
Skills	<p>The student will:</p> <ul style="list-style-type: none"> be able to assess the marketing mix activities directed towards a company's customers generally and the 	<p>The student will:</p> <ul style="list-style-type: none"> be able to prepare a follow-up plan for measuring effectiveness of a company's supply chain 	<p>The student will:</p> <ul style="list-style-type: none"> be able to perform a measurement of sales efforts and subsequently put forward commercial suggestions 	<p>The student will:</p> <ul style="list-style-type: none"> be able to draw up a balanced scorecard for a sales department and sales area along with suggestions

	<p>individual customer specifically and be able to make suggestions for possible changes in strategy and efforts</p>		<p>based upon the measured results</p>	<p>for follow-up</p>
<p>Competencies</p>	<p>The student will:</p> <ul style="list-style-type: none"> • be able to enter into work assessing a company's combined activities along with individual efforts in relation to sales work towards its customers. • be able to participate in multidisciplinary teams in marketing intelligence, focusing on the customer • In relation to this the student will be able to identify his/her own learning needs to be able to develop and maintain relevant competencies for this work 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to enter into a dialogue with the sales department about optimisation of a company's total sales efforts from the perspective of optimum exploitation of the supply chain 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to develop and implement an evaluation of personal, professional, cultural and social competencies and colleague satisfaction 	<p>The student will:</p> <ul style="list-style-type: none"> • be able to create their own balanced scorecard in connection with a company's primary strategy and plan, and secure ongoing follow-up

Elective course element

The student must immerse him/herself in an elective course element and study the element in greater detail. The elective course element is chosen from a list of ideas set by the responsible lecturer or a self-selected topic – possibly inspired by one or more external lecturers. The elective topic is worked on in study groups. A responsible lecturer acts primarily in a supervisory role.

The supervisor assists a particular study group in structuring the elective topic into compulsory course elements and encompassing the parts of the relevant academic disciplines which can contribute to the immersion. In addition goals are formulated for educational gain specified in the knowledge, skills and competencies which participants in the study group must acquire. The learning objectives are prepared in cooperation with the individual student as they depend upon the chosen topic.

Work on the elective course element concludes with a shared seminar where the study groups present in front of each other starting with a short synopsis, exemplifying interesting problems within the chosen topic and their best solutions in theory and practice.

The elective topic takes place in the 6th semester and has a weighting of 10 ECTS credits.

Teaching methods

The teaching approach to the top up programme draws upon traditional academic disciplines for the profession but the core areas and elective course elements also guide the learning process. Through this a holistic and interdisciplinary approach is applied to complex problems in practice which characterise the profession. The course is therefore organised with these problems as a starting point and will to a large extent build upon empirical methods, cases and best practices from the businesses which the course works together with. Importance is also attached to the course lecturer's practical professional experience and entrance into knowledge-sharing networks in both practice and research environments within the profession's academic field.

The course methodology is implemented through the application of lectures, group classes, practical training exercises, presentations, cases, seminars and projects along with a period in business. During the course the latest knowledge and results from national and international research, trials and developmental work from the disciplines connected to the profession are utilised.

Through semester projects, the company internship and the BA project the student gains contact with practice and the possibility for combining theory and practice.

Study abroad

During the programme it is possible for the student to complete a semester at an educational institution abroad. Similarly it is possible to complete a company internship and Bachelor project in businesses or organisations abroad. The institution must approve/give credit before the period abroad takes place.

Semester project

The educational gain which is acquired in the core areas of the course is documented through interdisciplinary semester projects, taking place in 5th and 6th semester.

Semester project – Example

Telecommunication Industry

In most Western European and Central Eastern European countries telecom revenue accounts for roughly 2%-2.5% of nominal GDP. However, in most Balkan markets telecom revenue accounts for a much larger share of GDP – in some cases exceeding 5%.

Telecom service revenue in the Balkan region represents a cumulative opportunity of US\$87.6bn in the 2011-2015 period. The mobile market accounts for 69% of the total telecom revenue in 2015. Greece, which has the highest GDP per capita in the region, also had the most sizable telecommunications revenue in 2010; albeit, the country is facing a negative revenue CAGR 2010-2015 in line with its unstable macroeconomic environment.

Fastest growing revenue segments in 2010-2015 period were IPTV, fixed broadband Internet access and mobile data across most markets, with mobile voice remaining the largest segment of the regions' total telecom revenues.

