

Competency profile

The Study Board has developed a competency profile, which describes the expected learning outcomes of this degree programme.

Competency Profile for 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 for MSc in Business, Language and Culture: Diversity and Change Management (DCM) concentration

Purpose and academic profile

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 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.

The concentration focuses on preparing students to participate in leading, managing and organising activities in international and 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.

Graduates from this concentration will likely develop careers as consultants, project managers and administrators, or line managers in different industries and contexts.

Learning outcomes

Upon completion of the program, the student should be able to:

- Understand the challenges that globalisation brings to modern organisations in terms of cultures and diversity
- Work strategically with diversity in Human Resource Management, Organizational Change and Leadership capacities

- Perform collaborative work on diverse teams; lead and manage challenging projects; provide consulting and analysis of strategic opportunities; and participate in leading and managing organizational change
- Understand and apply relevant theoretical and practical approaches to management, leadership, complex organizations and change.
- Understand ethical and intercultural challenges related to managing and leading organizations in an international context
- Leverage on practical business understanding obtained via internships, projects in collaboration with organizations, studies abroad and/or field studies
- Apply competencies related to area specific cultural intelligence and communication skills in English/ American as well as the chosen second language (French, German, Spanish, Chinese or Japanese)

Competency Profile for MSc in Business, Language and Culture: Business and Development Studies (BaDS) concentration

Purpose and academic profile

The BLC master concentration Business and Development Studies (BaDS) focus on strategy, management and organization related to emerging markets and developing countries. The 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 managerial and analytical positions in firms and organizations working with and in developing countries and emerging markets.

The programme 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. The programme emphasizes contemporary issues such as business strategies to win emerging markets; sustainable development strategies and impacts of business; business responsibility and CSR; governance of global value and supply chains; and entrepreneurship and innovation for development.

The program is highly international, with app. half the students being non-Danish. This creates a learning environment that sharpens the intercultural competencies. The program facilitates exposure to business and development practice: All faculty teaching in the programme has broad experience working with and in developing countries and emerging markets. Also, practitioners with experience from developing countries and emerging markets are guest lecturing in the programme. Moreover, students can get full credits for internships in firms and

organizations in developing countries and emerging markets. Finally, students can write projects in collaboration with firms and organizations in the field.

Learning outcomes

Upon completion of the program, the student should be able to:

- Understand the complex relationship between the business strategies of firms and the development strategies of governments; private sector activities aimed at solving development challenges such as CSR and BOP strategies; the role of innovation and entrepreneurship in developing countries and emerging markets; and MNC strategy and its impacts in developing countries and emerging markets
- Understand ethical and moral challenges associated with strategy and management in developing countries and emerging markets
- Understand, apply and critically assess theories and concepts related to businesses in developing countries and emerging markets
- Understand and apply tools to design, manage and evaluate business projects as well as development interventions in developing countries and emerging markets
- Leverage on practical business understanding related to developing countries and emerging markets obtained via internships, studies abroad, projects and/or field studies
- Apply competencies related to area specific cultural intelligence and communication skills in English/ American as well as the chosen second language (French, German, Spanish, Chinese or Japanese)