

Deliverable 2.1

Master program/concentration in “Sustainable Development and Management”

WP2- Development of *a new program/concentration*

Master Studies in Sustainable Development and Management

MASUDEM

Project 101082797

Call: Erasmus-EDU-2022-CBHE



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Program overview

Courses for programs/concentrations were developed as part of the Master Studies in Sustainable Development and Management (MASUDEM) project. The MASUDEM project represents a strategic alliance between ten universities from Europe and Southeast Asia, designed to foster sustainable development through the establishment of a Master's programs/concentrations in Sustainable Development and Management. This initiative is geared towards addressing the educational needs of both regions by enhancing academic and administrative capacities, promoting sustainable economic practices, and fostering international cooperation. Participating universities bring their unique strengths and perspectives to the program, enriching the curriculum with diverse expertise in sustainability, economics, and management. This collaborative approach not only aims to improve educational outcomes but also to empower students to become leaders in sustainability, equipped to address global and regional challenges.

This project encompasses contributions from **10 universities in Europe and Southeast Asia**, each offering own expertise and educational programs in the field of sustainability. The University of Economics in Bratislava, Slovakia, is a contributor with its deep focus on Central and Eastern European economies and leads impactful international projects that enrich sustainable development curricula. Universidad Pablo de Olavide in Spain is renowned for its innovative research capabilities to develop and enrich programs that integrate global sustainability perspectives, fostering extensive international collaborations that enhance educational breadth. Eötvös Loránd University in Hungary, being the nation's largest and oldest university, plays a pivotal role by incorporating a diverse array of academic programs that cater to a substantial international student body, thus broadening the scope of sustainable practices across disciplines. Mendel University in Brno, Czech Republic, contributes with its extensive range of programs, particularly in business and economics, emphasizing sustainability. This focus helps in molding future leaders who are well-versed in sustainable practices within corporate and economic spheres.

In Southeast Asia, the consortium includes the National Institute of Development Administration (NIDA) in Thailand, which advances regional and national development through specialized management courses and global partnerships. Srinakharinwirot University has evolved from a teacher training school to a comprehensive institution offering degrees in economics. Naresuan University aims to foster regional growth and sustainability through its diverse educational programs. In Indonesia, Universitas Trisakti is recognized for its focus on economics and business, emphasizing sustainability, while Universitas Gadjah Mada stands out with its MBA program that integrates sustainability management to prepare leaders for the global business environment. Each institution contributes to the project by focusing on various aspects of sustainability and development in their curricula and research initiatives. Importantly, the program uniquely brings together the principles of sustainable development with strong management practice to equip graduates to address real and pressing global problems with insight and innovation. Additionally, the program is fundamentally designed to further sustainable development by incorporating feedback from leading academic and practitioners. This means that the programs/concentrations in partner HEIs are informed in collaboration with the leading professors and organizations in sustainable development in the contexts of Thailand and Indonesia meaning that the content and agenda presented will therefore be not only truly comprehensive but deeply informed by the regional challenges and opportunities.

When developing this program, the features and capabilities of existing master's programs at higher education institutions in partner countries were taken into account. The selection of courses for



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the programs/concentrations was based on the contemporary needs of Indonesia and Thailand in the area of sustainable development of the business sector and the economy as a whole. Existing achievements in education aimed at training modern specialists in sustainable development management were also considered. To define the main tasks of the program and select courses, an analysis of the top 10 universities in the world and the European Union according to the QS World University Rankings 2023 in the category of "Social Sciences & Management" was conducted.

A detailed description of the HEI programs/concentrations of partner countries from Indonesia and Thailand is presented in *Annexes 1-6*. The table shows the general characteristics of the programs/concentrations indicating the specifics and features in the context of individual universities.

General characteristics of developed master programs/concentrations

Characteristic	Description
<i>Specialty</i>	Management
<i>Focus of the program</i>	The program focuses on integrating sustainable development principles with effective management strategies. This includes a comprehensive exploration of economic policies, environmental impacts, and leadership techniques necessary for fostering sustainable practices within organizations. The program emphasizes the application of innovative technologies and strategic decision-making to promote environmental stewardship, social responsibility, and economic viability in a variety of professional settings.
<i>Primary goal</i>	The program aims at equipping students with the knowledge and skills necessary to lead and implement sustainable practices in various organizational settings. This program aims to develop leaders who can effectively integrate economic, environmental, and social principles to drive innovation and achieve sustainability goals, preparing them to address global challenges and make impactful decisions in a world increasingly focused on sustainable development.
<i>Main objectives</i>	<ul style="list-style-type: none"> - to provide a deep understanding of the key concepts and principles of sustainable development and environmental economics, includes mastering theories and practices that drive policy-making and economic strategies to promote sustainability; - to develop leadership skills necessary for managing sustainable projects and initiatives. Students will learn how to lead teams, influence decision-making processes, and implement effective management practices that align with sustainable development goals; - to equip students with the tools and techniques for effective environmental impact assessment and management. This involves training in methodologies to evaluate and mitigate the environmental impacts of organizational activities and projects; - to foster proficiency in innovative technologies and strategies for sustainability. The program aims to enhance students' capabilities in applying modern technologies and innovative approaches to solve sustainability challenges;





	<ul style="list-style-type: none"> - to prepare students for ethical investment and reporting on environmental, social, and governance (ESG) criteria. This includes understanding and implementing ESG investment strategies and sustainability reporting standards; - to enhance research and analytical skills related to sustainable development issues. Students will gain the ability to conduct rigorous research, analyze data, and contribute to academic and professional discussions on sustainability; - to improve interpersonal and transferable skills, including communication, teamwork, and problem-solving. These skills are essential for successful collaboration in diverse and multi-disciplinary environments, enabling graduates to effectively advocate for and implement sustainable practices.
Theoretical Content of the Subject Area	<ul style="list-style-type: none"> - paradigms, laws, regularities, principles, historical prerequisites of management development; - concepts of systemic, situational, adaptive, anticipatory, crisis management, innovative, project management, etc.; - functions, methods, technologies, and management decisions in management.
Methods, Techniques, and Technologies	<ul style="list-style-type: none"> - general scientific and specific research methods (calculative-analytical, economic-statistical, economic-mathematical, expert evaluation, factological, sociological, documentary, balancing, etc.); - methods of implementing management functions in sustainable development (methods of marketing research; methods of economic diagnostics; forecasting and planning methods; methods for designing organizational management structures; motivation methods; control methods; methods of evaluating social, organizational, and economic efficiency in management, etc.); - management methods (administrative, economic, socio-psychological, technological); - technologies for substantiating management decisions (economic analysis, simulation modeling, etc.).

Features of programs/concentrations

HEI	Program/concentration	Duration of program	International opportunity	Language of teaching
Universitas Gadjah Mada, Yogyakarta, Indonesia	Master of Business Administration/Sustainability Management [New concentration]	3-4 semesters	Opportunity for students to join study programs abroad at partner institutions, participate in exchange programs with 42 partner institutions around the world, covering ASEAN, Asia, Australia, Europe,	Dual languages Bahasa Indonesia and English





			the Scandinavian countries.	
Universitas Trisakti, Jakarta, Indonesia	Master of Management/ Sustainability Management [New Concentration]	4 semesters	Opportunity for students to participate in international educational programs at partner institutions, participate in project-based learning programs, and internships in international organizations.	Dual languages Bahasa Indonesia and English.
Universitas Islam Indonesia Yogyakarta, Indonesia	Master of Management/ Sustainability Management [New Concentration]	3-4 semesters	Opportunity for students to participate in an international study program with Universiti Science Islam Malaysia (USIM) and UiTM (University of Technology Mara (Malaysia)).	Bahasa Indonesia
Naresuan University, Phitsanulok, Thailand	Sustainability in Logistics and Digital Supply Chain/Sustainability and Development [New Concentration]	4 semesters	Not provided by this program.	Dual languages Thai and English.
National Institute of Development Administration (NIDA), Bangkok, Thailand	Sustainable Development and Management [Update of Existed Concentration]	3 semesters	Opportunity for students to participate in the Erasmus+ KA 171 program with Universidad Pablo de Olavide, Seville, Spain. This collaboration is a logical continuation of	English





			the MASUDEM project.	
Srinakharinwirot University, Bangkok, Thailand	Master of Economics Program (International program)/ Development and Sustainability [Existed Concentration]	4 semesters	Opportunity for students to participate in the Erasmus+ KA 171 program with Universidad Pablo de Olavide, Seville, Spain. This collaboration is a logical continuation of the MASUDEM project.	English



Curriculum Details

The courses that have been developed for the programs/concentrations introduced within the MASUDEM project are designed to blend theoretical foundations with practical application, ensuring that students are well-prepared to lead sustainability initiatives across various sectors. **Thirteen courses aimed at deepening the understanding of the characteristics and objectives of sustainable development, as well as the specifics of management processes in this context, research methods, economics and policy and also a course focusing on the improvement of student services** have been developed by the participants of the MASUDEM project consortium.

Developed Courses

1. Development Economics and Policy. The course will provide students with researching the economic, social, and political frameworks in developing nations involves examining various concepts and indicators of economic development. It provides a rigorous introduction to core microeconomic and macroeconomic issues in economic development, focusing on both key theoretical contributions and empirical applications to understand both why some countries are performing well and some not, and on how markets function differently in developed, developing and emerging economies. Topics include economic growth, convergence, human capital (education and health); labor markets; credit markets; land markets; technological progress, foreign direct investment, income inequalities and poverty, and the role of the public sector and institution. Modern theories of economic development encompass diverse approaches that focus on balanced and unbalanced growth, including the Lewis Theory and Models, Harrod-Domar, Mahalanobis, Structural and Dependency Theory planning, and comparisons of pricing systems. Additionally, alternative economic perspectives like Buddhist economics, green economics, sufficiency economy, and sustainable development offer valuable insights into sustainable and responsible economic practices.