While fixed broadband will continue expanding, attractive device financing schemes, a thirst for mobility and growing access speeds will result in a more pronounced growth of mobile broadband in most Balkan markets.

Most Balkan markets will see growing investments in new access technologies in both fixed and mobile segments; however, the uptake of high-speed access technologies in both fixed and mobile segments will continue to fall behind when compared to Western European countries, as well as and some more advanced Central and Eastern European markets.

Task:

You are supposed to do an analysis of the telecommunication industry in a region/country of your choice. Then, choose a company in that industry and region/country and make an overall evaluation of its strategic situation and its options for future actions.

You are expected to use your own approach applying all relevant theory/models from the semester including previous knowledge.

You are allowed to make your own assumptions where you find it necessary.

Methodology/Guidelines

- The report must follow the IBCM Guidelines for Structuring Papers (delivered to you with this project task).
- All courses that are part of the semester must be covered. Each course element should not cover more than 40% and less than 5% of the entire paper. Each subject should be addressed

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with one relevant research question defined in Problem statement and clearly answered in Discussion section.

- The report should be composed of 20 – 25 pages (minimum of 7,500 words double spaced) excl. appendices
- Groups should be own made and composed of of 3-5 students. Each group member must have a productive engagement. Work together but mark your contribution clearly.
- Application of relevant theory/models from the semester including previous knowledge is expected.
- It is recommended that you use the text books from each corresponding course as assigned in your syllabus. In addition, you are advised to use reliable online sources for selected topic (books, journal papers, official websites..). JSTOR data base is highly recommended. Please do not use internet sources such as (i.e. Wikipedia, Investopedia etc.). Absolute of minimum of ten references should be included.
- Plagiarism (no quota of resource in the text/presentation) is NOT tolerated.
- APA referencing format must be applied. In text references must be used (see Anex 1).
- Participation in project work and presentation is mandatory

Evaluation

Project will be evaluated based on written part an on oral presentation. The group written part will be graded with 30 % and individual written work (project retrospective report) with 20%. The overall written part will be weighted with 50%, and the oral presentation with 50% of your overall semester project grade. The groups will present as a group, but will receive individual grade for the oral presentation based on their individual performance.

Semester project	Grade Weighting
Group written work (30%)	50%
Individual written work (Project retrospective report) (20%)	
Oral Defense	50%

Both the written and the oral part of the project must be passed separately with the grade 02 or higher, in order for the student to pass the entire project.

Milestones

To organize your work with the semester project, you have to live up to the following milestone plan. Most milestones consist of some deliverables that you will discuss together with your group Mentor, who will be one of your lecturers.

Deadline	Milestone	Evaluator
Week 2	Groups formed + project handed out (send the list of group members to student.service@ibcmitrovica.eu together with the name of your counselor).	
Week 3	Discussion of problem statement	Counselor*
Week 4	Project Workplan (and optionally other project documentation) hand-in and discussion	Counselor
Week 5	Table of content hand-in and discussed	Counselor
Week 6	One page methodological considerations and delimitation handed in to and discussed	Counselor + Methodology lecturer
Week 9	Presentation and discussion of secondary data	Counselor
Week 10	Status talk: "What have you done so far" – groups presenting to each other and feedback from the lecturers	Counselor + all relevant lecturers
Week 12	Presentation of primary data	Counselor
Week 13	Presentation of the data analysis	Counselor
Week 14	Discussion and evaluation of alternative solutions	Counselor
Week 15	Submission of the final project document	Counselor

**Counselor is one of the IBCM teachers which students select and he/she agrees to give guidance and follow the progress of the group*

Project Retrospective Report

The Project Retrospective Report is an individual written work submitted at the end of the semester project together with the group written work and before the oral defense. This is mandatory for all the group members. The report should contain minimum of 750 words double spaces and have the following structure:

- Introduction:
(What was the goal and purpose of the project; who were the participants, what were their roles, and what was your role in the project?)
- Critical Analysis: What went well, what could be improved? What factors contributed to success/failure on different components of the project (problem statement, literature review, methodology, time management, team work, communication, etc.). What surprised you during the process of the completing project? Consider external and internal factors. All statements must be justified with evidence and examples.
- Conclusion and Recommendations: How would you approach the same project differently, and what have you learned for future projects.

7th Semester

Summary

Seventh semester is focused on internship and final Bachelor (BA) thesis project.

