



School of Economics and Management

## EAGIS, Master Programme (One Year) in International Strategic Management, 60 credits

*Magisterprogram i Internationell strategisk ledning, 60 högskolepoäng*

**Second cycle degree programme requiring previous university study / Program med akademiska förkunskapskrav och med slutlig examen på avancerad nivå**

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### Decision

The programme syllabus is established by Deputy Dean of Education at the School of Economics and Management 25-09-2019 (U 2919/450) and most recently amended by The Faculty Board of the School of Economics and Management 30-03-2022 (U 2022/205). The amended syllabus is valid from 30-03-2022, spring semester 2022.

### 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, including issues related to sustainability, 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.

## **Goals**

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:

### **Mission driven learning outcomes**

Graduates of the programme will be trained as reflective practitioners in taking an active part in developing a sustainable society building on innovative thinking.

### **Knowledge and understanding**

For a Master's degree (60 credits) students must

- 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
- 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

### **Competence and skills**

For a Master's degree (60 credits) students must

- demonstrate an ability to integrate knowledge and to analyze, 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

- 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**

For a Master's degree (60 credits) students must

- 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
- 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 credits in international strategic management, within the framework of the course requirements.

### **Course information**

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

- Part I: Strategic management (7.5 credits); and Corporate governance in theory and practice (7.5 credits)
- Part II: Electives: Innovation management (5 credits); Strategic performance measurement and management (5 credits); Re-imagining capitalism (5 credits); and Global business and sustainability (5 credits)
- Part III: Strategic management and digitalisation (5 credits); Strategic thinking and acting in a complex world (5 credits); and Research methods (5 credits)
- Part IV: Degree project in strategic management (15 credits)

Part I and III contains the programme'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 programme 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 programme consists of four electives (the student selects three), 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 electives of their choice, there are no guaranteed places.

### *Part III*

In this part the courses focuses on two crucial dimensions for strategic management: digitalisation and strategic thinking and acting. Students will increase their insights the rapidly evolving digital landscape and its strategic implications for businesses. Strategic thinking deals with theories and praxis of managing, navigating and forecasting in increasingly complex and uncertain environments. To make decision and act under these conditions puts demand on organizational learning and ambidextrous capabilities. 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*

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.

*Additional information in appendix EAGIS Programme structure.*

## **Degree**

Degree titles

Degree of Master of Science in Business and Economics (60 credits)

Major: Business Administration with specialization in International Strategic Management

*Ekonomie magisterexamen*

*Huvudområde: Företagsekonomi med fördjupning i internationell strategisk ledning*

### **Degree requirements**

The degree requirements for a Degree of Master of Science in Business and Economics, major in business administration, with specialisation in International Strategic Management, consists of 60 credits within the specialisation, including the course BUSN09 Degree project in strategic management, 15 credits. All included courses must be at advanced level.

## **Requirements and Selection method**

### **Requirements**

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

### **Selection method**

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

## **Other information**

### **Programme management**

The programme director, who is appointed by the Board of LUSEM, is responsible for the quality development and quality assurance of the programme. The Board of the School also assigns each programme to a host department at LUSEM. The host department is responsible for providing professional services to the students and faculty of the programme.

Each programme also organizes a programme management group, in which student representatives and faculty representatives of the programme, together with the programme director, coordinator and other professional services meet regularly.

All programmes at LUSEM are evaluated yearly and the outcome of a programme scorecard is presented to the Board of the School as part of LUSEM's Quality Development and Assurance system.

### **Grading scale**

At the School of Economics and Management grades are awarded in accordance with a criterion-based grading scale A-U(F):

**A** (Excellent) 85-100 points/percent. A distinguished result that is excellent with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**B** (Very good) 75-84 points/percent. A very good result with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**C** (Good) 65-74 points/percent. The result is of a good standard with regard to theoretical depth, practical relevance, analytical ability and independent thought and lives up to expectations.

**D** (Satisfactory) 55-64 points/percent. The result is of a satisfactory standard with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**E** (Sufficient) 50-54 points/percent. The result satisfies the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought, but not more.

**U/F** (Fail) 0-49 points/percent. The result does not meet the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought.

To pass the course, the students must have been awarded the grade of E or higher.

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.

# Programme structure for Master's Programme in International Strategic Management

The programme of 60 credits has the following structure:

Semester 1, Autumn (30 cr)		Semester 2, Spring (30 cr)	
Part I Period 1: Sept-Oct	Part II Period 2: Nov-Dec	Part III Period 3: Jan-March	Part IV Period 4: Apr-June
<p><i>Two mandatory courses:</i></p> <p><b>BUSN11 Strategic management (7.5 cr)</b></p> <p><i>and</i></p> <p><b>BUSN10 Corporate governance in theory and practice (7.5 cr)</b></p>	<p><i>Three of the following elective courses:</i></p> <p><b>BUSN17 Innovation management (5 cr)</b></p> <p><b>BUSO66 Performance measurement and management (5 cr)</b></p> <p><b>BUSO18 Re-imagining capitalism (5 cr)</b></p> <p><b>BUSO14 Global business and sustainability (5 cr)</b></p>	<p><i>Three mandatory courses:</i></p> <p><b>BUSO01 Strategic management and digitalisation (5 cr)</b></p> <p><i>and</i></p> <p><b>BUSO12 Strategic thinking and acting in a complex world (5 cr)</b></p> <p><i>and</i></p> <p><b>BUSN03 Research methods (5 cr)</b></p>	<p><i>One mandatory course:</i></p> <p><b>BUSN09 Degree project in strategic management (15 cr)</b></p>

The School's programme portfolio is continuously developed and sometimes changes to courses may occur after you have accepted your study seat. These changes are usually a result of student feedback, or research development. Changes can take the form of altered course content, teaching formats or assessment styles. Any such changes are intended to enhance the student learning experience. If the programme includes elective courses, students will in most cases be placed in the elective(s) of their choice, but there are no guaranteed places.

1 credit (cr) = 1 ECTS credit