2. Environmental Economics and Policy. The course aims to explore the economic aspects of environmental issues. The course covers a range of topics including the fundamental concepts of environmental economics, market failures related to the environment such as externalities and public goods, economic valuation of environmental resources, and the economics of non-renewable and renewable resources. It also addresses policy-making in environmental economics, focusing on cost-benefit analysis, environmental policy instruments, and international environmental agreements. Students will learn to apply economic principles to environmental issues, analyze environmental policies, and evaluate the economic effectiveness of various environmental regulations. They will develop skills in assessing the trade-offs involved in environmental decision-making and propose economically viable solutions to environmental problems.

3. Behavioral Economics for Sustainability. The course offers an in-depth exploration into how behavioral economics principles can influence sustainable development practices. The course content includes a look at the evolution of behavioral economics, highlighting key concepts such as heuristics and biases, and explores the dual-process theory. A significant focus will be on how these theories can be practically applied to design and implement effective policies that lead to sustainable economic and social behaviors. Students will understand the critical role of human behavior in economic theory and practice, particularly in the context of sustainability. They will learn to design interventions that align with human psychology to effectively encourage societal shifts towards more sustainable practices.



4. Technology and Innovation Management for Sustainability. The course is designed to provide students with an understanding of how technology and innovation drive sustainable development. It focuses on integrating technological advancements into sustainable business practices and examines the role of innovative technologies in promoting environmental sustainability. The course covers a wide range of topics including business operations, the evolution of industry, digital transformation, and the impacts of technology on sustainability. It also discusses the design and development of sustainable products and services, emphasizing the application of emerging technologies such as big data analytics, artificial intelligence, and the Internet of Things (IoT) to enhance sustainability performance. Students will be able to understand and apply technological solutions to sustainability challenges, assess the sustainability performance of technologies, and innovate within various sectors to support sustainable development. They will gain skills in analyzing how technology can be leveraged to create sustainable and efficient business models, with a strong focus on ethical and sustainable decision-making.

5. Sustainable Leadership. The course aims to equip students with an understanding of leadership within the context of sustainability. It focuses on developing leadership skills that promote economic, social, and environmental sustainability within organizations. The course content covers topics including the fundamental principles of leadership, its role in promoting sustainability, and the integration of Environmental, Social, and Governance (ESG) principles into business strategies. Students will develop the ability to understand and apply leadership theories in the context of sustainability, strategize and implement ESG principles effectively within organizations, lead ethically and responsibly, promoting sustainable business practices that consider environmental impact and social responsibility, engage with stakeholders to foster a culture of sustainability and accountability.

6. ESG Investment and Reporting. This course aims to provide students with understanding of Environmental, Social, and Governance (ESG) principles in investment and reporting. Topics include the fundamental principles and the importance of ESG in sustainable development, ESG integration in investment analysis, the role of ESG data and metrics, sustainable finance, impact investing, and detailed aspects of ESG reporting and communication. Students will be able to develop strategies for integrating ESG considerations into business and investment practices, assess and report on ESG performance.

7. CSR and Sustainable Development. The course is designed to deepen students' understanding of Corporate Social Responsibility (CSR) in the context of sustainable development. It focuses on the integration of CSR into business strategies and its alignment with Sustainable Development Goals, aiming to enhance corporate impact on societal and environmental well-being. Key topics include national and international CSR regulations, ethical considerations in CSR practices, the economic, social, and environmental impacts of CSR, the planning, implementation, and evaluation of CSR projects, as well as emerging trends and innovations that influence CSR practices globally.

Students will be able to analyze CSR's role in sustainable development, develop CSR strategies that align with SDGs, and assess the impact of these initiatives.

8. Project Management for Sustainable Organizations. The course grounded in the principles of the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK), yet tailored to emphasize sustainability. Special attention is given to integrating sustainable practices at every stage of the project lifecycle. The course is structured to foster understanding of the core project management processes and knowledge areas, with a continuous thread of sustainability considerations woven throughout. Students will be able to manage resources, ensuring that projects are executed within budget, scope, and timelines while minimizing environmental impacts. They will learn strategies for



engaging stakeholders at all levels, ensuring that the needs and expectations of all parties are met, particularly in terms of project sustainability goals.

9. Environmental Impact Assessment. The course aims to provide students with the skills and knowledge required to conduct Environmental Impact Assessments (EIA). It focuses on assessing the potential environmental effects of projects and developments, ensuring they are considered in decision-making processes to promote sustainable development. The course introduces the principles and practices of environmental management, emphasizing the integration of environmental considerations into project planning and decision-making. Key topics include the fundamentals of EIA, the steps involved in conducting an EIA (from screening and scoping to reporting and monitoring), legal frameworks, and the application of EIA in various sectors through case studies. The course also covers advanced methodologies in impact prediction and assessment, as well as strategies for effective mitigation and management of identified impacts. Students will learn to conduct EIAs, including identifying potential environmental impacts, evaluating their significance, and proposing mitigation strategies.

10. Research Methods in Sustainable Development. The course aims to equip students with the skills necessary to design, execute, and evaluate research projects that address complex sustainability challenges, using both qualitative and quantitative approaches. The content of course includes introduction to research paradigms and scientific thinking, exploration of qualitative, quantitative, and mixed methods research, data collection techniques and analysis, including the use of software and statistical tools, practical application of research methods through case studies and real-world scenarios, development and testing of hypotheses within sustainability studies, ethical issues and considerations in conducting sustainable development research. Students will gain proficiency in designing research studies, applying appropriate methodologies to collect, analyze, and interpret data, critically evaluating research findings and their implications for sustainable development, navigating ethical challenges in research, ensuring integrity and respect for subjects and environments.

11. Information technologies for sustainable development. The course focuses on how various technologies can be utilized to address global challenges such as poverty, climate change, and inequity. Topics include fundamentals of ICT and their application in sustainable development, impact of emerging technologies like mobile computing, cloud computing, and artificial intelligence on societal and economic growth, practical insights into ICT projects that contribute to sustainability, with case studies from global initiatives, challenges in deploying ICT for sustainability, including addressing the digital divide, ethical considerations, and environmental impacts of technology. Students will be equipped to understand the strategic role of ICT in supporting sustainable development, analyze and implement ICT solutions that address specific sustainability challenges, evaluate the effectiveness and broader implications of technology-driven projects on sustainable development, navigate and manage the complexities and ethical dilemmas that arise in the use of technology for social good.

12. Transferable and Soft Skills Course. The course is designed to enhance students' soft and transferable skills, essential for academic success and future career opportunities. It focuses on developing competencies that are crucial in personal and professional environments, such as communication, problem-solving, teamwork, and adaptability. The course covers a range of topics critical to developing effective interpersonal and organizational skills of introduction to Soft and Transferable Skills, understanding the importance and application of soft skills in various contexts, development of communication skills, techniques for improving oral and written communication, teamwork and collaboration, problem-solving and critical thinking. Through this course, students can enhance their communication skills. They will also become adept at working within teams, effectively handling



relationships and conflicts. Moreover, students will deepen their understanding of professional ethics and the importance of maintaining ethical standards in all endeavors.

13. Student Services Course. The course aims to equip participants with the skills and knowledge necessary to develop, manage, and evaluate services that support student success and wellbeing. It covers the design and implementation of effective mentor systems, development of student support services, and the evaluation of these systems to ensure they meet students' needs. Key topics include the methodology of creating mentor systems, guidelines for effective mentoring, supportive interventions to prevent student dropout, and adapting student services to the 21st-century educational landscape. Practical aspects of the course involve training on handling various student needs, creating inclusive support systems, and utilizing feedback to improve services. Students will gain a comprehensive skill set to effectively design and roll out student services and mentoring initiatives. They'll become adept at applying established and innovative best practices rooted in contemporary educational theories. The course also prepares participants to craft personalized support strategies that address the varied needs of students, fostering an educational environment that champions both academic achievements and personal growth.

Syllabi, course outlines, and study texts developed for each course are available in **the open access format on the website of the project (www.masudem.org)**. Higher Education Institutions from partner countries independently selected courses and determined their status as either mandatory or elective. To fit the profile of their programs and concentrations At this stage, the following developed courses have been included in their programs:

Developed Courses included in programs/concentrations

HEI	Course
Universitas Gadjah Mada, Yogyakarta, Indonesia	Research Methods in Sustainable Development
	Student Services Course
	Sustainability Leadership
	Environmental Impact Assessment
	Technology and Innovation Management for Sustainability
Universitas Trisakti, Jakarta, Indonesia	Research Methods in Sustainable Development
	Student Services Course
	Project Management for Sustainable Organization
	CSR and Sustainable Development
	Behavioral Economics and Policy
Universitas Islam Indonesia Yogyakarta, Indonesia	Research Methods in Sustainable Development
	Student Services Course
	CSR and Sustainable Development



	Sustainability Leadership
	Information technologies for sustainable development
Naresuan University, Phitsanulok, Thailand	Research Methods in Sustainable Development
	Student Services Course
	Technology and Innovation Management for Sustainability
	ESG Investment and Reporting
	Project Management for Sustainable Organization
National Institute of Development Administration (NIDA), Bangkok, Thailand	Research Methods in Sustainable Development
	Student Services Course
	Environmental Economic and Policy
	ESG Investing and Reporting
	Technology and Innovation Management for Sustainability
Srinakharinwirot University, Bangkok, Thailand	Research Methods in Sustainable Development
	Transferable and Soft Skills Course
	Development Economics and Policy
	Behavioral Economics and Policy
	Environmental Economics and Policy

The implementation of the developed courses will be carried out through **lectures, seminars and practical components**. The program's lectures are designed to deliver foundational knowledge and cutting-edge developments in the field of sustainable development. Leading academics and industry experts frequently contribute, bringing diverse perspectives and real-time relevance to the coursework. Seminars offer a more interactive learning environment where students can engage deeply with topics, participate in discussions, and develop critical thinking skills. These sessions are often led by guest speakers and include case studies, group discussions, and student presentations. As practical components HEIs can propose workshops - hands-on sessions where students apply concepts from coursework to real-world scenarios, using simulation tools and collaborative projects. Field Trips and Case Studies - opportunities to analyze and engage with real-world sustainability challenges and initiatives, often in collaboration with external organizations.

