

## Competency Profile for the MSc in Business, Language and Culture

The MSc BLC programme is divided in two concentrations; *Diversity and Change Management* (DCM) and *Business and Development Studies* (BaDS). As there are differences between the two concentrations the competency profile is therefore divided in two parts.

### Competency profile Diversity and Change Management

The BLC Masters concentration in Diversity and Change Management prepares students to contribute to the management of dynamic organizations in a global environment characterized by cultural, ethnic, and gender diversity, strategic complexity, and constant change. The concentration equips students with the theoretical and practical skills necessary to perform collaborative work on diverse teams, to lead and manage challenging projects, to provide consulting and analysis of strategic opportunities, and to participate in the leading and managing of organizational change.

#### *Understanding diversity and change*

The complexity of modern organizations stems in large part from globalization and diversity. In the face of these challenges, this master's concentration focuses on how to manage diverse workforces and complex and diverse tasks, both inside and outside the organisation. The concentration focuses also on preparing students to participate in leading, managing and organising activities in local cultural contexts. The concentration will leverage the BLC's strengths in the study of internationalization and globalization to offer the students a practical understanding of diversity and culture, by means of case teaching, projects and exercises, exchange semesters abroad and internships.

Among the key features of the program are:

- A package of courses focusing on the challenges complexity globalisation brings to the modern organisation in terms of cultures and diversity.
- Focus on relevant theoretical and practical approaches to management, leadership, complex organizations and change.
- Practical application of theories. Throughout the programme the students will work with a live case where they solve a problem identified by a company. They will also to a great extent have case-based teaching.

- Project work. The students will during their first semester write an extensive report based on the live case.
- Intercultural learning environment: The program is highly international, with more than half the students being non-Danish. This creates a learning environment that sharpens the intercultural competencies of students.
- International exposure: In order to get international exposure and experience the program strongly recommends students to study abroad during the third semester or alternatively to go abroad on an internship. This can be done without prolonging studies. The program also offers a field course elective to Uganda.
- The students obtain competencies in area specific cultural intelligence and languages English/American as well as a further second language (French, German, Spanish, Chinese or Japanese).
- The students get the ability to work strategically with diversity (in Human Resource Management, Organizational Change and (Project) Leadership capacities).

### *Career opportunities*

Graduates from this concentration will be prepared for a career in global and diverse contexts. You will be qualified to lead and manage small and large team, to plan, initiate and lead change processes, to manage and work in projects as well as to do business in a diverse and complex context.

Graduates of this program will likely develop careers as consultants, as project managers and administrators, or as line managers in different industries and contexts. The study programme will provide students with a broad base of generalist knowledge as well as a versatile skill set to prepare them to take work at the edge of the global and local contexts.

### **Competency profile for MSc BLC Business and Development Studies**

The Business and Development Studies (BaDS) master program is a unique program that focuses on strategy, management and organization related to emerging markets and developing countries. A main premise of the program is that business activities in developing countries and emerging markets will need to be sensitive to the particular institutional, market and cultural context of these regions. The program develops skills and competencies that will enable graduates to fill positions in firms and organizations working with and in developing countries and emerging markets.

Among the key features of the program are:

- An integrated package of business and development related courses: The program presents students to a unique and integrated package of courses and activities aimed at developing a solid understanding of business strategy and management activities in developing countries and emerging markets from macro, meso and micro perspectives;
- Intercultural learning environment: The program is highly international, with more than half the students being non-Danish. This creates a learning environment that sharpens the intercultural competencies of students;
- International exposure: In order to get international exposure and experience from developing countries and emerging markets, the program strongly recommends students to go abroad on an internship during the third semester or alternatively, study abroad. This can be done without prolonging studies. The program also offers field courses, e.g. to Uganda.
- Project work: Through-out the program, students will have several opportunities to write projects in groups and alone, e.g. solving a problem for an organization or a company, or making an in-depth analysis of a private sector development related challenge of a particular country;
- Exposure to practice: The program ensures exposure to practice in various ways. For instance, the program's faculty has broad experience working with and in developing countries and emerging markets. Moreover, several courses within the program extensively use practitioners with experience from project management in developing countries and emerging markets in teaching. Also, as mentioned, many students go abroad on internships working for firms and organizations in developing countries and emerging markets. Finally, many students write projects for and with firms and organizations.

Having graduated from the program, students will have developed:

- An understanding of the complex relationship between the business strategies of firms and the development strategies of governments;
- An understanding of private sector activities aimed at solving development challenges such as CSR and BOP strategies;
- An understanding of the role of innovation and entrepreneurship in developing countries and emerging markets;
- An understanding of MNC strategy and impacts in developing countries and emerging economies;
- Sensitivity to ethical and moral challenges associated with strategy and management in developing countries and emerging markets;

- Tools to design, manage and evaluate business strategies and projects in developing countries and emerging markets;
- Tools to design, manage and evaluate development interventions in developing countries and emerging markets;.
- Oral and writing language skills in English and a second foreign language (German, French, Spanish, Japanese or Mandarin);
- For those going abroad on internships, practical experience from working in firms and organizations in emerging markets and developing countries;

Through the BLC-Connect alumni association, the program has a good sense of the career paths of the several hundred students that over the years have graduated from the program. Typical jobs held by graduates are:

- Business development, marketing and CSR functions related to developing countries and emerging markets in large MNCs;
- Private sector development functions in business associations, international organizations and government;
- Consultant firms working with and in developing countries;
- NGOs working with development and emergency relief issues;
- Own startups e.g. within consulting or BOP solutions.

For the Competency Profile

Annette Risberg (DCM) &

Michael Wendelboe Hansen (BaDS)