



UNIVERSITY OF GOTHENBURG  
SCHOOL OF BUSINESS, ECONOMICS AND LAW

**Programme Syllabus  
for  
Master of Science in  
Management**

120 higher education credits

*Second Cycle*

*Established by the Faculty Board of the School of Business, Economics and Law, University of Gothenburg, on November 14, 2006, last revised on May 19, 2010.*

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Graduate School  
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## **1. Decision and Guidelines**

The study programme for the Master of Science in Management, 120 higher education credits, hec, (equals 120 ECTS credits), was established by the Faculty Board of the School of Business, Economics and Law on February 7, 2008 and last revised May 19, 2010. The programme syllabus applies as from autumn term of 2010.

## **2. General Objectives**

Second cycle education shall according to the Swedish Higher Education Act (HEA) build on knowledge that students acquire in first cycle education or corresponding knowledge (see Appendix 1, HEA, ch. 1:9) The general objectives for a Master (120 credits) are stated in Appendix 2, the Higher Education Ordinance (see Appendix 1).

## **3. Programme Specific Objectives (learning outcomes)**

After successfully completing the programme the student should be able to;

1. demonstrate knowledge and understanding of theories, research and practice of Management, including both broad knowledge in the field and substantial deeper knowledge of certain parts of the field, together with deeper insight in current research and practice
2. demonstrate knowledge and understanding of scientific approaches to knowledge and research methodologies in the field of management studies
3. demonstrate an ability to critically and systematically integrate knowledge and perspectives and to analyse, assess and deal with complex managerial problems, issues and situations
4. demonstrate an ability to critically, independently and creatively identify and formulate plans and, using appropriate methods, carry out tasks within specified time limits, so as to contribute to the development of knowledge and to evaluate this work
5. demonstrate an ability to clearly present and communicate strategies and change proposals in dialogue with different groups, orally and in writing, in international contexts
6. demonstrate an ability to assess social and ethical consequences of managerial decisions and demonstrate awareness of ethical aspects of research and management practice
7. demonstrate an ability to reflect on their own learning process and leadership roles and to identify their need for further knowledge and development.

## 4. Organisation

All Graduate School programmes are managed by the Dean of the Graduate School while the operational responsibility rests with the Director of Studies. Each Graduate School programme has a programme coordinator and an advisory programme committee responsible for programme and course content.

## 5. Programme Disposition and Content

This programme is directed to students who are interested in a career as a manager in their future working life. Upon completion of the programme students will be able to deal with complex management problems and understand the conditions of management in their specific field of expertise. They will also be able to reflect on their own role as a leader as well as demonstrate an ability to assess social and ethical consequences of managerial decisions. The Master of Science in Management provides an intellectually challenging learning environment with a wide range of courses, combining theoretical studies with practical realities. The Master of Science in Management curriculum has five components:

1. Key knowledge
2. Leadership
3. Tailoring your programme
4. Ethics and sustainability
5. Key skills

### *Key knowledge*

To achieve a leadership position in any organization, there are certain things you must know. The core courses provide you with an understanding of all the key areas of general management. They balance the theoretical elements that underpin the behaviour of individuals, firms, markets and economies, with many applied and practical aspects of the various business disciplines.

### *Leadership*

This cross-disciplinary part of the programme allows you to take stock of your personal leadership aspirations and capabilities, and focus on becoming an effective, inspirational and responsible leader. It comprises Management and Leadership, Human Resource Management and Preparing for Leadership.

### *Tailoring your programme*

The MSc in Management is designed to be tailored to your individual interests and goals. Our elective portfolio is continually updated to reflect developments in all areas of management thinking. The research project is a substantial piece of work that focuses your learning on an area of particular interest to you.

### *Ethics and sustainability*

Moral and ethical issues are key components of all courses. The Master of Science in Management also provides students with the opportunity to go deeper into the

moral and ethical concerns for leaders and businesses in today's society. This is done in the courses Consumption and Markets, Business Ethics and Sustainability and Preparing for leadership.

### **Key skills**

The Master of Science in Management is designed to maximise your personal and professional effectiveness across a range of capabilities necessary to be a successful leader. Our core courses put particular focus on developing communication skills, team working, writing skills, performance feedback and coaching.

