

Programme Curriculum for Master of Science in Management

1. Identification

Name of programme	Master of Science in Management
Scope of programme	60 ECTS
Level	Master level
Programme code	EAGMA
Decision details	Board of the School of Economics and Management
Amendment details	April 15 2020

2. Programme description

The aim of the Master of Management (MiM) programme is geared towards preparing students with a non-business undergraduate degree for careers in management. The programme is “pre-experience” in character, indicating that students will not have a substantial work experience when entering into the programme.

In this programme, management serves the purpose of integration – that is it brings various parts, perspectives and objectives together – in an effort to create organizational effectiveness. The programme aims to: (1) broaden the student’s specialist knowledge from undergraduate studies by introducing fundamental managerial knowledge; (2) strengthen the student’s managerial skills; and (3) cultivating the student’s managerial outlook. The program design is partly focused on providing managerial knowledge through courses covering the fundamental knowledge areas of management, and partly providing skills training, as well as supporting individual/personal development.

The programme contains *seven* parts presented below:

1. students gain knowledge about the foundations of *leading individuals, groups and projects*. This part will focus on models and theories of understanding leadership and management, and provide students with an understanding of key concepts.

2. students will learn about the *functions of management* of organisations. The focus is on the analytical tools and skills involved in management. Students will learn how to understand the fundamentals of marketing, organization and strategy, and management control. This part provides students with an understanding of key concepts.

3. students will learn about the *context of management* and some of the fundamental global challenges society and organisations face. This includes questions such as: How can the global economic development be understood and analysed? How can we understand major environmental challenges? What do major technological developments look like and what do they imply for society and organisations? Students will study how these challenges may affect them as future managers.

4. students will become acquainted with the *theories, models, attitudes and experiences* needed to understand the practicing manager’s roles and responsibilities. The programme will provide students with an understanding of key concepts as well as opportunities to practice these concepts.

5. students will gain a better understanding of themselves in order to prepare for successful management careers. In this part understanding and practicing the fundamentals of *personal development* are key components. The part includes a series of tutorials supporting students in integrating and internalising management practices.

6. students will gain an understanding of *the concept of complexity* as it applies to management as well as theories related to developing individual and organisational ability to deal with complexity and uncertainty.

7. students will conduct a degree project and develop knowledge on how to relate a management *perspective to organisational challenges*. The focus is on fundamental tools and processes for research/evidence based problem solving and knowledge creation. It is designed as an academically based, clinically focused consultancy project and is organized as a learning lab where students work together as a consulting organization under facilitation from faculty.

Teaching is based on a student-centred learning approach; therefore a rich variety of teaching methods are used, including: lectures, case studies, experience-based learning, in-company projects, learning journals, tutorials and seminar discussions. During the programme, students are continuously encouraged to reflect, apply and relate new knowledge to future career ambitions.

Career opportunities

This programme will provide knowledge and experience that will prepare students for management positions. Students enter into the programme with non-business undergraduate degrees and through the programme; they gain management capabilities that will prepare them for a wide range of career destinations.

Connections to further studies

Provided that other requirements are fulfilled, students may be qualified to apply for studies at other specialized Master's programmes at Lund University School of Economics and Management.

3. Learning outcomes

In accordance with the Higher Education Ordinance, a Master of Science (60 credits) is awarded to students who at the completion of the programme accomplish the following:

Knowledge and understanding

For a Degree of Master (60 credits) the student shall

- demonstrate knowledge and understanding in management, including both an overview of the field and specialised knowledge in certain areas of the field as well as insight into current research and development work
- demonstrate specialised methodological knowledge in management
- demonstrate knowledge and understanding of different aspects of management and the role of management in organisations and society

Competence and skills

For a Degree of Master (60 credits) the student shall

- demonstrate the ability to integrate knowledge and analyse, assess and deal with complex phenomena, issues and situations even with limited information
- demonstrate the ability to identify and formulate issues autonomously as well as to plan and, using appropriate methods, undertake advanced tasks within predetermined time frames
- demonstrate the ability in speech and writing to report clearly and discuss his or her conclusions and the knowledge and arguments on which they are based in dialogue with different audiences
- demonstrate the ability to apply methods for leading and managing individuals and teams

- demonstrate the ability to manage and work in multicultural teams

Judgement and approach

For a Degree of Master (60 credits) the student shall

- demonstrate the ability to make assessments in management informed by relevant disciplinary, social and ethical issues and also to demonstrate awareness of ethical aspects of research and development work
- demonstrate insight into the possibilities and limitations of research, its role in building an innovative and sustainable society and the responsibility of the individual for how it is used
- demonstrate the ability to identify the personal need for further knowledge and take responsibility for his or her on-going learning.

Independent project (degree project)

For a Master of Science (60 credits) students must have completed an independent project (degree project) worth at least 15 higher education credits in Management, within the framework of the course requirements.

4. Course information

This one-year Master's degree comprises of 60 ECTS credits. The year is divided into two 30 ECTS semesters. The programme structure is illustrated below:

Semester 1 (Autumn) September-December (30 ECTS)	Semester 2 (Spring) January-June (30 ECTS)
MGTN71 Leading Individuals and Groups (5 ECTS)	MGTO26 Digitalization and Global Challenges (5 ECTS)
MGTO61 Understanding Management (5 ECTS)	MGTO12 Strategic Thinking and Acting in a Complex World (5 ECTS)
MGTO51 Learning, Innovation and Change (5 ECTS)	MGTO52 Managing Innovation and Change Processes (5 ECTS)
MGTO38 Functions of Management (15 ECTS)	MGTN59 Degree Project – Management Challenges (15 ECTS)

The following courses are included in the programme.