Final Assignment

The logical result of completion and Final Assignment for obtaining a master's degree is a master's thesis or independent study, which is provided for in the programs of all HEIs of partner countries.

HEI	Final Assignment
Universitas Gadjah Mada, Yogyakarta, Indonesia	master's thesis



Universitas Trisakti, Jakarta, Indonesia	master's thesis
Universitas Islam Indonesia Yogyakarta, Indonesia	master's thesis
Naresuan University, Phitsanulok, Thailand	master's thesis or independent study
National Institute of Development Administration (NIDA), Bangkok, Thailand	master's thesis or independent study
Srinakharinwirot University, Bangkok, Thailand	master's thesis or independent study

The primary purpose of writing a master's thesis and independent study is to provide students with the opportunity to synthesize and integrate knowledge acquired in both core and elective courses and apply it to the development, analysis, or evaluation of a specific sustainability initiative or problem. This challenges students to demonstrate their abilities in independent research, critical thinking, and practical application of sustainability principles.

The master's thesis writing, and independent study cover the final semester of the program and involves extensive research under the guidance of a faculty advisor. Students are expected to identify an appropriate topic, formulate research questions, and develop a comprehensive research proposal.

Throughout their master's theses/independent study, students use rigorous research methodologies, including data collection, qualitative and quantitative analysis, and evaluation methods. The use of innovative approaches to solving sustainable development problems is also encouraged.

The logical end of the program is the preparation of a comprehensive thesis document that encompasses a literature review, detailed methodology, results, and conclusions. This thesis is a reflection of the student's ability to conduct thorough research and their understanding of the subject matter.

Also, as part of the independent study component, students are required to develop a project based on a practical case study, which could be related to their current workplace or another real-world context. This project allows students to apply theoretical knowledge to practical situations, demonstrating their ability to solve complex problems in a professional setting. It is an applying student's knowledge in a practical setting. This part of the program encourages them to pull together all their accumulated knowledge to tackle real-world sustainability challenges.

Students start by crafting a detailed proposal that outlines their project's objectives, methods, expected outcomes, and timelines. This proposal sets the stage for the in-depth research that follows, where students collect and analyze data. Students then compile their insights and recommendations into a final report, showcasing their understanding of the topic. This report is not just an academic exercise; it reflects their ability to address complex sustainability problems. They also present their work to an academic panel, which includes external experts.

Students are obligated to present their research and project findings to an academic committee, typically comprising both faculty members and industry experts. This presentation acts as a formal defense of their research and project work, where they must effectively communicate their methodologies, findings, and the significance of their work, showcasing their analytical and presentation skills.



Admission Requirements

HEIs from Indonesia and Thailand utilize the process of student recruitment as one of the most critical points of entry and the commencement of the enrolment process. Each of the potential candidates will be assessed in accordance to the program's criteria, ensuring that incoming students are prepared for a rigorous academic environment and capable of contributing significantly to the field of sustainability. The specific requirements may vary based on the specific standards of each partner institution.

HEIs	Requirements
Universitas Gadjah Mada, Yogyakarta, Indonesia	For students interested in pursuing the program, the admission process involves several components. First of all, academic background. Applicants need to have a bachelor's degree from an accredited institution. While a background in business or economics can be beneficial, UGM welcomes students from a wide range of undergraduate disciplines who show a strong interest in management. Second is English proficiency, as the program is conducted in English. This is usually verified through scores from standardized tests like TOEFL or IELTS, but specific score requirements can vary, so checking the current standards on UGM's website or directly contacting their admissions office is advisable.
Universitas Trisakti, Jakarta, Indonesia	The process for admission to the Master's Program is designed to identify students who are ready to engage in advanced studies and who can contribute positively to the academic community. A bachelor's degree from a recognized institution is mandatory for all applicants. The university is open to students from various academic backgrounds, but having a foundation in business, management, economics, or a related field could be particularly advantageous. Applicants might need to demonstrate their language skills through tests like the TOEFL or IELTS.
Universitas Islam Indonesia Yogyakarta, Indonesia	Applicants need a bachelor's degree from a recognized university. While degrees in business, economics, or related fields are common. Since the program does not include instruction in English, there are no language proficiency requirements for applicants.
Naresuan University, Phitsanulok, Thailand	Candidates must possess a bachelor's degree from an accredited institution. The degree should demonstrate a solid academic foundation, and while it can be in any field, those with backgrounds in business, economics, management, or related areas might find the coursework particularly aligned with their previous studies. The program is offered in English, proficiency in English is necessary. This would typically be demonstrated through standardized tests such as TOEFL or IELTS. However, for program taught primarily in Thai, proof of language proficiency might focus on the Thai language, especially for international students.
National Institute of Development Administration	The individual student must hold basic qualification which are including 1) holding a bachelor's degree in any field from a government or private institution in Thailand or abroad, or other educational qualifications approved





(NIDA), Bangkok, Thailand	by ICO NIDA and 2) passing the admission requirements of ICO NIDA which include the sufficiency of language requirement-English proficiency test scores of TOEFL, IELTS, TOEFL-ITP (which can be alternatively taken at the Graduate School of Language and Communication (GSLC)).
Srinakharinwirot University, Bangkok, Thailand	Applicants are required to have completed a bachelor’s degree from an accredited university. While students from all academic backgrounds are welcome, those with degrees in business, economics,management. The program is offered in English, especially those geared towards international students, proficiency in English is necessary. This is typically assessed through standardized tests such as TOEFL or IELTS.



Learning Outcomes

Upon completing the Master of Science in Sustainable Development and Management, students will have achieved a broad range of competencies, skills, and knowledge that are essential for leading and implementing sustainability initiatives in various contexts and driving meaningful change towards sustainability in their professional environments.

Key learning outcomes

- *Comprehensive Understanding of Sustainability Principles* - students will gain an in-depth understanding of economic, social, and environmental sustainability, including how these areas intersect and influence each other;

- *Advanced Analytical Skills* - graduates will be equipped with the ability to analyze complex data, assess environmental impacts, and develop strategies that mitigate risks while promoting sustainability;

- *Effective Leadership and Management Abilities* - the program emphasizes the development of strong leadership and project management skills, enabling graduates to lead teams and manage projects that prioritize sustainable outcomes;

- *Innovative Thinking and Problem-Solving* - students will learn to apply innovative solutions to sustainability challenges, using the latest technologies and strategic thinking to overcome obstacles and improve practices;

- *Expertise in Policy and Economic Analysis* - graduates will understand how policies are formulated and will be able to influence policy making through informed economic and environmental analysis;

- *Ethical Decision-Making and Corporate Responsibility* - the program fosters a deep understanding of ethical considerations in business and investment, preparing students to act as ethical leaders in corporate environments;

- *Communication and Interpersonal Skills* - enhanced communication skills will enable graduates to effectively advocate for sustainability, engage stakeholders, and lead diverse teams.



Specific learning outcomes a result of studying the developed courses

Competencies	Course
Understanding of the economic frameworks and policies influencing developing nations, applying microeconomic and macroeconomic theories to assess economic development, addressing issues such as income inequality, poverty, and economic growth	Development Economics and Policy
Analyzing and applying economic principles to environmental issues, evaluating of environmental policies and understanding of market failures related to environmental externalities	Environmental Economics and Policy
Design of policy interventions that promote sustainable economic and social behaviors, understanding the role of human behavior in economic outcomes	Behavioral Economics for Sustainability
Integration of new technologies in business operations and the development of sustainable products and services.	Technology and Innovation Management for Sustainability
Integration of Environmental, Social, and Governance (ESG) principles into business strategies and to foster a culture of sustainability within organizations	Sustainable Leadership
Integration of ESG principles into investment and business practices, perform ESG reporting, and develop strategies that align financial performance with sustainable outcomes.	ESG Investment and Reporting
Understanding of how CSR integrates with sustainable development goals to enhance corporate impacts on societal and environmental well-being, developing and implementing of effective CSR strategies	CSR and Sustainable Development
Manage projects from inception to completion with a sustainability focus, ensuring that all project phases incorporate sustainable practices effectively	Project Management for Sustainable Organizations
Conducting of environmental impact assessments, ensuring that environmental considerations are integral to decision-making processes	Environmental Impact Assessment
Designing and executing of research projects addressing sustainability challenges, using both qualitative and quantitative research methods	Research Methods in Sustainable Development
Leveraging of information and communication technologies (ICT) to address global sustainability challenges, analyzing the impacts of emerging technologies on societal and economic growth.	Information Technologies for Sustainable Development
Enhances soft and transferable skills such as communication, problem-solving, and teamwork, crucial for professional success in any field	Transferable and Soft Skills Course
Developing, manage, and evaluating services that enhance student success and well-being, fostering an educational environment that supports both academic and personal growth	Student Services Course



Career Opportunities

The programs/concentrations are crafted to align with current labor market demands while also considering the unique sustainable development challenges and opportunities specific to Thailand and Indonesia. By integrating national aspects of sustainable development, these programs will guarantee that graduates from Universitas Gadjah Mada, Naresuan University, National Institute of Development Administration, Srinakharinwirot University, Universitas Trisakti, and Universitas Islam Indonesia are not only prepared to address global sustainability issues but also solve local environmental, social, and economic challenges.

