

MSc in Business, Language and Culture - Diversity and Change Management

DCM gives you knowledge about work in dynamic organisations in a global environment characterised by diversity, strategic complexity, and constant change. You will also advance your oral competences in one other language (French, German or Spanish) as well as work explicitly with your academic writing in English.

About MSc BLC

MSc in Business, Language and Culture consist of 2 concentrations:

- Business and Development Studies
- Diversity and Change Management - last intake in 2025

MSc BLC gives you a scientifically based set of interdisciplinary, analytical, and communicative skills and qualify you for a career in globally oriented companies, institutions and organizations, private and public.

Interdisciplinary approach

In MSc BLC, you will learn to investigate the theory and practice of international business and management from an interdisciplinary vantage point at the intersection of the social and human sciences, bringing together insights and methods from several academic fields:

- international business administration and economics
- social, political and culture studies
- language and area studies

This interdisciplinary approach allows for a broad perspective on business, taking into account how regionally embedded values, norms, practices and interests impact the ways in which organisations operate in and across multiple contexts in the global economy.

The interdisciplinary approach is increasingly relevant to understand business at the intersection of global and local forces in particular regional contexts. Such an understanding helps not only to overcome obstacles related to cultural, social, political and economic differences between regions, but also to further one's capacity to see and use contextual differences as potential resources when doing business.

Diversity and Change Management

The complexity of modern organisations stems in large part from globalisation and diversity. This is at the very core of this programme that addresses diversity and change in complex organizations.

DCM teaches you to manage and work with diversity as a concept overarching any activity of a modern organisation. On the basis of your knowledge within diversity, you are taught how to deal with different diversity issues that prove to be a challenge for modern organisations. It may be in the form of a multicultural workforce or a complex environment. You also gain management and leadership skills as a tool to handle diversity in an organisational context. This includes work in diverse teams, management of challenging projects and managing organisational change. Throughout the courses you will apply your knowledge on live cases, cases, games and projects.

Understanding complexity and change

Due to the complexity of modern organisations, DCM focuses on the management of diverse workforces and complex and diverse tasks, both inside and outside the organisation. This includes understanding local contexts and incorporating that knowledge internally in the organisation. An example is managing cultural complexity internally in the organisation, which stems from employing people with different nationalities.

DCM also prepares you to participate in leading, managing and organising activities in local cultural contexts on the basis of your cultural knowledge and project management skills. You learn to understand and gain knowledge from local contexts as well as to incorporate that knowledge internally in the organisation.

Language and culture

Next to your management courses you will explore and gain general knowledge within area studies while speaking your second foreign language. You will learn about political, cultural and social issues in the area where the language is spoken as well as gain knowledge on leadership and management in a regional context. This will enable you to operate in an international setting while taking different cultural and international differences into account. In this manner you add an extra and highly relevant perspective to the leadership and management practice and your cultural knowledge.

Course overview

1st semester		2nd semester	3rd semester	4th semester
1st quarter	2nd quarter	Managing Organizational Change: Perspectives on Theory and Practice (7,5 ECTS)	Electives / Internship / Exchange / CEMS (30 ECTS)	Master's thesis (30 ECTS)
Managing in Global Workplaces (7,5 ECTS)	Diversity Management - Diversity, Gender and Equality in Organizations (7,5 ECTS)			
Leading and Managing Intercultural Projects (7,5 ECTS)	Organizational Change (7,5 ECTS)	Leading Complex Organisations (7,5 ECTS)		
		Regional track course* (7,5 ECTS)		
		Regional track courses with language* (7,5 ECTS)		

Track courses

Regional track courses

You must choose one of the following courses:

Course	ECTS
Africa, Global Value Chains and Development	7,5 ECTS
Diversity and Corporate Social Responsibility Beyond Borders	7,5 ECTS
The EU as a Global Actor	7,5 ECTS
Energy Transition for Sustainable Development in Latin America	7,5 ECTS
New Frontiers or More of the Same: Understanding Innovation in Asian Emerging Economies	7,5 ECTS

Regional track courses with language:

The courses are taught in French, Spanish, German for students studying these languages, and in English for students with Chinese and Japanese.

Depending on your choice of language, you will study one of the following courses:

Course	Language of choice	ECTS
Business and Social Responsibility in Francophone Countries	French	7,5 ECTS
Business Strategies in Latin America and the Caribbean	Spanish	7,5 ECTS
Business in a Changing World: German Perspectives	German	7,5 ECTS

Institutions and Business Strategy in the Chinese Context	Chinese and Japanese	7,5 ECTS
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