MGTN71 Leading Individuals and Groups (5 ECTS)

This course emphasises the leadership aspects of management. The goal is to develop the student's knowledge of theories, models and concepts related to leading people. The course also emphasises the complex intersections between diversity (cultural, professional, gender, etc.) and leadership. Some of the topics included are: How individual behaviour can be understood; How group dynamics can be analysed and influenced; How leaders can motivate others to perform; How the concept of leadership has developed over time; How personalities and diversity influences cooperation in teams and organisations.

MGTO61 Management: Understanding Management (5 ECTS)

Students will become acquainted with the theories, models, skills, attitudes and experiences needed in understanding the practicing manager's role and assignments. The course highlights (1) The concept and praxis of managing organisations and their activities; (2) The concept and praxis of decision making in managerial contexts; (3) How moral norms and values affect conditions for management and the prospects for organizations to achieve their goals; and (4) How legal systems affect conditions for managerial decision making and execution. The course is partly conceptual and partly practical in its design and teaching strategy. It includes several assignments providing students with opportunities to practices as managers and applying conceptual understanding acquired in other courses in the programme.

MGTO51 Learning, Innovation and Change (5 ECTS)

The course has two major foci. First, on understanding theories and concepts related to learning, innovation and change both on an individual and organisational level. Second, on understanding and managing ones own development, learning and change as a manager. The latter includes gaining better understanding of one's self in order to prepare for becoming a manager. This course plays an important role in facilitating students in their effort to analyse and reflect on their learning and development in the program.

MGTO38 Functions of Management (15 ECTS)

The course goal is to develop the students' understanding of management through knowledge about central functions of management, especially knowledge of central perspectives in (1) strategic management, (2) marketing management, (3) management control, (4) organisation coordination and organisational design. A central assumption is that management is analytical and integrational in its nature. Special attention is therefor put on the students understanding of how theories and models from these central perspectives can be used analytically and on how these perspectives are related in various managerial contexts.

MGTO26 Digitalization and Global Challenges (5 ECTS)

The course provides students with concepts and theories for analysing the larger context of management and discusses current global challenges and trends. The course goal is to provide students with insights in the historical origins of major traits in the development of the global economy and insights about the major current development challenges, including the managerial challenges related to technological change, digitalization and industrial innovations. This goal aims to provide analytical tools for conducting globally oriented contextual analyses, thereby preparing students for an international management arena.

MGTO12 Strategic Thinking and Acting in a Complex world (5 ECTS)

The course goal is to develop the student's understanding of complexity and uncertainty as it applies to management, as well as theories and praxis of foresight. During the course the students will get acquainted with theories cognitive development in individuals and organisations and will be provided opportunities to develop their cognitive ability to reason in complex problem solving situations.

MGTO56 Managing Innovation and Change Processes (5 ECTS)

Learning, development and change are important aspects of managerial practice. This is particularly apparent in a dynamic environment. This course provides a broad overview of some key aspects of management both on an academic and on a pragmatic and tacit level. The theories and praxis of running project and organizations in a dynamic environment with an emphasis on critical application of managerial tools and the need for continuous organizational and individual learning and development.

MGTN59 Management: Degree Project – Management Challenges (15 ECTS)

The course develops the analytical and reflective skills of the students in an independent project (degree project). The degree project covers a management theme and relates to earlier parts of the programme. The focus is on fundamental tools and processes for research/evidence based problem solving and knowledge creation. It is designed as an academically based, clinically focused consultancy project. It is organized as a learning lab where students work together as a consulting organization under facilitation from faculty.

5. Degree

Upon successful completion of the programme a Master's of Science (60 credits) will be awarded in compliance with the National Higher Education Ordinance (SFS 2006:1053). The major will be in Management. In Swedish the degree will be: *Filosofie magisterexamen, huvudområde Management*

6. Admission requirements and selection criteria

The programme is developed for students that recently have finished their undergraduate studies in another academic subject other than Business Administration and/or Management. The students are, for

example, graduates from other fields of the Social Sciences, Humanities, Law, Engineering, Medicine or Natural Sciences. As the students proceed in their fields of specialisation they will encounter management challenges and opportunities for management responsibilities.

- a. An undergraduate degree (BA/BSc) of at least three years, 180 ECTS credits.
- b. A good command of English language both spoken and written, equivalent to English 6 (advanced level) in the Swedish secondary system. Equivalent assessments will be made according to national guidelines.

Selection criteria

Selection is based on academic merits from previous studies at the undergraduate level and the statement of purpose.

7. Other information

Courses at the School of Economics and Management are graded according to the criterion-referenced principal grades A-F (U). A is the highest grade and U means a failed result.

GRADE		POINTS (% out of maximum)	CHARACTERISTIC
A	Excellent	85-100	A distinguished result that is excellent with regard to the following aspects – theoretical depth, practical relevance, analytical ability and independent thought.
B	Very good	75-84	A very good result with regard to the above mentioned aspects.
C	Good	65-74	The result is of a good standard with regard to the above mentioned aspects and lives up to expectations.
D	Satisfactory	55-64	The result is of a satisfactory standard with regard to the above mentioned aspects and lives up to expectations.
E	Sufficient	50-54	The result satisfies the minimum requirements with regard to the above mentioned aspects, but not more.
U	Fail	0-49	The result does not meet the minimum requirements with regard to the above mentioned aspects.

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.