



Programme Syllabus for Master Programme in International Strategic Management

1. Identification

Name of programme	Master Programme in International Strategic Management
Scope of programme	60 ECTS credits
Level	Master level
Programme code	EAGIS
Decision details	School of Economics and Management, April 17 2015
Amendment details	2015-09-25; 2017-10-20

2. Programme description

The overall purpose of the programme is to provide students with breadth and depth in central areas of the subject matter of strategic management. Following this comprehensive goal, theoretical concepts, models and tools will be compared with real and complex problems in organizations in order to train the students in advanced problem solving.

The programme also aims at introducing, explaining and applying methodological aspects in business administration.

The programme starts by introducing basic models and theories within the central areas of the programme, including methodological aspects. The courses that follow add additional perspectives and models that provide an additional, in depth insight into the practical and theoretical areas that are related to the broad field of international strategic management. As a final part of the programme, students will conduct their own research and demonstrate their ability to independently apply the different ideas and theories introduced by the different courses. This will result in a degree project.

Career opportunities

Graduates from this programme can seek positions in domestic, international and global firms with managerial roles, as well as specialist roles within organizational settings. Knowledge in these areas of specialisation is of increasing demand, and there are very few if any master programmes in the Nordic countries with this attractive specialisation.

Connection to further studies

Graduates from the programme are eligible for applying for postgraduate studies in business administration.

3. Learning outcomes

The programme builds on previous studies at the undergraduate level in subject matters related to business administration. In accordance with the Higher Education Ordinance, the Degree of Master (One Year) is awarded to students who at the completion of the programme accomplish the following:

Knowledge and understanding

- demonstrate knowledge and understanding within international strategic management, including both a broad command of the field and deeper knowledge of certain parts of the field, together with insight into current research and development work; and
- demonstrate deeper methodological knowledge in the field of international strategic management.
- demonstrate an ability to identify relevant research topics within the broad area of international strategic management, and also to independently design and carry out a study that investigates the issue in a relevant and cohesive way.

Skills and abilities

- demonstrate an ability to integrate knowledge and to analyse, assess and deal with complex phenomena, issues and situations, even when limited information is available;
- demonstrate an ability to independently identify and formulate issues and to plan and, using appropriate methods, carry out advanced tasks within specified time limits;
- demonstrate an ability to clearly present and discuss their conclusions and the knowledge and arguments behind them, in dialogue with different groups, orally and in writing; and
- demonstrate the skill required to participate in research and development work or to work in other advanced contexts.
- demonstrate an ability to work individually as well as in groups with students from different cultures in order to solve practical problems as well as to manage a more extensive project.
- demonstrate an understanding of how cultural differences in a broad sense (beyond, but also including, national cultures) influence managerial practises with respect to the implementation of strategies and the management of the firm.
- demonstrate an understanding of how different stakeholders surrounding an organization influence managerial practises with respect to the implementation of strategies and the management of the firm.
- demonstrate an understanding of the future challenges and main issues related to international strategic management that are especially central for practitioners as well as in research.

Judgement and approach

- demonstrate an ability to make assessments within the field of international strategic management, taking into account relevant scientific, social and ethical aspects, and demonstrate an awareness of ethical aspects of research and development work;
- demonstrate insight into the potential and limitations of science, its role in society and people's responsibility for how it is used; and
- demonstrate an ability to identify their need of further knowledge and to take responsibility for developing their knowledge.
- demonstrate an understanding of the different perspectives that the theories and constructs that are introduced during the various courses represent and how they can be

combined when addressing practical and theoretical problems within the area of international strategic management.

Independent project (degree project)

For a Degree of Master (One Year) students must have completed an independent project (degree project) worth at least 15 higher education credits in international strategic management, within the framework of the course requirements.

4. Course information

The program has the following structure:

Semester 1 (Autumn)		Semester 2 (Spring)	
Part II Sept-Oct	Part II Nov-Dec	Part III January- March	Part IV April-June
Core courses (15 credits)	Electives (15 credits) Elect two of three courses*	Core courses (15 credits)	Degree project (15 credits) BUSN09 Degree project
BUSN11 Strategic management 7,5 cr	BUSN64 Strategic Cost Management, 7,5 cr	BUSN01 Corporate Finance and Value Management, 5 cr	
	BUSN76 Performance Measurement and Management, 7,5 cr		
BUSN10 Corporate Governance, 7,5 cr	BUSN13 Organizational Economics, 7,5 cr	BUSN17 Management of innovation, 5 cr	
	BUSN14 Global Business and Sustainability 7,5 cr	BUSN03 Research methods 5 cr	

* Subject to availability, certain electives may be very popular. Although we can place most students in the elective(s) of their choice, there are no guaranteed places.

