

Correlation between competency profile and course learning objectives for Full-time MBA

Competency profile	Developing and strengthening the students' skills within core business economics of operations;	Improving the students' analytical tools and knowledge of the financial, social and market-related context within which international businesses and organizations operate;	Strengthening the students' leadership and management-related competencies	Training them to think in total solutions and solving strategic management objectives in the context of international competitive situations.	Developing and strengthening the students' skills to better understand the implications of corporate entrepreneurship, starting up, and running an organization.
Course learning objectives					
Organizational Behavior and Leadership					
Managing Sustainable Corporations					
Management Accounting					
Marketing Management					
Economics					
Human Resource Management					
Financial Accounting					
Change Management					
Operations Management					
Corporate Finance					
Strategic Management					
A-board					
Leadership Discovery Process					
Master's project: Integrated					

Strategy Project					
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Course learning objectives					
Organizational Behavior and Managerial Decision Making		<p>Elaborate a coherent analysis of a complex situation and present an intervention plan to targeted stakeholders.</p> <p>Develop insights about how decision-making and negotiation really work in organizations based on case examples and experiences;</p> <p>Demonstrate an ability to present written arguments/discussion using clear, concise language, logic as well as analytical rigor, thoughtful discussion, convincing arguments, and plausible conclusions;</p>	<p>Understand how motivation, perception, team dynamics, leadership and organizational culture affect individual and organizational performance.</p> <p>Formulate managerial strategies and justify their relevance by means of theoretical OB models.</p>		<p>Demonstrate an ability to structure and analyze an organizational decision situation using methods/models/tools/ideas from the course, and make recommendations if appropriate</p> <p>Assess benefits and drawbacks of adopting different approaches to organizational behaviour in different situations.</p>

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Sustainable Business Practices	Define which factors of social responsibility and environmental pollution impact a firm's business strategies. Explain how these variables link to a firm's profitable growth.	Specify the strengths and weaknesses of alternative theoretical frameworks explaining the distinctive challenges that managing corporate sustainability poses. Apply these theories to the analysis of real-world case studies of corporate sustainability.			

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Management Accounting		Analyze the cost of improving accounting systems decision making ability and effectiveness as a control devices and reflect upon the trade-off between the use of accounting for different purposes;		Describe and understand the notion of opportunity cost and organizational architecture and explain how they together constitute a framework for analyzing management accounting systems in a decision making and a control perspective; Describe and understand different management accounting systems and discuss their strengths and limitations from a decision making as well as a control perspective;	Critically reflect on and assess the value and relevance of specific management accounting systems in a particular organizational setting.

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Course learning objectives					
Marketing Management		Describe concepts, frameworks, models and theories concerning markets and customers as well as concerning market sensing, market relating, market prioritizing and market creating; Compare and combine different theories; Use them for analyzing concrete marketing challenges;		Relate marketing issues to the overall strategy of the organization, i.e. being able to argue why a set of marketing decisions are relevant for the specific organization in their specific situation.	

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Course learning objectives					
Economics	Apply economic principles to managerial decision-making; Identify the key dimensions of a competitive situation;	Compare the competitive situations in different industries by means of theoretical models; Identify and define key macro economic variables – and how these variables relate to each other; Analyze the effect of monetary and fiscal policy on the aggregate output of an open economy			Understand how organizations operate as economic entities;

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Course learning objectives					
Human Resource Management	Describe, critically discuss and apply theories concerning the main themes of the course			Examines how managers can develop and implement effective and efficient human resource practices that support the strategic objectives of their firms.	Evaluate the relevance and usefulness of HRM models and theories for analyzing and resolving organizational issues and challenges

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Course learning objectives					
Financial Accounting	Read, formulate and evaluate at a basic level the income statement, balance sheet, and statement of cash flows; Understand the role and limitations of financial accounting in helping investors allocate money toward good investments and away from bad investments.	Have gained a basic working knowledge of the financial accounting cycle, from the occurrence of economic events to the reflection of those events in financial statements; Understand the role and implementation of adjusting entries;			

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Course learning objectives					
Change Management		Be able to critically evaluate the practical utility of particular concepts and theories of change management;	Be aware of and understand the key concepts and issues that affect the management of change;	Be able to synthesize concepts and theories and develop realistic and well supported arguments about how change can be managed effectively.	