The competencies, knowledge, and skills embedded within the courses of these Master's Programs in Sustainable Development and Management are strategically designed to equip graduates with a foundation in sustainability principles applicable across various sectors. This comprehensive educational framework prepares them to take on roles that require both a deep understanding of sustainability issues and the practical ability to apply this knowledge to real-world challenges. Graduates of programs Master of Business Administration/Sustainability Management [concentration] of Universitas Gadjah Mada, Master of Management/ Sustainability Management [Concentration] of Universitas Trisakti, Master of Management/ Sustainability Management [Concentration] of Universitas Islam Indonesia, Sustainability in Logistics and Digital Supply Chain/Sustainability and Development [Concentration] of Naresuan University, Master of Economics Program (International program)/Development and Sustainability of Srinakharinwirot University will be able to develop careers in diverse sectors, both at the national and international levels:

In Public Sector graduates can take up positions of Environmental Policy Analyst, Sustainability Coordinator, Public Sector Manager. Their functions are designing and implementing sustainability policies, managing public environmental projects, ensuring compliance with environmental legislation, and fostering public-private partnerships for sustainable development initiatives.

In Private Sector graduates can take up positions CSR Manager, Sustainability Consultant, Corporate Sustainability Officer. Their functions are developing and leading corporate social responsibility programs, advising on sustainability practices to reduce environmental footprints, integrating ESG factors into corporate strategies, and managing stakeholder relations on sustainability issues.

In Non-Governmental Organizations graduates can take up positions of Program Director, Research Analyst, Community Outreach Coordinator. Their functions are designing and managing programs that address environmental conservation, social equity, and economic sustainability, conducting field research, and engaging with communities to promote sustainable practices.

In Educational Institutions graduates can take up positions of Sustainability Researcher, Academic Coordinator for Sustainability Programs, Lecturer in Sustainability. Their functions are conducting research in sustainable development, developing and coordinating educational programs focused on sustainability, teaching courses that integrate sustainability into various disciplines.

In International Development Agencies graduates can take up positions of Project Manager, International Consultant, Development Program Officer. Their functions are managing international development projects that focus on sustainable practices, consulting on projects to ensure they meet international sustainability standards, designing and implementing sustainability projects across borders.



Annex

Master's Program Concentration/Program Summary of partner countries HEIs



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Annex 1. Master's Program Concentration/Program Summary of Universitas Gadjah Mada (Yogyakarta, Indonesia)

Master's Program Concentration/Program Summary

Program Name: Sustainability Management [New Concentration]
Institution: Universitas Gadjah Mada
Department/Faculty: Faculty of Economics and Business, Department of Management
Language: Dual language, Bahasa Indonesia and English
Program Duration: 3-4 Semesters
Credit Hours: 44 credit units, or equivalent to 5133 hours (in-class)
Program Start Date: February 2025
Time of first enrolment: August 2024

Curriculum Highlights

Type: Master of Business Administration

[New Concentration] Sustainability Management

	ECTS	Hours
Core Courses	67.5	315
Elective Courses	27.5	128,3
Thesis/final project	7.5	35
Internship (if provided)	7.5	35



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Semester 1 (45 ECTS)

- Business Ethics for Sustainability
- Leadership Communication
- Marketing Management
- Financial Management
- Leadership and Organizational Behavior
- Operations and Technology Management

Semester 2 (45 ECTS)

- General Business Environment
 - Strategic Management
 - Research Methods in Concentration
- Sustainability Management Concentration:*
- Sustainability Leadership
 - Environmental Impact Assessment
 - Technology And Innovation Management For Sustainability

Semester 3 (22.5 ECTS)

- Immersion
- Master Thesis
- Thesis Workshop
- Publication

Program Overview (Provide a brief introduction to the master's program, including its significance, focus areas, and the overarching goals it aims to achieve)

The MBA program at FEB UGM is a prestigious program designed to cultivate future business leaders with a strong foundation in management principles, strategic thinking, and ethical leadership. Focusing on practical application and real-world challenges, the program equips students with the skills and knowledge needed to succeed in today's competitive business environment. The MBA program at FEB UGM offers a comprehensive curriculum with focus areas in finance, strategic management, human resource and organization, marketing, entrepreneurship, and operations management. These focus areas are designed to provide students with a well-rounded understanding of key business concepts and prepare them for leadership roles in various industries.

The MBA Program offered by FEB UGM has recently introduced a new focus area called Sustainability Management. This focus area is aimed at addressing the increasing need for businesses to operate in a socially and environmentally responsible manner. The concentration emphasizes the significance of integrating sustainability principles into business practices and provides students with the necessary tools to lead sustainable initiatives within their organizations.

The program adopts a holistic approach to learning, incorporating the principles of being-knowing-doing. The 'Being' phase focuses on self-assessment, self-awareness, and leadership development through activities such as leadership autobiography. The 'Knowing' phase emphasizes case methods, student-centered learning, and participation in the leadership advancement program to enhance students' knowledge and analytical skills. Lastly, the 'Doing' phase involves practical experiences such as immersion, field projects, and thesis work, allowing students to apply their knowledge in real-world settings and develop practical skills relevant to their future careers.

Overall, the MBA program at FEB UGM aims to develop graduates who are not only capable managers but also ethical leaders, innovative thinkers, and environmentally responsible decision-makers. Through a combination of rigorous coursework, practical experiences, and global perspectives, the program prepares students to make a positive impact in the business world and contribute to a more sustainable future.



Objectives (List the key objectives of the program, detailing what graduates are expected to know, understand, and be able to do upon completion)

The MBA program at FEB UGM aims to develop strategic business leaders with integrity, creativity, and the knowledge needed to serve society. In overall, the key objectives of the MBA program at FEB UGM are to produce graduates who are not only competent business professionals but also ethical leaders, innovative thinkers, and socially responsible global citizens.

More specifically, the key objectives of the MBA program at FEB UGM are:

- 1) **Develop Strategic Business Leaders.** The program aims to develop graduates who possess the strategic mindset and leadership skills required to lead organizations effectively in a dynamic business environment.
- 2) **Instill Integrity.** The program emphasizes ethical decision-making and responsible leadership, ensuring that graduates act with integrity and uphold ethical standards in their professional endeavors.
- 3) **Foster Creativity.** The program encourages creative thinking and problem-solving, equipping graduates with the ability to generate innovative solutions to complex business challenges.
- 4) **Enhance Communication Skills.** The program focuses on developing strong communication skills, enabling graduates to effectively communicate their ideas and strategies to diverse stakeholders.
- 5) **Cultivate Global Perspective.** The program provides students with a global business acumen, preparing them to navigate the complexities of the global business landscape and formulate strategies that account for cultural differences and global trends.
- 6) **Promote Social Responsibility.** The program emphasizes the importance of social responsibility and sustainability, equipping graduates with the knowledge and skills to address global business issues and formulate sustainable business strategies.

In the context of the new concentration in Sustainability Management, the objectives of the MBA program at FEB UGM are tailored to ensure that graduates are well-equipped to address the unique challenges and opportunities presented by sustainable business practices. The followings are related to the specific focus on Sustainability Management:

1. Graduates will have acquired in-depth knowledge of sustainability principles, environmental stewardship, and social responsibility, enabling them to understand the importance of integrating sustainability into business strategies.
2. Graduates will be able to critically analyze organizations' sustainability challenges, develop innovative solutions, and implement sustainable practices that contribute to environmental and social well-being.
3. Graduates will possess strong communication skills to engage with stakeholders on sustainability issues, advocate for sustainable business practices, and effectively communicate the business case for sustainability.
4. Graduates will be able to make ethical decisions in the context of sustainability, considering the impact of their decisions on the environment, society, and future generations.
5. Graduates will have the leadership and management skills to drive sustainable change within organizations, leading by example and inspiring others to embrace sustainability.
6. Graduates will understand the global dimensions of sustainability, including international standards and best practices, enabling them to formulate global sustainability strategies and address global sustainability challenges.



Learning Outcomes (Detail the specific skills, knowledge, and competencies students will gain, emphasizing how these outcomes align with industry needs or academic advancements)

To achieve this mission, students are expected to acquire specific skills, knowledge, and competencies that align with industry needs and academic advancements.

The following is a detailed outline of the learning outcomes at MBA FEB UGM.

- 1) *Effective Communication Skills*. Students will develop the ability to communicate effectively, persuasively, and professionally. They will learn to present ideas clearly, negotiate persuasively, and communicate complex information to diverse stakeholders.
- 2) *Strategic Thinking and Action*. Students will be able to translate business knowledge into action by understanding the impact of environmental changes on organizational strategies. They will learn to propose innovative solutions and actions to address these changes and drive organizational success.
- 3) *Ethical Decision-Making*. Students will develop the ability to make ethical and responsible decisions. They will learn to analyze ethical dilemmas, evaluate alternative courses of action, and make decisions that align with ethical principles and values.
- 4) *Creative Problem-Solving*. Students will acquire the ability to solve practical business problems with creative ideas. They will learn to think critically, analyze complex issues, and develop innovative solutions to business challenges.
- 5) *Strategic Leadership*. Students will become strategic business leaders by identifying key environmental factors affecting businesses. They will learn to analyze the impact of these factors on business values and develop strategies to respond effectively to changing business environments.
- 6) *Global Business Acumen*. Students will address global business issues, including sustainability, and formulate global business strategies. They will gain an understanding of international business practices, cultural differences, and global trends, preparing them to lead in a globalized world.

