

Roskilde University

**Cand.merc./MSc in  
Business  
Administration  
and Leadership**

Master's Programme



# Business Administration and Leadership

**Do you want to help build the successful and sustainable businesses of the future? At the Master's programme in Business Administration and Leadership, we teach you to lay the foundations for good company leadership.**

All modern companies must navigate in an increasingly complex field: They must be both innovative, sustainable, ethically sound and employee friendly, all the while thriving as a business. If you want to contribute to tackling these challenges and make a difference for businesses of the future, a Master in Business Administration and Leadership (cand.merc.) is the right education for you.

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## Our profile

### Problem-based project learning

As all academic programmes at Roskilde University, this Master's programme is based on the principle of problem-based project learning. This means that half of the programme's credits (ECTS-points) are gained from project work, where you will acquire skills that are essential to your future work life. Through the projects, you will learn to identify a research problem and work with it, apply theories, assess methods and analytical approaches, lead project and change processes, and present your findings to others.

You will write the project in collaboration with a small team of fellow students, often working together with a real business or organisation to tackle their chosen challenge. Together with the company or organisation, you and your team will discuss and arrange, how your findings should be used. This study form allows you to apply theories and methods to real-world challenges, thus preparing you for future jobs.

This study form allows you to shape your own profile both through a broad selection of optional courses and through the project work. Regardless of your choices, we expect you to engage in your studies and take advantage of your possibilities to create your own academic profile.

Additionally, it is possible to spend a semester doing an international exchange or an internship in a company or organisation. An internship is an opportunity to combine education with real business experience and expand your academic network while studying.

## Study environment

You will join an international study environment, with both students and faculty from all over the world. If you join us from abroad, you will get to know many Danish students through courses taught jointly (in English) between the international and Danish business programme.

You will meet an academic staff with a wide variety of backgrounds and a research focus in leadership and organising, service innovation, ethics, CSR and sustainability and tourism. You will work closely with the researchers through lectures, seminars, and supervisor meetings, where small groups work together on real-life problems.

Through the programme, you will meet different companies and work with their challenges, both through projects, field trips and panel debates with external experts and leaders.

The learning environment at Roskilde University requires you to lead and motivate yourself, and most importantly, to cooperate with others. The close teamwork ensures the foundation for a strong academic network, and the programme provides rich opportunities to organise and attend both academic and social events. Regardless of your background, you will be challenged to broaden your perspective and learn new skills.

# Study programme

1 <sup>st</sup> year		2 <sup>nd</sup> year	
1 <sup>st</sup> SEMESTER	2 <sup>nd</sup> SEMESTER	3 <sup>rd</sup> SEMESTER	4 <sup>th</sup> SEMESTER
<b>Leadership</b> [Course] 10 ECTS	<b>Advanced Organisation and Change</b> [Course] 10 ECTS	<b>Elective courses à 5 ECTS</b> 15 ECTS	<b>Speciale</b> 30 ECTS
<b>Innovation Management</b> [Course] 10 ECTS	<b>Advanced Methodology</b> [Course] 5 ECTS	<b>Project/internship</b>  <b>Project C: Project with Product</b> 15 ECTS	
<b>A</b> <b>1 project</b> à 10 ECTS or <b>B</b> <b>2 courses</b> à 5 ECTS	<b>Project B: Project with Knowledge Transfer</b> 15 ECTS  or  <b>Project-oriented internship</b> 15 ECTS	or  <b>Project-oriented internship</b> 15 ECTS	

! Note, that this is an example of a recommended course of study. Individual students' courses, projects, internships and accredited study abroad may vary in relation to the above. You can see the range of courses currently offered by Roskilde University at [study.ruc.dk](http://study.ruc.dk).

## 1<sup>st</sup> SEMESTER

The first semester focuses on leadership and innovation management. In the leadership course, you study leadership theories and analysis of leadership processes under complex, changing conditions. In your team, you prepare a synopsis of a specific leadership situation. The innovation management course is process oriented. You work with innovation processes, where they occur, how and for whom they become value creating and what the management role is. In addition, you must either write a project or follow two courses. The project is empirically facilitated and supports the study environment. This is the recommended course of study.

## 2<sup>nd</sup> SEMESTER

The second semester focuses on organising and change, such as sustainable change and technological change. You will gain knowledge of various theoretical perspectives on implementation and change management, both within a company and in between companies in networks. Besides a methods course, the semester mainly consists of a large project. In the project, your team will analyse a self-selected topic, which results in clear and concise information relevant to leadership. Additionally, you must convey your findings in an accessible manner. If you start in the spring, the plan for the semester might differ – though the content stays the same.

## 3<sup>rd</sup> SEMESTER

On your third semester you enhance your profile through optional courses. This semester, your semester project will include a product. The product can be an action plan for organizational, leadership or employee competency development, a business plan, a prototype, a project, communication or involvement plan or similar. In other words, based on knowledge from your project, you need to transform your knowledge by creating a product relevant to a real business. The project on your second or third semester can be replaced by an internship. If you start in the spring semester, the plan for the semester might differ – though the content stays the same.