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Course learning objectives					
Operations Management	Develop the capabilities to integrate OM and SCM concepts into their own and other business contexts;			Critique (i.e. compare and explain) the application of OM and SCM concepts in a variety of circumstances; Reflect upon to the role of OM and SCM in their organizations and other business contexts.	Comprehend (i.e. identify and explain) the concepts of Operations Management and Supply Chain Management. These concepts include the need to design organization structures and design processes around the need to fulfill customer requirements;

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Course learning objectives					
Corporate Finance	Document knowledge on theories, methods and models in the syllabus;	<p>Combine and apply all the insight (vocabulary, theories, methods, models, regulatory, institutional and practical knowledge, and empirical evidence) from the syllabus to solve both simple and complex and realistic corporate finance problems through accurately and correctly calculations;</p> <p>Independently combine and structure the corporate finance vocabulary, theories, methods, models, regulatory, institutional and practical knowledge, and empirical evidence to analyze and solve complex and realistic corporate finance cases</p>			

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Course learning objectives					
Strategic Management			<p>Understand the role of strategic managers as designers of organizations as human systems for value creation and distribution;</p> <p>Understand the cognitive and ethical challenges inherent in providing leadership in an organization's strategic management process.</p>	Understand the essential elements of adequately defined strategies at the business unit, corporate, and global strategy levels;	Understand the environmental factors that have strategic impacts on organizations and the work of strategic managers in adapting their organizations to strategic change in the environment;

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Course learning objectives					
International Business		<p>Describe and classify different analytical frameworks and theories in relation to understanding the internationalization of business in different environments</p> <p>Compare and combine these theories and frameworks to offer a holistic understanding of specific markets</p> <p>Use them for analysis of concrete international business challenges in specific markets</p>		Relate the analysis to the specific economic, social, cultural and political circumstances of specific markets and draw strategic lessons for the international organization	

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Course learning objectives					
Entrepreneurial Mindset		Use the tools and techniques for exploring and matching 'preparation' and 'circumstances' for generating business opportunities;			<p>Understand and describe theories related to opportunity recognition, creativity and the entrepreneurial mindset;</p> <p>Understand and apply models that are designed to facilitate opportunity recognition and creation;</p> <p>Generate ideas that are interesting and creative and have the potential to become a basis for business development.</p>

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Course learning objectives					
A-board		Use theories from the strategic literature, as well as finance, marketing and other disciplines to help entrepreneurs develop their organizations;		Work in a team of advisors and understand their role in the team as well as the role of the team.	Understand the practice of entrepreneurship and describe it from a broad perspective and the implications of the issues and tasks of developing organizations; Understand the main functions and issues of the organization and the circumstances the organization is evolved in;

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Course learning objectives					
Leadership Discovery Process		Translate theory into concrete action and behaviour also under pressure.	<p>Understand the concept of reflection leadership and describe and classify your own leadership style in that framework</p> <p>Identify and explore behaviour from a coaching point of view in order to develop and motivate yourself and your surroundings</p> <p>Consciously select a leadership style appropriate for a situation and to determine the skill and motivation levels of employees</p>		

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Course learning objectives					
Master's project: Integrated Strategy Project		<p>Identify and choose the relevant theories and models applicable to describe, order and analyze the problems identified during the analysis of a specific industry, the focal company, the strategic issues at stake and the implementation plan;</p> <p>Bridge and combine theories and frameworks from different disciplines to derive a comprehensive, coherent and well-articulated picture of the industry, company, choice of strategic issue and implementation plan;</p> <p>Use theories and frameworks to develop conclusions which are driven by data and insight and present it in a convincing manner, ensuring that the conclusions from analyses are clearly communicated;</p> <p>Analyze all problems identified, and argue why specific models have been applied;</p>	Present the overall conclusions in a coherent manner (as a holistic argument) where individual parts build on each other.		