In the Sustainability Management concentration of the MBA program at FEB UGM, the program outcomes are tailored to align with the specific objectives of this concentration. More specifically, the following are the learning outcomes for this concentration:

1. Students will develop the ability to communicate complex sustainability concepts and initiatives in a clear and persuasive manner, engaging with diverse stakeholders to promote sustainability practices.
2. Students will learn to integrate sustainability principles into business strategies, understand how environmental and social considerations impact organizational success, and develop innovative solutions to address these challenges.
3. Students will analyze ethical dilemmas related to sustainability, evaluate alternative courses of action, and make decisions that align with ethical principles and sustainable practices. They will also develop the ability to think critically and creatively to identify and address sustainability challenges, proposing innovative solutions that contribute to environmental and social sustainability.
4. Students will learn to lead sustainability efforts, understand the impact of environmental changes on business values, and develop strategies to promote sustainable practices and organizational resilience.
5. Students will address global sustainability issues, gaining an understanding of international sustainability practices and cultural differences to develop strategies that promote sustainable development on a global scale.

International Opportunities (Mention any international study, internship, or research opportunities available to students, including partner institutions and exchange programs)

The MBA program at FEB UGM offers students a range of international opportunities to enhance their learning experience and broaden their horizons. These opportunities include:

- *International Study Programs*.



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Our MBA program offers an international class, providing students with the chance to join study programs abroad at partner institutions. These experiences offer valuable international exposure and the chance to learn from diverse perspectives. Starting in 2021, we've introduced the ASEAN Master for Sustainability, specifically designed for students from ASEAN countries and co-financed by the Norwegian government.

- Exchange Programs.

The program offers exchange programs with approximately 42 partner institutions worldwide, spanning ASEAN, Asia, Australia, Europe, America, and Scandinavian countries. These programs enable students to study abroad for a semester or year, providing them with a unique opportunity to immerse themselves in different cultures and educational environments, thereby enhancing their personal and professional development. Over the last three years, the program has facilitated student mobility, with around 20 students participating in inbound and outbound exchanges respectively.

- Internship Opportunities.

The program also offers internship opportunities with international organizations, allowing students to gain hands-on experience in a global business environment. These internships provide students with valuable skills and insights that can enhance their career prospects.

- Research Collaborations.

For research collaborations and experiential learning, students in our MBA program actively participate in business case competitions in Indonesia, ASEAN, and around the globe. These competitions provide students with the opportunity to apply their knowledge and skills in real-world business scenarios, gain valuable feedback from industry experts, and network with professionals from around the world. By engaging in these competitions, students enhance their problem-solving abilities, teamwork skills, and strategic thinking, preparing them for success in their future careers.



Annex 2. Master's Program Concentration/Program Summary of Universitas Trisakti (Jakarta, Indonesia)

Master's Program Concentration/Program Summary

Program Name: Sustainability Management - Master of Management

Institution: Universitas Trisakti

Department/Faculty: Faculty of Economics and Business

Language: Dual Language, Bahasa Indonesia and English

Program Duration : 4 Semesters

Credit Hours: 45 Credit Units – 72 ECTS - 1.800 Hours

Program Start Date : February 2025

Time of first enrolment: August 2024

Curriculum Highlights

Type: Sustainability Management, Master of Management, Universitas Trisakti

	ECTS	Hours
Core Courses	57,6	1.440
Elective Courses	4,8	120
Thesis/final project	9,6	240
Internship (if provided)		



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SEMESTER 1 (19,2 ECTS)

- Marketing Management
- Financial and Risk Management
- Human Resources Management
- Business Analytics

SEMESTER 2 (19,2 ECTS)

- Business Environment
Economics and
Entrepreneurship
- Leadership and Innovation
- Business Strategic Management
- Sustainability Management

SEMESTER 3 (19,2 ECTS)

- CSR and Sustainable Development
- Sustainability Tools: Design and
Application
- Sustainability Risk Management
and Social Impact Assesment
- Sustainability Report and CSR
Communication

SEMESTER 4 (14,4 ECTS)

- Project Management for
Sustainable Organization
- Thesis

Program Overview (Provide a brief introduction to the master's program, including its significance, focus areas, and the overarching goals it aims to achieve)

Universitas Trisakti as the first private university in Indonesia that successfully organizes Master of Management Study Program through the Decree of the Director General of Higher Education and Culture of the Republic of Indonesia No. 432/DIKTI/Kep/1992 dated October 16, 1992. It has been more than more than 32 years this study program has contributed in the form of improving the quality of human resources through the education sector.

Along with its existence, the Master of Management Study Program has been evaluated and assessed by the National Accreditation Board of Higher Education. evaluated and assessed by the National Accreditation Board for Higher Education (BAN-PT) for the first time and received Superior Accreditation (U) in 2000. National Accreditation Board of Higher Education (BAN-PT) in 2005 again gave A accreditation to the Master of Management study program through Decree 013/BAN-PT. Management study program through Decree 013/BAN-PT/Ak-IV/S2XII/2005 dated December 27, 2005. This assessment is valid until December 27, 2010. Furthermore, in the year 2011, the National Accreditation Board for Higher Education gave an assessment with Accreditation A through Decree 018/BAN-PT/Ak-VIII/S2/I/2011 dated December 7, 2011. Provisions This assessment is valid until December 7, 2015. However, in 2016, the National Accreditation Board of Higher Education gave an assessment with Accreditation B. One year A year later, it was re-accredited and managed to get an A rating again through Decree 2101/SK/BAN-PT/Akred/M/VI/2017 valid until 20 December 2015. Decree 2101/SK/BAN-



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PT/Akred/M/VI/2017 which is valid until June 20, 2022. In 2023, accreditation is not carried out by BAN-PT but by an independent institution, LAMEMBA. Program Master of Management Study Program managed to get the highest rating, namely EXCELLENT Accreditation based on the decision letter No.167/DE/A.5/AR.10/XII/2022.

Starting in the 2018/2019 academic year, the management of the Master of Management Study Program is under the Faculty of Economics and Business based on Rector Decree No. 7 of 2018. The reason for consideration is the need to integrate the Master of Management Study Program Universitas Trisakti into the Management Science family to be in line with the Laws and Regulations of Universitas Trisakti. At Higher Education While Post Graduate will managemulti disciplines referring to regulations legislation that applicable laws and regulations.

Under the great name of Universitas Trisakti, which has succeeded in increasing the competence of competence of more than 9000 students so that they are able to compete in the very tight business world. business world that is very tight. The graduates are currently workingand working as professionals in various fields or entrepreneurship. fields or entrepreneurship. Currently, the Master of Management Study Program has and manages Eight concentrations, namely: Marketing Management, Financial & Risk Management, Human Capital Management, Logistic & Supply Chain Management, Service Management, Communication Management, Sustainability Management, Community Entrepreneurship.

Cooperation that has been carried out with domestic: Cordova School of Entrepreneurship, Dompot Dhuafa Foundation, PT Global Digital Niaga (blibli.com), Army Headquarters Cooperative Center, Chamber of Commerce and Industry (KADIN). Chamber of Commerce and Industry (KADIN) South Jakarta Administrative City, Bank Indonesia, PT Danareksa Sekuritas, Indonesia Stock Exchange (PT. Bursa Efek Indonesia), Faculty of Economics,University of Tarumanagara (UNTAR) and Budi Luhur Faculty of Economics and Business, PTMaritime Education and Logistics Indonesia (PELINDO). and Logistics Indonesia (PELINDO),Capital Market Certification Institute, Indonesia Marketing Association (IMA) DKI Chapter. Association (IMA) Chapter DKI. Abroad: University of Economics in Brastilava, Graffith University Queensland Australia, University of Social Sciences Lods Poland, Warsaw, Prince of Songkla University Phuket, Thailand, University Malaysia Terengganu, University of Malaya, University Kebangsaan Malaysia, Bangi and University Tekhnologi Mara (UTM) SyahAlam Selangor Malaysia, Rajabhat University Thailand

Objectives (List the key objectives of the program, detailing what graduates are expected to know, understand, and be able to do upon completion)

The management master study program at Universitas Trisakti has Graduate Learning Outcomesbased on the Indonesian National Qualifications Framework (KKNI) which is a framework forthe qualifications of Indonesian human resources that juxtaposes, equalizes, and integrates the education sector with the training sector and work experience in a work ability recognition scheme tailored to the structure in various work sectors

1. Knowledge Learning Outcomes

- a. Mastering organization theory;
- b. Mastering the theory of corporate organizational functions, including strategic and operational HR, assets, finance, marketing, and production;
- c. Mastering factual knowledge about various current business developments and theoretical concepts underlying them; and theoretical concepts underlying these business developments
- d. Mastering the general concept of information technology that supports information



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technology that supports organizational development management, both those currently in use and those that are up-to-date and;

- e. Mastering the concept of academic integrity in general and the concept of plagiarism in particular, in terms of types of plagiarism, consequences of violations and prevention efforts.