*The disposition below applies to students admitted 2010 and onwards*

### **Year 1**

Autumn Term		Spring Term	
Period 1	Period 2	Period 3	Period 4
Management and leadership, 7.5 hec	Strategy and Organization, 7.5 hec	Corporate Governance and Financial Structure 7.5 hec	Elective courses, 7.5 hec
Science in Management, 7.5 hec	Consumption and Markets, 7.5 hec	Management Control Systems 7.5 hec	Elective courses, 7.5 hec e.g. Human Resource Management

### **Year 2**

Autumn Term		Spring Term	
Period 1	Period 2	Period 3	Period 4
Elective courses, 7.5 hec e.g. Change Management	Preparing for Leadership, 7.5 hec	Master Degree Project, 30 hec	
Elective courses, 7.5 hec e.g. Business Ethics and Sustainability	Research Methods in Management, 7.5 hec		

The electives are tentative depending upon faculty changes and number of registered students and may vary from year to year.

The programme covers four academic terms of full-time study (120 higher education credits) including three terms of courses (90 higher education credits) and one term of Master Degree Project 30 higher education credits (thesis writing). The programme comprises core courses, including methods, elective courses and Master Degree Project (thesis writing). Core courses are programme specific and include courses in methods with the emphasis on quantitative and qualitative analysis. Elective courses from other Master programmes, or in special cases, and only after permission granted by the Graduate School, second cycle courses at other universities may be an option.

Each term is divided into two periods, and each course is 7.5 higher education credits, except where noted.

Only students with very good study results at the Graduate School, excellent English language proficiency and a clear purpose for their exchange period will be permitted to study as exchange students at our partner universities.

## **Core courses**

### **Management and Leadership**

This advanced course in management and leadership is based on empirical research on how management takes place in practice and the characteristics of successful organizing. The course provides an understanding of how modern organizations operate and provides students with the opportunity to apply knowledge and experience achieved in previous courses in Business Administration and Management. The purpose of the course is to develop valuable skills such as ability to collect, analyse and evaluate different kinds of information, ability to convince and motivate people, and to manage different problem areas related to the practice of management and leadership.

### **Science in Management**

Management is a field of knowledge with a long history including a wide range of perspectives. This advanced course provides a starting point for the Masters of Science in Management. The purpose of the course is to provide an understanding of the historical development of research in the field of management and its scientific and philosophical underpinnings. After completing the course students will be able to understand the different scientific and philosophical assumptions in the field of management as well as analyse, identify and account for the broad range of methodological and scientific perspectives in management research.

### **Strategy and Organization**

This advanced course in Strategy and Organization is concerned with how organizations meet and manage significant threats and challenges in their environment. The purpose of this course is to develop an intellectual understanding of the processes leading to strategic renewal as well as to apply this understanding to real current problems. The ambition is to prepare students to take part in business development and strategic work as experts and for them to be prepared, in later stages of their careers, to lead such processes. After completing the course the students will be able to understand how companies work with strategic processes, apply this understanding to real cases and communicate analyses and recommendations to a qualified audience.

### **Consumption and Markets**

This course is concerned with how markets are constructed and the role of consumption in society. The course takes as a starting point that markets, as well as consumption is socially constructed and analyses the impact of branding, advertising and marketing practices in relation to consumer lifestyles, culture, attitudes and

consumption patterns. The purpose of the course is to provide a broad theoretical and methodological basis for corporate strategies and marketing policies. After completing the course students will be able to understand how markets and consumption patterns are constructed and be able to collect relevant data for the development of sustainable marketing policies.

### **Corporate governance and financial structure**

This course is concerned with the relationship between the way corporations are governed and the design of strategies and policies. This includes questions regarding principal/agent relationships, remuneration/bonus systems, the development of financial policies and changes in the system of corporate governance. The purpose of the course is to develop an understanding of the relationship between corporate governance, financial policies and corporate strategies and apply this understanding to real life cases and situations. After completing the course the student will be able to understand the ethical, strategic and practical consequences of different governance and control systems, independently analyse real life situations concerning ownership and other stakeholder relationships and be able to evaluate recommendations on how to choose between different governance/control systems.

### **Management control systems**

This course covers different perspectives on management control. The course is divided into sections, where the first considers the link between the organizational design and different forms of control. Both behavioral and practical consequences of different control forms are discussed. Students further learn how to deal with a variety of challenges regarding results control. In addition, students are trained in the procedural connection between profitability, financing and growth, related to different types of risk. Analytical skills are acquired by solving theoretical and practical assignments. Oral and written communication skills, as well as training in information search are acquired through written group assignments, which are presented and discussed orally. Presentations by practitioners increases students' understanding of the issues management accountants and controllers are facing in business organizations in practice.