Internship

The internship takes place at the start of the 7th Semester immediately before the final BA thesis project. The company internship is comparable with a full-time job with the same requirements of working hours, contribution, commitment and flexibility that the graduate should expect to find in their first job.

The purpose of the company internship is to give the student the possibility of putting into practice the previous two semesters' educational gains on the profession's problems in the field. The internship assists the student in converting the studied knowledge into practical experience. The internship creates a connection between the studied theory and the profession's vocational relations. The internship ensures closeness to practice and the development of professional and personal competencies for independent participation in business. The internship will therefore take place in a business and job role relevant to the profession.

During the internship the student is entitled one supervisor from the course and one from the company. The student and the two supervisors determine aims together for the student's educational goals for the internship period which subsequently gives direction for the company's organisation of the student's work.

The internship period concludes with an evaluation based upon the written report where the student and supervisor assess the student's educational gain from the internship in comparison with the agreed educational objectives. The student's educational gain must be approved by the internship supervisors.

Spur: International Sales and Marketing			
Internship			
Semester	Duration	Credit Points	Student Workload
7 th Semester	1 Semester	15	450 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 6th semester	Internship Report (100%)		
Learning Outcomes			
<p><u>Knowledge</u> The student will:</p> <ul style="list-style-type: none"> ▪ Have knowledge of the profession's theory and methods along with practice; ▪ Be able to understand terms and methods along with reflecting upon the application; ▪ Have experiences of participating in the solution of practical work assignments. <p><u>Skills</u> The student will:</p> <ul style="list-style-type: none"> ▪ Be able to convert the studied knowledge into practice within business; ▪ Be able to assess theoretical and practical problems and draw up suggested solutions; ▪ Be able to apply and arrange relevant theories to the solution of assignments in the workplace. <p><u>Competencies</u> The student will:</p> <ul style="list-style-type: none"> ▪ Be able to see their own professional role in relation to actual assignments; ▪ Be able to enter into professional as well as interdepartmental cooperation. 			

Final BA thesis project

The Bachelor thesis project is completed at the end of the 7th Semester. The student must have passed all previous exams, including internship, to be considered for the BA qualification.

The BA project is as a general rule prepared individually. The project should take the central topics of the course as its starting point and can contain elements from the internship. The problem proposal for the project is prepared by the student and must be approved by the BA thesis mentor. When solving the problem it is important that the student documents his/her total educational gains through applying central theories and methods from the course. Furthermore the BA project should include empirical material for the solution of a defined problem relevant to the profession.

The BA thesis report is an individual report and should be 40 pages at minimum. The BA thesis project requirements details are described in the IBCM Academic Assignment Guidelines.

The final BA project, together with the company internship gives the student the possibility of individualising their complete competency profile.

Spur: International Sales and Marketing			
Final BA thesis Project			
Semester	Duration	Credit Points	Student Workload
7 th Semester	1 Semester	15	450 Hours
Requirements for Participation	Form of Examination		
Successful completion of the 6th semester	BA Thesis (2/3) Oral BA Thesis defence (1/3)		
Learning Outcomes			
<p>The purpose of the final examination project is that the student completes an independent, interdisciplinary and practice-based assignment that demonstrates the knowledge, skills and competencies that originate from the overall learning objectives of the International Sales and Marketing study programme. As a main rule, the project takes its starting point in concrete problems in a company. Apart from the learning objectives of the programme, the learning objectives for the examination project are:</p> <p><u>Knowledge</u> The student will:</p> <ul style="list-style-type: none"> ▪ Have knowledge about the profession's and subject area's applied theory and methods along with practice; ▪ Be able to understand theory and methods along with being able to reflect upon the profession's application of theory and methods. <p><u>Skills</u> The student will:</p> <ul style="list-style-type: none"> ▪ Be able to apply methods and tools for collation and analysis of information and will master the skills related to employment in the profession; ▪ Be able to assess theoretical and practical problems and substantiate the chosen actions and solutions; ▪ Be able to communicate practical and professional problems and solutions for colleagues and users. <p><u>Competencies</u> The student will:</p> <ul style="list-style-type: none"> ▪ Be able to handle complex and development-oriented situations in relation to work and study; ▪ Be able to independently enter into academic and interdisciplinary cooperative work and take on responsibility within the settings of professional ethics; ▪ Be able to identify their own learning needs and, in relation to the profession, develop their own knowledge and skills. 			