2. General Skills Learning Outcomes

- a. Able to develop logical, critical, systematic, and creative thinking through scientific research, creation of designs or works of art in the field of science and technology that pay attention to and apply the principles of science and technology. science and technology that pay attention to and apply humanities values in accordance with their field of expertise, compile scientific conceptions and study results based on the rules, procedures, and scientific conceptions and study results based on scientific rules, procedures, and ethics in the form of a thesis or other form of in the form of a thesis or other equivalent form, and uploaded on the college website, as well as papers that have been submitted to the college website, as well as papers that have been published in accredited scientific journals or accepted in international journals;
- b. Able to carry out academic validation or studies in accordance with their field of expertise in solving problems in society or industry relevant industry through the development of knowledge and expertise;
- c. Able to compile ideas, thoughts, and scientific arguments responsibly and based on academic ethics; responsible and based on academic ethics, and communicate them through the media to the academic community and the wider community.
- d. Able to identify the scientific field that is the object of research and position it into a research map developed through an interdisciplinary or multidisciplinary approach;
- e. Able to make decisions in the context of solving problems development of science and technology that pay attention to and applying humanities values based on analytical or experimental studies of analytical or experimental studies of information and data;
- f. Able to manage, develop and maintain work networks with colleagues, peers within the institution and the wider research community; wider research community;
- g. Able to increase learning capacity independently;
- h. Able to document, store, secure, and retrieve research data in order to guarantee find back the research data in order to guarantee validity and prevent plagiarism.
- i. Able to adapt, cooperate, create, contribute, and innovate in applying science to life. innovate in applying science to life in society and be able to play a role as a global citizen with global with a global outlook;
- j. Able to uphold academic integrity in general and prevent the practice of plagiarism;
- k. Able to use information technology in the context of developing scientific development and implementation of the field of expertise; and
- l. Able to use at least one international language for oral and written communication oral and written communication.

3. Specific Learning Outcomes

- a. Able to make organizational decisions including planning, organizing, staffing, directing, implementing, controlling and evaluating at managerial level in various types of control and evaluation at the managerial level in various types of corporate organizations based on research using multidisciplinary concepts and multidisciplinary concepts and methods;
- b. Able to develop a framework to produce alternative solutions based on research in the



- field of management;
- c. Able to recommend solutions to organizational problems organizational problems, including marketing, operations, human resources, and finance functions by applying a multidisciplinary approach.
 - d. Able to set corporate organization goals and develop and develop strategic plans and strategy implementation plans organization;
 - e. Able to recommend methods of monitoring, evaluating, controlling, and providing feedback on efforts to achieve organizational performance corporation;
 - f. Able to conduct conceptual and empirical studies using a multidisciplinary
 - g. multidisciplinary approach for various types of corporate organizations based on their functions;
 - h. Able to develop effective communication and interaction strategies including the stagesof organizing, staffing, directing, implementation and control and evaluation at the operational level internal and external scope; and
 - i. Able to develop a planning process through a multidisciplinary approach multidisciplinary approach that includes analysis of resources and external situations, in formulating corporate organization strategies.
4. Attitude Learning Outcomes
 - a. Pious to God Almighty and able to show a religious attitude;
 - b. Upholding human values in carrying out duties based on religion, morals, and ethics;
 - c. Contributing to improving the quality of life in society, nation, state, and advancement of civilization based on Pancasila;
 - d. Play a role as a citizen who is proud and loves the country, has nationalism and a sense of responsibility to the state and nation;
 - e. Appreciate the diversity of cultures, views, religions, and beliefs, as well as the original opinions or findings of others;
 - f. Cooperate and have social sensitivity and concern for society and the environment;
 - g. Obey the law and be disciplined in social and state life;
 - h. Internalizing academic values, norms, and ethics;
 5. Demonstrate an attitude of responsibility for work in the field of expertiseindependently;
 6. Internalizing the spirit of independence, struggle, and entrepreneurship; and
 7. Having attitudes and behaviors in accordance with the values contained in Trikrama of Trisakti University.

Learning Outcomes (Detail the specific skills, knowledge, and competencies students will gain, emphasizing how these outcomes align with industry needs or academic advancements)

The study material delivered at the Sustainability concentration is compiled based on the needs of stakeholders, namely graduates, graduate users, professional associations, practitioners and also the results of benchmarking with several universities in Indonesia and abroad. with several universities in Indonesia and abroad. Content in each study material delivered is sourced from the latest edition of books and also the latest articles or case studies. The results of the evaluation of the curriculum carried out in the Sustainability concentration are the following a slight change in the name of the course and emphasis on material that is more specific in discussing the context of local,



national and global wisdom, namely:

- a. Sustainability and Sustainable Development: Concepts, Contexts, Best Practices/Sustainability
- b. Sustainability Tools: Design and Application/Sustainability Tools Design and Application.
- c. Sustainability Risk Management and Social Impact Assessment.
- d. Sustainability Report and CSR Communications.

Furthermore, to strengthen the concept of the triple bottom line in the concentration courses and to meet the current demands regarding especially to meet the current demands related to environmental issues and environmental management in supporting sustainable business, there is a change in the name of the course. environmental issues and environmental management in supporting sustainable business, there is a change in the name of the free elective courses, namely:

- a. Project Management for Sustainable Organization

International Opportunities (Mention any international study, internship, or research opportunities available to students, including partner institutions and exchange programs)

The Master of Management study program also needs to be prepared to be able to compete at the international level. The fact that Indonesia is part of a globalized world, so in line with global demands, it must be considered to have an internationally accredited study program. have an internationally accredited study program. Where the quality of the study program is internationally recognized. The pursuit of international level accreditation is not just for the sake of prestige, but the international recognition will also provide more benefits for students.

If the study program gets international accreditation, it means getting recognition to have alignment, especially in the field of educational services and quality assurance at the international level. quality assurance at the international level. The advantage of being internationally accredited is that students can participate in credit transfer programs with member universities. Thus, graduates of an internationally accredited study program will have international competitiveness and quality.

International accreditation emphasizes the implementation of outcome-based education and not just international accreditation. outcome-based education and not only input-based education. In the conventional input-based education system, the education process does not guarantee whether students have certain abilities from their learning outcomes. On the contrary, focus on learning outcome-based education will provide a reference for learning outcomes and a guarantee of their fulfillment through a process of continuous improvement.

The Master of Management program at FEB Trisakti University offers students a range of international opportunities to develop their learning experience and broaden their horizons. These opportunities include:

1. International Study Programs.
This program we offer international classes, giving students the opportunity to join study abroad programs at partner institutions. These experiences offer valuable international exposure and the opportunity to achieve learning from different points of view.
2. Project Based Learning (PBL) Program.
This program offers a program of learning methods that use projects/activities as a medium. Learners undertake exploration, assessment, interpretation, synthesis, and information to produce various forms of learning outcomes. These programs allow



students to study abroad and provide them with a unique opportunity to learn to immerse themselves in a different culture and educational environment, thus enhancing their personal and professional development.

3. Internship Opportunities.

The program also offers internship opportunities with international organizations, allowing students to gain hands-on experience in a global business environment. These internships provide students with valuable skills and insights that can enhance their career prospects.

4. Research and Community Service Collaboration.

For research collaboration and experiential learning, students in our MBA program actively participate in business case competitions in Indonesia, ASEAN, and around the world. These competitions give students the opportunity to apply their knowledge and skills in the real world



Annex 3. Master's Program Concentration/Program Summary of Universitas Islam Indonesia (Yogyakarta, Indonesia)

Master's Program Concentration/Program Summary

Program Name: Sustainability Management [New Concentration]
Institution: Universitas Islam Indonesia
Study Program /Faculty: Master of Management/ Faculty of Business and Economics
Language: Bahasa Indonesia
Program Duration: 3-4 Semesters
Credit Hours: 41 credit units, or equivalent to 4783 hours (in-class)
Program Start Date: February 2025
Time of first enrolment: September 2024

Curriculum Highlights

Type: Master of Management [New Concentration] Sustainability Management

	Credits	ECTS	Hours
Core Courses	32	48	224
Elective Courses	3	4.5	27.35
Thesis/final project	6	7.5	35

Program Overview (Provide a brief introduction to the master's program, including its significance, focus areas, and the overarching goals it aims to achieve)

Master of Management UII (henceforth MM UII) addresses two main points. First, the development direction of the Faculty of Business and Economics as outlined in the strategic plan document 2022-2026. Second, the development direction that has been arranged by the university in strengthening academic excellence and quality. As a way to build an excellent and unique program, MM UII is developed according to the curriculum based on the statement of vision and mission of MM, which refers to the statement of vision and mission and strategic direction of the Faculty and University. As a business school, MM UII still teaches Management courses with 5 concentrations namely finance, marketing, human resources, strategic management and Islamic finance. Currently, the Master of Management Study Program does not yet have a curriculum related to sustainability.

The Master of Management Program UII introduce a new field of interest for students to specialize in, which is entitled Sustainability Management. This new field is in addition to the existing fields of finance, marketing, Islamic finance, strategic management, and human resources.

The program has a structured curriculum that requires all students to enroll in compulsory courses during the first and second semesters. In the third semester, students will start to learn new subjects related to sustainable management. This approach ensures that all students have a strong foundation in the fundamental aspects of management before focusing on their specific areas of interest. Furthermore,



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students will be required to write a thesis on a topic related to sustainability. This thesis will be supervised by a faculty member who has expertise in sustainable business. Students are required to present their research at academic conferences or publish their work in relevant journals before they graduate. This process enables students to develop their research and writing skills and contribute to the growing body of knowledge on sustainable business practices.