### **Preparing for leadership**

This course takes as a starting point the understanding of management and leadership developed in previous courses and aims at preparing students for their future career as managers. The purpose is to develop an understanding of the ethical and moral responsibility of leaders in society and based on insights in the philosophy of ethics and knowledge about ethical dilemmas and their possible solutions in different local and global managerial contexts and situations. After completing the course students will be able to understand the role of leaders in business and society from an ethical and moral perspective and develop their personal perspective on management and leadership as a preparation for their future career as managers.

### **Research Methods in Management Studies**

This advanced course in Research Methodology and management studies aim at providing students with an in-depth understanding of the various methodological

approaches to the study of management. The course provides a deep insight into various scientific and methodological approaches as well as practical training in the design and implementation of research projects. This includes data collection methods, sampling techniques, survey design, interview techniques, observation methods, analysis, interpretation and how to write scientific reports. After completion of the course students will be able to identify a relevant methodological approach in relation to a research problem as well as to develop an appropriate research design applied to real life problems.

### **Electives**

Human Resource Management, 7.5 higher education credits

Change Management, 7.5 higher education credits

Project Management, 7.5 higher education credits

Business Ethics and Sustainability, 7.5 higher education credits

See also additional courses from other GS programmes.

## **6. Tuition and Examination**

The language of instruction is English. Courses will include lectures, seminars and case studies. The students will also work together in small groups, according to educational principles such as problem-based learning, experiential learning and action learning. Group reports will be assessed and graded individually, as will individual term papers and individually written exams.

The courses will be examined separately. Each course is graded with Pass with Distinction (väl godkänd, VG), Pass (godkänd, G) or Fail (underkänd, U). Grades are translated with a set model where the grades correspond to the following intervals according to EGIS (ECTS Grade Interpretation Scheme):

Pass with Distinction (väl godkänd, VG)	A-B
Pass (godkänd, G)	C-E
Fail (underkänd, U)	FX-F

The Graduate School is obliged to offer the exam at least five times during the course of each two year period. Students who have made five unsuccessful attempts to pass an exam have lost the possibility of obtaining the Master of Science Degree.

## 7. Admission Requirements and Selection Process

### General Admission Requirements

The applicant must hold the minimum of a Bachelors degree<sup>1</sup> (i.e. the equivalent of 180 ECTS credits) at an accredited university. The university has to be listed in the latest edition of the International Handbook of Universities<sup>2</sup> (please note, all credits need to be from an accredited university). The applicant's university education must include a minimum of 90 ECTS credits in a major subject and a thesis, term paper or equivalent proof of proficiency in academic writing, a minimum of 15 ECTS credits in Statistics as well as the programme specific entrance requirements, or equal qualification as assessed by the Graduate School. Furthermore, a valid GMAT (Graduate Management Admission Test) score is required.

### English Proficiency Requirements

The applicant must prove English proficiency by one of the following:

- TOEFL IBT (internet based)
- TOEFL (computer based)
- TOEFL (paper based)
- IELTS

For information about required test results, please see admission information on Graduate School's webpage: [www.handels.gu.se/gs](http://www.handels.gu.se/gs)

This requirement does not apply to students with a Bachelors Degree, based upon at least 3 years of full-time studies, from an education with English as the only language of instruction (with the exception of applicants with a Bachelors Degree from Pakistan and Bangladesh), or to students having passed English level B at the Swedish Upper Secondary School.

### Programme Specific Entrance Requirements

The applicant's university education must include one of the following subject areas (a minimum of 60 ECTS credits): Business Administration, Human Resource Management or Labour Relations, or a minimum of 60 ECTS credits in total in a combination of Business Administration, Human Resource Management and Labour Relations.

The admission requirements listed above apply for admission to the programme. For continued studies within the programme individual courses might have specific requirements, as provided in each course outline.

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<sup>1</sup> The equivalent to a Swedish Bachelors Degree depends on 1) Length of education 2) grade/division/class of your total degree.

<sup>2</sup> <http://www.unesco.org/iau/onlinedatabases/list.html>



### Selection Process

The selection process is based on the applicant's GMAT score.

Should the situation arise that a group ties due to equal qualifications, selection is made according to the applicant's first choice of programme. If this process does not resolve the tie, a final selection is made by ballot.

### **8. Degree Certificate and Degree Title**

Upon completion (receiving a minimum grade of Pass) of all the courses and the degree project, and fulfilment of the requirements given above, students will receive a Master of Science (120 credits) with a major in Management.

### **9. Programme Evaluation**

All courses in the programme will be anonymously evaluated by the students upon completion. The results of the evaluation will be communicated to the students and will function as a guide for the development of the course and of the programme.