## 4<sup>th</sup> SEMESTER

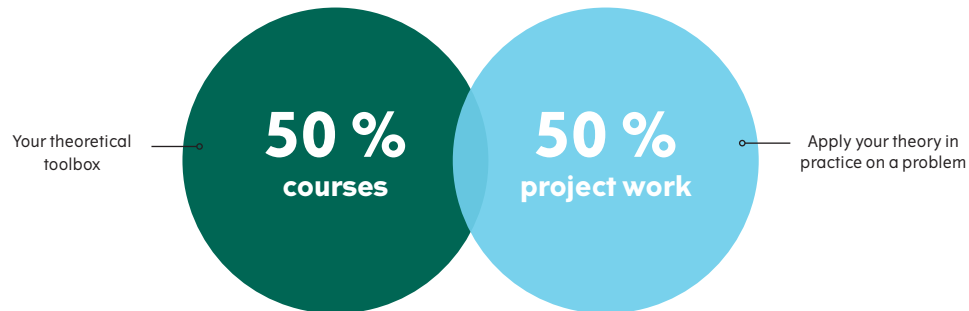
The fourth semester consist of your master thesis. You are allowed to write your thesis in a team of up to four people – or you can write it alone. The thesis gives the opportunity to dive deeply into a real-world challenge within business administration and leadership, to delve into theories or to try interesting methods. There will be many opportunities to work together with a company or organisation. The thesis will be supervised, and the process also includes workshops.

# Form of study

Through your education, you get the opportunity to create your own individual education profile and your own independent specialization in accordance with the idea of the problem-oriented, interdisciplinary and project-oriented teaching method at Roskilde University.

## The study form is a combination of

- Problem-oriented project group work
- Courses that are organized as teaching in small groups or lectures, where the focus is on theories, methods, and problems in an interaction between teacher and student



The project work and guidance are prioritized at Roskilde University. We also prioritize that you gain experience with the production and processing of empirical data as well as the practical application of theories and methods.

All master's programmes offer project-oriented internships and / or studies at other universities at home and abroad with credit transfer.

# Examples of student projects include

- Dentsu - working from home
- AI implementation in organizational development
- Knowledge transfer Total Aviation
- DHL Leadership
- After being called out for greenwashing: How to become a green (textile) company?
- Business development, strategy, and supply chain management: Insourcing vs outsourcing
- How does blockchain technology improve leadership and activities within businesses?
- Social Media Marketing

# Career opportunities

As a graduate in Business Administration and Leadership you have a wide range of job opportunities in areas like organisational and leadership development, HRM, innovation, change management, CSR, business analysis, project management, finance, accounting, marketing, communication, and business consulting. You can find work at the management levels of both private and public companies, in analytical institutions documenting business developments, and in public authorities regulating business and enterprise issues. The programme also qualifies you to enter a PhD-programme.

Examples of employment include:

- Global Head of Human Resources at Apax, working with recruitment strategies
- Director of Talent Management at GN Group, working with HR
- CEO of Rejsekortet, developing the Copenhagen travel card
- Supply Chain Partner, Novo Nordisk, managing manufacturing processes
- Partner at PriceWaterhouseCoopers (PWC), developing consulting services
- Communications consultant at Mastercard, working with stakeholder communication

# Double master's degree in Business Administration

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As a student in Business Administration and Leadership at Roskilde University, you can choose to follow the study programme for a double master's degree in Business Administration within a Danish-German perspective.

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The double master's degree in Business Administration is a 2 year programme offered in a collaboration between Roskilde University and Christian Albrechts Universität zu Kiel.

This study programme provides a unique opportunity to study the field of international business administration within the framework of Danish-German collaboration in the Fehmarn Region and beyond.

As a student in this programme you will study in both Denmark (at Roskilde University) and in Germany (at Christian Albrechts Universität zu Kiel), and you will work in projects with students from both partner universities. This gives you an opportunity to develop cross-border problem solving skills and an international career profile within the field of business administration.

Language: Your studies at Christian Albrechts Universität zu Kiel will be in English, just like your studies in Business Administration and Leadership at Roskilde University..

When you complete this study programme you will be awarded master's degrees from both universities, i.e., Roskilde University and Christian Albrechts Universität zu Kiel.

More info about this study programme:

[ruc.dk/en/master/business-administration-and-leadership](https://ruc.dk/en/master/business-administration-and-leadership)



# You should study Business Administration and Leadership, if:

You want a business education  
strong in both theory and  
practice

You want to study business in  
an international environment

You want to build your own  
academic profile during  
your studies

## Further information



You can find admission requirements, application deadlines and other information about Business Administration and Leadership at Roskilde University here:

**[ruc.dk/kandidat/business-administration-and-leadership](https://ruc.dk/kandidat/business-administration-and-leadership)**

Contact us if you have questions about Business Administration and Leadership

RUC Study & Career Guidance

E-mail: **[vejledning@ruc.dk](mailto:vejledning@ruc.dk)**

Telephone hours:

Monday - Friday 10.00 - 11.30

Telephone number: (+45) 4674 2424

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