Objectives (List the key objectives of the program, detailing what graduates are expected to know, understand, and be able to do upon completion)

As it has been formulated, MM UII wishes to graduate students having competencies in decision-maker, leadership, innovative thinking, mastery of information technology, skills in using analytical tools, interpersonal communication skills, and Islamic personality. With this competence, the Study Program will become one of the best Master of Management study programs in Indonesia and a professional educational institution in management science that has an international reputation. Supported by adequate infrastructure, with the opportunity to develop through the Erasmus collaboration, MM UII will initiate a Master Study concentration in Sustainability to answer current and future challenges. In this plan, MM will collaborate with Environmental Engineering to initiate and develop this program.

The aim of the Management Study Program at the FBE UII Master's Program is to produce graduates who have high professional qualifications, is highly dedicated to his profession, has the ability an independent intellectual, has high moral integrity, and has analytical and ability conceptual for solving problems in the business world and various levels of positions in organizations.

The Curriculum of the MM-UII is designed so that graduates:

1. Have integrity as a qualified and professional scientist in accordance with values Islam.
2. Could develop science and technology in the field of management to contribute to improving the welfare of society at the national as well as international level.
3. Could become a management expert who provides benefits in the world.
4. Could critically analyze various management issues and be able to publish it scientifically.

Learning Outcomes (Detail the specific skills, knowledge, and competencies students will gain, emphasizing how these outcomes align with industry needs or academic advancements)

To achieve the vision and mission of MM-UII, and in the context of the new concentration in Sustainability Management, the objectives of the MM-UII program is to graduate masters having the following criteria as follows:

- High dedication and independent expert in the areas of sustainability management.
- Strong moral integrity, communication capability, leadership, in the areas of sustainability management.
- High analytical and conceptual capability to solve problems regarding sustainability and management.
- Adaptive individual for global challenges and strong adherence in sustainability management as a part of the implementation of Islamic values.

International Opportunities (Mention any international study, internship, or research opportunities available to students, including partner institutions and exchange programs)

Various collaborations have been signed with various partners, either education or non-education institutions. This utilization of the collaboration has been focused on supporting the efficiency and effectiveness of teaching and learning programs. For example, the Program uses guest speakers such as



business practitioners or government officials to become lecturers to bridge the academic world and real business. Regarding international opportunities, in the last three years, there are more than fifteen foreign institutions have been conducting the collaborative activities with the study program.

- International Study Program and exchange

Our program offers an international collaboration with University Sains Islam Malaysia (USIM) and UiTM (University Technology Mara (Malaysia. Presently MM-U11 is in the process of signing a collaboration for joint degree for students with National Taiwan Technology University, Taiwan.

- Internship Opportunities.

MM-U11 has an internship program which is a part of compulsory program for students during the study.

- Research Collaborations.

MM-U11 has extensively collaborated with some international universities to participate in research collaboration. The outcome of the program is joint research and publication.

Curriculum Highlights

No.	Courses	Credit
	Matriculation	0
1	General Strategic Management	0
2	Managerial Economy	0
3	Statistics for Business Decision Making	0
4	Accounting Managers	0
	Semester I	17 Credits
1	Business Ethics & Islamic Leadership	3
2	Corporate finance	3
3	Operating and Technology Management	3
4	Marketing Management	3
5	Human Resource Management	3
6	Islam Ulil Albab	2
	Semester II	12 Credits
1	Digital & E-Commerce Business	3
2	Innovation and Entrepreneurship Management	3
3	Strategic management	3
4	Research methodology *)	3
5	Business Plan *)	3
	Semester III	12 Credits
1	Concentration Compulsory Courses	3
2	Concentration Elective Course	3
3	Thesis *)	6
4	Business Practice *)	6
5	Company visit	0
	Total	41 Credits



Annex 4. Master's Program Concentration/Program Summary of Naresuan University (Phitsanulok, Thailand)

Master's Program Concentration/Program Summary	
Concentration Name:	Sustainability in Logistics and Digital Supply Chain
Institution:	Naresuan University
Department/Faculty:	Faculty of Logistics and Digital Supply Chain
Language:	Thai/ English
Program Duration:	4 semesters
Credit Hours:	24
Program Start Date:	Jun 2024
Time of first enrolment:	Mid May 2024

Curriculum Highlights

No.	Courses	Credits
Term 1		18
1	Seminar 1	0
2	Introduction to Logistics and Supply Chain Management	3
3	Strategic Transportation and Distribution Management	3
4	Technology and Innovation Management for Sustainability*	3
Term 2		9
1	Inventory Planning and Control	3
2	Logistics Quantitative Analysis	3
3	Sustainable Logistics and Supply Chain	3
Term 3		6
	Research Methodology in Science and Technology	0
	Supply Chain Process Improvement	3
	Project Management of Sustainable Organizations*	3
Term 4		9 or 8
	Seminar 2	0
	Current Issues in Logistics and Supply Chain	3
	ESG Investment and Reporting*	3
	Thesis 1 or Independent Study 1	3 or 2
Term 5		3 or 2
	Thesis 2 or Independent Study 2	3 or 2
Term 6		3 or 2
	Thesis 3 or Independent Study 3	3 or 2
Total		48 or 45



Type: new program, concentration (underline necessary)

	ECTS	Hours
Core Courses	15	225
Elective Courses	9 (A) 15 (B)	135 225
A. Thesis	8	-
B. Independence Study (IS)	6	-
Internship (if provided)	-	-

Program Overview (Provide a brief introduction to the master's program, including its significance, focus areas, and the overarching goals it aims to achieve)

The master's program in Sustainability in Logistics and Digital Supply Chain is designed to address the growing need for sustainable practices in the realm of logistics and supply chain management. As industries worldwide face increasing pressure to reduce their environmental footprint and operate responsibly, this program equips students with the knowledge and skills necessary to navigate these challenges effectively.

With a focus on both sustainability and digitalization, the program delves into various aspects of logistics and supply chain management, including transportation, warehousing, inventory management, and procurement. Through a multidisciplinary approach, students explore topics such as green logistics, circular economy principles, ESG investment and reporting, project management of sustainable organizations, and technology and innovation management for sustainability.

The overarching goal of the program is to train future leaders who can drive positive change within organizations by implementing sustainable practices and leveraging digital technologies to optimize supply chain operations. Graduates of this program are equipped to design and manage efficient, environmentally-friendly supply chains that contribute to long-term sustainability goals while also enhancing business performance and resilience.

Objectives (List the key objectives of the program, detailing what graduates are expected to know, understand, and be able to do upon completion)

1. To articulate sustainability principles and develop strategic plans integrating sustainability goals effectively within logistics and digital supply chain contexts
2. To apply best practices in green logistics to reduce environmental impact and promote sustainability
3. To operate digital technologies in optimizing supply chain processes and enhancing sustainability performance
4. To demonstrate stakeholder engagement and ethical leadership skills to promote sustainability initiatives and uphold corporate social responsibility principles
5. To conduct research, identify sustainability challenges within logistics and digital supply chain domains, and propose innovative solutions

Learning Outcomes (Detail the specific skills, knowledge, and competencies students will gain, emphasizing how these outcomes align with industry needs or academic advancements)

1. Understanding of sustainability principles and strategic planning



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- Gain a comprehensive understanding of sustainability principles and their application within logistics and digital supply chain contexts.
 - Develop the ability to integrate sustainability goals effectively into strategic planning processes, aligning them with industry needs for responsible and resilient supply chain management.
- 2. Proficiency in implementing green logistics and best practices**
- Acquire proficiency in implementing best practices in green logistics, focusing on reducing environmental impact and promoting sustainability across supply chain operations.
 - Demonstrate the ability to identify and assess sustainability-related challenges within logistics operations and apply appropriate solutions to address them.
- 3. Mastery of digital supply chain technologies**
- Master the utilization of digital technologies such as blockchain, IoT, big data analytics, and artificial intelligence to optimize supply chain processes and enhance sustainability performance.
 - Develop practical skills in selecting, implementing, and managing digital solutions tailored to the unique needs of sustainable logistics and supply chain management.
- 4. Effective stakeholder engagement and ethical leadership**
- Cultivate skills in engaging stakeholders across the supply chain and fostering collaborative partnerships to promote sustainability initiatives and uphold ethical standards.
 - Demonstrate ethical leadership abilities in navigating complex sustainability challenges, fostering a culture of responsibility, and driving positive change within organizations and industries.
- 5. Research proficiency and innovative problem-solving**
- Develop research proficiency in investigating sustainability challenges within logistics and digital supply chain domains, applying rigorous methodologies to analyze and address complex issues.
 - Generate innovative solutions to sustainability challenges through interdisciplinary approaches, integrating academic advancements with industry needs to drive continuous improvement and innovation.