The course consists of four parts (in total 60 credits):

Part I: Strategic Management 7.5 credits and Corporate Governance 7.5 credits

Part II: Electives: Strategic Cost Management, 7.5 credits; Performance Measurement and Management 7,5 cr; Organizational Economics 7,5 credits; Global Business and Sustainability 7.5 credits.

Part III: Corporate Finance and Value management 5 credits; Management of Innovation 5 credits, and Research Methods 5 credits

Part IV: Degree project 15credits

Part I and III contains the program's core courses, Part II provide elective courses that opens up for further specialization with the field, and Part IV consist of the degree project where concepts are applied, developed and tested in an empirical context.

Each part is presented further below.

Part I: The comprehensive goal of part I is to provide the students with a deeper understanding and knowledge of contextual, external and internal factors that influence decision making and development of corporate and business strategy. Analytical tools for understanding societal shifts, trends on an institutional level; threats and opportunities within industries; the role of stakeholders; and, room to manoeuvre and manage organizations with an internal perspective. The two courses that make up this part of the program are linked but different in focus. While the Strategic Management course focuses on managerial challenges and tools for analysis and action, the course in Corporate Governance focuses on contextual factors that constrains or influences strategic management, including ownership, labour management and legal contexts. Both courses have an international comparative approach.

Part II: The second part of the program consists of three electives (where the student select two), providing a possibility for students to further develop their understanding of management and/or increase their understanding of important stakeholders and actors. Overall, a goal of Part II is to provide a possibility to broaden the horizon and include more of business and business relationship understanding – but also a possibility to dive deeper into different themes of strategic management. The availability of courses may vary. Certain courses may be very popular and while we can place most students in the elective(s) of their choice, there are no guaranteed places.

Part III: In this part the courses focuses on two crucial dimensions for strategic management: finance and innovation. Students will increase their insights into financing, valuation and other topics related to capital sources that are important for strategic management. Innovation management deals with how ideas can be turned into profitable business opportunities. Innovation and how it unfolds will be studied in large, medium sized and small companies. This part concludes with a course in research methods that is a point of departure for the degree project that finalizes the programme. The students are introduced to the considerations involved in academic research and the different roles that management research have in society. During this period students are also trained in specific research methods that can be applied in investigating related issues. Students will also have the opportunity to start planning their master thesis.

Part IV focus entirely on the degree project. The students are to formulate a clear and researchable research/thesis question at the beginning of this final period. At the start of the period, a supervisor will be assigned to each degree project.

The quality of the courses will be continuously evaluated based upon discussions between the programme director and the professors responsible for the courses. The students will also fill in systematized and structured evaluations for all courses included in the programme and at the end of the programme a special programme evaluation will be carried out.

5. Degree

Upon completion of the programme a degree of Master of Science in Business and Economics (60 credits) will be awarded in compliance with the National Higher Education Ordinance (SFS 2006:1053). Major will be in Business Administration with specialization in International Strategic Management (*Ekonomie magisterexamen, huvudområde företagsekonomi, fördjupning internationell strategisk ledning*).

6. Admission requirements and selection criteria

An undergraduate degree (BA/BSc) with at least 60 ECTS credits in business administration. English 6.

Selection criteria

Selection will be based on academic merits from previous university studies, and a statement of purpose in which applicants should state their reasons for applying to the programme.

7. Other information

Courses at the School of Economics and Management are graded according to the criterion-referenced principal grades A-F:

GRADE		POINTS	CHARACTERISTIC
A	Excellent	100-85	A distinguished result that is excellent with regard to the following aspects – theoretical depth, practical relevance, analytical ability and independent thought.
B	Very good	84-75	A very good result with regard to the above mentioned aspects.
C	Good	74-65	The result is of a good standard with regard to the above mentioned aspects and lives up to expectations.
D	Satisfactory	64-55	The result is of a satisfactory standard with regard to the above mentioned aspects and lives up to expectations.
E	Sufficient	55-50	The result satisfies the minimum requirements with regard to the above mentioned aspects, but not more.
F	Fail	49-0	The result does not meet the minimum requirements with regard to the above mentioned aspects.

It is up to the teaching professor to decide whether the credits of a course should be converted into a total of 100 points for each course, or if the scale above should be used as percentage points of any chosen scale instead.

Academic integrity

The University views plagiarism very seriously, and will take disciplinary actions against students for any kind of attempted malpractice in examinations and assessments. The penalty that may be imposed for this, and other unfair practice in examinations or assessments, includes suspension from the University.