

Fra CBS.dk den 27. Oktober 2025

MSc in Economics and Business Administration - People and Business Development

The programme gives you the keys to understand why and how the organisation's people and human capital become the key drivers of business development and transformation in modern organisations.

About the programme

The people strategies and human capital tools including talent management, people analytics, competence advancement, rewards and compensation are core elements in coping with today's business challenges like agility, digital transformation and sustainability.

Data- and theory based analysis

PBD aims to develop candidates who are equipped to do data- and theory based analysis of the highest level and aiming at three specific areas of interest.

The programme is based on the analysis that modern people strategies and human capital, needs to focus on *context*, *value* and *change* in order to make the management and staff working with human capital able fulfil their potential as business partners and change agents.

Context

PBD candidates will, instead of relying on the received wisdom of the discipline (HRM-best practice), strive and be able to analyse people strategies in **context** in order to assess what human capital and people policies, actions and techniques that are likely to create most value in a specific organisation.

Value

Also the candidates are able to analyse the organisation "black-box" and with the help of economic and data-based analyses identify what aspects of human capital and HRM that needs to be developed, adjusted or discarded in order to make the organisation perform most efficiently and create most **value**.

Change

Finally, the candidates of People and Business Development, are not just managers of organisational systems, but also **change** agents, who can analyse the need and prerequisites for, and are able to lead the processes of, strategic business transformation.

What to consider

A people programme with a strong analytic element

The PBD-programme is a "people-programme" with a strong business analytic element. This means that if your main priorities are analytics and statistics, you will probably be better served elsewhere. However, "the language of business is numbers" and PBD-students are trained to undertake evidence-based analyses and design business cases while using the necessary tools.

Studying in English

If you do not have a bachelor's degree taught in English, we recommend that you read more about what to consider before applying for an English taught programme.

Read more about [Teaching and literature in English](#) on Teaching and working methods.

Study Environment

Study Environment/Life

The PBD-student group is previously drawn from diverse origins; 20% international and 80% Danish students, but with a growing number of international students. A majority comes from CBS bachelor programmes of which a fair amount comes from the bachelor programmes: HA(psyk.) and BSc SEM. The gender distribution is around 75% women /25% men. Uncharacteristically for the field, 80% of the teachers are men.

Student life at CBS

Studying at CBS is much more than just preparing for and going to classes.

At CBS, there are more than 20,000 students with different backgrounds and nationalities. Teamwork is an essential part of studying at CBS both in classes and in extracurricular activities.

With more than 100 student organisations, you also have plenty of opportunities to engage and connect with students across programmes and classes.

Learn more about the vibrant student life at CBS, the student organisations, and the international environment on [Student life](#).

For internationals

If you are an international student, we have gathered a lot of information about what it is like to be an international student at CBS and how you can prepare for life in De

Teaching

While the PBD-programme competences are based on evidence- and theory based analyses, these skills are built using a diverse range of cases of which many are "live-cases". The PBD-projects are the most extensive of these: you and your group will work in 2,5 month on a real-life people and development change project supported by a supervisor.

But all teaching at the PBD-programme is extensively anchored and contextualised by organisational cases. The course is organised in four 15 ECTS blocks, which lets you immerse yourself in the same topic and exercise your skills to a deeper level of understanding.

Read more on [Teaching and working methods](#).

Exams

Because of the 15 ECTS course structure, there is two exams/mandatory hand-ins at each course. All exams need to be passed to complete the programme.

Read more on [Exams at CBS](#).

Teaching and exams

Time consumption

You should know that it is demanding to study in a graduate programme, and both the curriculum and workload is significantly higher than at bachelor level.

If you are studying on a full-time graduate programme, you should expect spending approximately 37 hours on average on your studies each week. The workload will vary during the year.

The time leading up to assignment submissions and exams can be hectic, and you can easily work more than 40 hours a week in this period. Preparing for oral exams can be especially time consuming, because you have to be able to explain and discuss the covered concepts and theories and learn things by heart.

Read more on [Teaching and working methods](#).

Student job

Most programmes are quite flexible in terms of combining studies with a student job. Most students work a maximum of 15 hours a week in order to have sufficient time for their studies.

Studying in Denmark - for internationals

If this is your first time studying in Denmark, you may find teaching and exam formats, the grading scale and the academic calendar very different from what you are used to.

Read about everything you need to know as an international student studying at CBS on [For internationals > Academic information](#).

Career

What gets you the job?

The programme builds the HRM business analytic capabilities needed to take a central leadership role in business development and transformation processes. In the still more complex world of work and business, the record shows that organisations need still more candidates who can fill leadership positions within people management.

A fundamental requirement for succeeding in this role is a thorough understanding of the importance of the contexts for people strategy, performance and value management and strategic business transformation, as, for instance, disruption caused by digitalization

Career opportunities

PBD seeks to attract students who aspire for careers such as Chief People & Organisation/Human Resource Officers and similar high-level management or advisory positions in private and public organisations.

The programme focuses on the role of leading human resources in business development and transformation broadly understood.

It is important to note that the programme is not a HR-specialist programme but rather a people management generalist which might lead to leadership and development positions within HR department/People & Organisation functions but might as well prepare you for positions in operations, strategy or business development functions.

Competence profile

In the competence profile you can find more information about the various competences you achieve on the programme:

[Competence profile for PBD](#)

COURSE OVERVIEW

1st semester	2nd semester	3rd semester	4th semester
People Strategy in context (15 ECTS)	Strategic Management and People Development (15 ECTS)	Electives / Exchange / Internship / CEMS (30 ECTS)	Thesis (30 ECTS)
People, Performance and Organizational Value (15 ECTS)	People and Business Development Project (15 ECTS)		

You can find course descriptions in the [programme regulations for People and Business Development](#).