International Opportunities (Mention any international study, internship, or research opportunities available to students, including partner institutions and exchange programs)

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Annex 5. Master's Program Concentration/Program Summary of National Institute of Development Administration (Bangkok, Thailand)

Master's Program Concentration/Program Summary

Program Name: Master of Management
Institution: National Institute of Development Administration
Department/Faculty: International College
Language: English
Program Duration: average 1.5 years
Credit Hours: 36 Credits (15 hrs/credit)
Program Start Date: December 2012
Time of first enrolment: January 2013

Curriculum Highlights

Type: new program, concentration (underline necessary)

Courses	ECTS	Hours
Core Courses <ul style="list-style-type: none"> • MM6000 Management Theory and Practices • MM6001 Human Capital and Organizational Management • MM6002 Strategic Risk Management • MM6003 Managerial Information Technology • MM6004 Design Thinking • MM6005 Governance, Ethics, Sustainable Development and Social Responsibility • MM6006 Managerial Economics • MM6007 Research Methodology in Management 	15 credits	225
Major Courses <ul style="list-style-type: none"> • International Business Management • Financial Management • Marketing Management • Entrepreneurship Management • e-Business Management • Human Capital Management • Policy and Management • International Development and Governance 	9 Credits (select 1 major)	135



<ul style="list-style-type: none"> • Sustainable Development Management • Digital Innovation and Communication 		
Elective Courses <ul style="list-style-type: none"> • International Business Management • Financial Management • Marketing Management • Entrepreneurship Management • e-Business Management • Human Capital Management • Policy and Management • International Development and Governance • Sustainable Development and Management • Digital Innovation and Communication - 	9 Credits (select 1 major)	135
Thesis/final project	Independent study	
Internship (if provided)	-	

Program Overview (Provide a brief introduction to the master's program, including its significance, focus areas, and the overarching goals it aims to achieve)

ICO NIDA has redefined its future vision, aiming to cultivate global citizens by fostering a transformative learning environment that embraces interdisciplinary knowledge, leadership, research, creativity, and innovation. This updated vision serves as our compass into an era marked by evolving landscapes, characterized by changes and uncertainties brought on by the pandemic and global conflicts. Amidst these shifts, the one constant is 'knowledge,' our steadfast ally in building resilience. This dedication harmoniously resonates with King Bhumibol Adulyadej the Great's Sufficiency Economy Philosophy (SEP), emphasizing the pivotal role of knowledge and fortitude in withstanding external shocks. ICO NIDA remains steadfast in its dedication to maintaining an international learning environment. We are extending our educational outreach not only within the ASEAN region but also to other countries and regions, including China, Europe, America, Australia, the Middle East, and Africa.

Objectives (List the key objectives of the program, detailing what graduates are expected to know, understand, and be able to do upon completion)

To adhere to the above philosophy, ICO NIDA has set the objectives as follows.

- 1) To produce management graduates who have potential to work in different parts of the world in the areas such as public sector, private sector, non-profit organization, social enterprises and business entrepreneurship etc.
- 2) To produce graduates with knowledge, virtue, ethics as well as social responsibility.
- 3) To build the capacity in education, the ability in doing research and, the capability of leading change which will contribute to sustainable development.
- 4) To strengthen the competitiveness of the country to participate in the ASEAN Economic Community in an efficient and sustainable manner.
- 5) To foster the exchange of knowledge among students from different cultures leading to more understanding and cooperation in the future

Learning Outcomes (Detail the specific skills, knowledge, and competencies students will gain, emphasizing how these outcomes align with industry needs or academic advancements)



The expected learning outcomes of ICO NIDA are consistent with the vision and mission of the National Institute of Development Administration in which the Institute's vision has focused on being the "International Institute for Societal Wisdom and Cultivation of Leaders for Sustainable Development". The vision transpires onto three expected outcomes:

1. Wisdom for Sustainable Development
2. Leaders for Future Changes
3. Contributions for Community and Society.

International Opportunities (Mention any international study, internship, or research opportunities available to students, including partner institutions and exchange programs)

No



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Annex 6. Master's Program Concentration/Program Summary of Srinakharinwirot University (Bangkok, Thailand)

Master's Program Concentration/Program Summary	
Concentration Name:	Development and Sustainability
Institution:	Srinakharinwirot University
Department/Faculty:	The Faculty of Economics
Language:	English
Program Duration:	2 Years
Credit Hours:	36
Program Start Date:	August 2025
Time of first enrolment:	Mid May 2025

Curriculum Highlights

SWU ECON

Plan A Thesis

No.	Courses	Credits
1 st Year	Semester 1	Total credits 9
	Microeconomic Theory	3
	Macroeconomic Theory	3
	Applied Econometrics	3
1 st Year	Semester 2	Total credits 9
	Research Methodology in Economics	3
	Seminar on Contemporary Economic Issues	3
	Analysis of Economic Policy and Economic Environment	3
1 st Year	Semester 3	Total credits 6
	Choosing 2 subjects from either Economic cluster or Sustainable Development and Management cluster	
2 nd Year	Semester 1	Total credits 6
	Master's Thesis	6
2 nd Year	Semester 2	Total credits 6
	Master's Thesis	6



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SWU ECON

Plan B Independent Study (IS)

No.	Courses	Credits
1 st Year	Semester 1	Total credits 9
	Microeconomic Theory	3
	Macroeconomic Theory	3
	Applied Econometrics	3
1 st Year	Semester 2	Total credits 9
	Research Methodology in Economics	3
	Seminar on Contemporary Economic Issues	3
	Analysis of Economic Policy and Economic Environment	3
1 st Year	Semester 3	Total credits 6
	Choosing 2 subjects from either Economics cluster or Sustainable Development and Management cluster	
2 nd Year	Semester 1	Total credits 9
	Choosing 2 subjects from either Economics cluster or Sustainable Development and Management cluster	6
	Independent Study	3
2 nd Year	Semester 2	Total credits 3
	Independent Study	3

Economics cluster

- ECO631 Public Economics 3(2-2-5)
- ECO632 International Economics 3(2-2-5)
- ECO633 Monetary Economics 3(2-2-5)
- ECO643 Managerial Economics in Agricultural Business and Innovative Industry 3(2-2-5)
- ECO647 Big Data in Economics Analysis 3(2-2-5)

Development and Sustainability cluster

- ECO634 Development Economics and Policy 3(2-2-5)
- ECO635 Behavioral Economics for Sustainable Development 3(2-2-5)
- ECO644 Environmental Economics and Policy 3(2-2-5)
- ECO645 Tourism and Sport Economics 3(2-2-5)
- ECO646 Digital Economy Entrepreneurship and Innovation 3(2-2-5)
- ECO648 Field Trip Academic Experience 3(2-2-5)



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GRI681 Independent Study
GRT691 Thesis

Type: new program, concentration (underline necessary)

	ECTS	Hours
Core Courses	9 (Plan A)	180 (Plan A)
	9 (Plan B)	180 (Plan B)
Elective Courses	3 (Plan A)	60 (Plan A)
	6 (Plan B)	180 (Plan B)
A. Thesis	6	-
B. Independence Study (IS)	3	-
Internship (if provided)	-	-

Note: 1US credit=2ECTs
1 ECTS=20 study heures

Program Overview (Provide a brief introduction to the master's program, including its significance, focus areas, and the overarching goals it aims to achieve)

The program aims to prepare graduates that are able to describe and analyze economic problems and situations by applying economic theory and its integrated fields including finance, agriculture business, behavioral economics, environment economics, development economics, digital economy, entrepreneurship and innovation, big data in economics analysis. Beyond the class contents, students are equipped with life-long learning skills which encourage them to keep their knowledge and skills up to date, so that they can complete in the labor market or continue their study in any Ph.D. Programs in Economics. In order to develop graduates with this profile, the expected learning outcomes of the Program (PLOs) were formulated the PLOs on applying, analyzing, providing, presenting and dedicating are clear and concise. Furthermore, students are also written considering that learning is a process, which is why they include an introductory component as well as applied components.

Besides, the program aims to prepare professionals that have a strong foundation in economic theory, and have strong quantitative literacy skills that enable them to analyze and interpret economic data. Graduate students from the Master Program are able to assess and make recommendations to real world economic issues. Furthermore, they are ready to pursue a Ph.D.'s degree in Economics, or other related fields. In order to develop graduates with this profile, the expected learning outcomes of the program (PLO) were formulated as moral and ethics, knowledge, wisdom, interpersonal relationship and responsibility, and numeric analysis, communication and technology.

Objectives (List the key objectives of the program, detailing what graduates are expected to know, understand, and be able to do upon completion)

1. To generate personnel development with quality and virtue for society through the
2. learning process and a learning society.
3. To create quality, beneficial and sustainable research and innovation for national and
4. international society.
5. To provide services with quality, awareness, and accountability for society.
6. To study, analyze and foster arts and culture.
7. To develop administration systems with quality and good governance.



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Learning Outcomes (Detail the specific skills, knowledge, and competencies students will gain, emphasizing how these outcomes align with industry needs or academic advancements)

1. Apply economic tools and calculation programs to analyze the global economic situation

- Using economic theories that are based on particular assumptions about human behavior. A theory is a simplified representation of how two or more variables interact with each other.
- Helping to perform quantifiable experiments and create models for predicting future economic growth.

2. Analyze and create research integrated with other sciences

- Measuring of macroeconomic performance along with GDP, consumption, investment, and international trade and stability on government budgets, prices, money supply, and the balance of payments.
- Analyzing essentially entails the evaluation of costs and benefits starting by ranking projects based on economic viability to aid better allocation of resources including the welfare impact of a project.

3. Providing recommendations related to research

- Showing a solution-oriented approach by highlighting the scope for future investigation to ensure clarity contents.
- Emphasizing the value and impact of the recommendations and providing in specific actions the improvement in a study approach or methodology.

4. Presenting academic works at an international level

- Introducing detailing the purpose and structure of the body covering the main points in term sustainability and a conclusion summarizing and highlighting the significance of academic work at the preservation of a particular resource including human, social, economic and environmental known as the 4 pillars of sustainability.
- Giving the knowledge, skills, values and agency to address interconnected global challenges including climate change, loss of biodiversity, unsustainable use of resources, and inequality.

5. Dedicated to working for organizations and the public

- Fostering transparency by sharing the program's sustainability goals, achievements, and plans for future initiatives.
- Communicating the positive impact of the efforts on the environment, the business, and employee well-being with engaging in open dialogue and address any concerns or doubts that students may have.

International Opportunities (Mention any international study, internship, or research opportunities available to students, including partner institutions and exchange programs)

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