

A Review of the Curricula of 135 European Pre-Experience Master Degree Programmes

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Adoption of the single system of degrees across Europe—bachelor, master, and doctoral—has created new choices for students in the fields of business and management. Graduates with bachelor degrees can now either enter employment or continue their studies in the same or a complementary field. In response, higher education institutions across Europe have created new master degree programmes to appeal to domestic and foreign applicants. These programmes, known as pre-experience master degrees, are one to two years in length and designed for recent bachelor degree graduates. They typically prepare students for careers and prior study in the same subject is often not required.

Between June and November 2008, a review of the core curricula of 135 Master degree programmes, taught in English and offered by 39 different institutions across 10 European countries was carried out by Cito, the Dutch Institute for Educational Measurement. This paper builds upon their initial analysis and seeks to answer the following questions:

- What are the most common majors offered in pre-experience master degree programmes?
- How many core courses are typically required by programmes within each study major group?
- What subjects are required within each study major, and what does this indicate about the curriculum?
- What similarities and differences exist among programmes focused on each of the most common study majors?

The study was guided by a similar analysis of MBA programs and Executive MBA programs conducted by Sheikh in 2006 and 2007.

Methodology

Data was collected and analysed in three stages from June to November 2008 by Cito under contract to GMAC for: 1) developing the sampling plan, 2) data collection, and 3) data analysis and reporting.

Phase 1: Develop a Sampling Plan

GMAC supplied Cito with details of 1,450 full-time, English-language-taught Master degree programmes in Europe from which to draw a sample. This was supplemented with ranking and accreditation data. To ensure the sample was representative, and to narrow down the sample from the original list, the following process was followed:

- The original list was trimmed to include only those institutions that were accredited by one or more of the Association to Advance College Schools of Business (AACSB), the Association of MBAs (AMBA), or the European Quality Improvement System (EQUIS) or that appeared in the 2008 *Financial Times* Master of Management rankings.
- From this smaller sample, programmes were grouped into broad categories that reflected the overall focus of studies (the study major). A total of 43 quality institutions were then selected, balancing for geographic coverage.
- The programme portfolios of these 43 institutions were examined and the five most prevalent study majors were identified. Across these 43 institutions, the five most prevalent study majors accounted for some 216 programmes.

Phase 2: Data Collection

Degree programmes typically consist of two types of courses: required core courses and elective courses. This study analysed the curriculum of core courses,

because these are studied by all students in a particular degree programme.

For each study major, a sample of at least 30 unique degree programmes was selected for a more detailed review. For each programme identified by the sampling plan from Phase 1, information on the curricula of core and elective courses was collected from websites and course catalogues. While not all curricula were available, a total of 135 degree programmes across 39 different institutions located in 10 European countries were examined (4 institutions had no programmes within the most prevalent study majors). In total, some 1,112 core courses were reviewed.

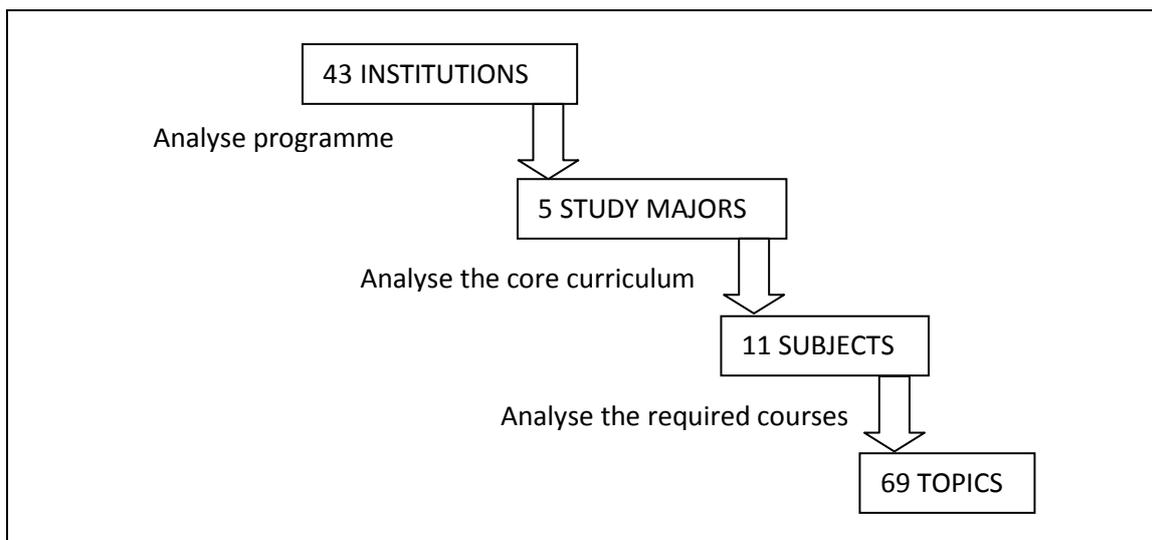
Phase 3: Data Analysis and Reporting

To identify commonalities and differences, a classification schema was developed to group core courses within one of 11 different subject areas or groups, for example, ‘Operations and Supply Chain’

or ‘Strategy and International Business.’ Subject groups represent what is being studied and were derived by analysing syllabi and course content. (See Tables A-1 and A-2 in the Appendix, respectively, for sample course titles within subjects, and topics and subject areas in each study major.)

Given the range of different courses within a single subject area, study investigators decided to segment them further into 69 distinct topics. Topics are the smallest unit of analysis and are grouped according to the particular branch of a field being studied, e.g., *Macroeconomics* within the subject area of ‘Economics.’ Across the sample, the level of detail for course content ranged significantly. If the title of a course was the only information available, it was assumed that the content was similar to courses bearing similar titles.

Figure 1. Process Used to Identify and Analyse Core Courses



Findings

Five Most Common Study Majors

As shown in Table 1, the five most common study majors offered by the 43 institutions in the initial sample were, as follows:

1. Accounting and Finance
2. Economics
3. International Business

4. Management
5. Marketing

These study majors covered 216 programmes. For each study major, a sample of at least 30 unique degree programmes was selected for a more detailed review; this resulted in the curriculum of 135 programmes being analysed.

	Accounting & Finance	Economics	International Business	Management	Marketing
Count of programmes	62	32	33	55	34
Unique institutions	32	12	26	21	24
Countries represented	8	5	7	5	6

Subjects Studied

The core and elective courses of programmes within each study major were analysed and segmented into subject groups. Eleven different subject groups were identified (Table 2). Across the sample, the level of

detail for course content ranged significantly. If the title of a course was the only information available, it was assumed that the content was similar to courses with similar titles.

Subject studied:	STUDY MAJOR					TOTAL
	Accounting & Finance	Economics	International Business	Management	Marketing	
'Statistics & Decision Science'	33 (80%)	16 (80%)	29 (97%)	29 (71%)	9 (90%)	116 (82%)
'Other'	16 (84%)	4 (100%)	16 (57%)	11 (100%)	14 (70%)	16 (74%)
'Personal Skills'	12 (71%)	1 (100%)	20 (67%)	19 (83%)	24 (59%)	76 (68%)
'Economics'	11 (50%)	78 (72%)	29 (73%)	8 (67%)	8 (73%)	139 (64%)
'Strategy & International Business'	8 (53%)	2 (40%)	53 (56%)	35 (85%)	12 (67%)	110 (64%)
'Organisations'	9 (47%)	2 (67%)	45 (53%)	35 (70%)	6 (60%)	95 (58%)
'Marketing'	5 (56%)	1 (100%)	31 (51%)	13 (62%)	124 (58%)	174 (57%)
'Operations & Supply Chain'	3 (75%)	–	7 (39%)	17 (74%)	4 (33%)	31 (54%)
'IT & Innovation'	3 (100%)	–	7 (37%)	11 (55%)	4 (67%)	25 (51%)
'Accounting & Finance'	143 (50%)	28 (57%)	43 (46%)	22 (51%)	13 (87%)	249 (51%)
'Society'	9 (53%)	4 (20%)	15 (28%)	8 (40%)	5 (38%)	41 (33%)
Total	250 (56%)	136 (64%)	295 (53%)	208 (68%)	223 (60%)	1,112 (59%)

Of all the subjects studied, it appears that courses focused on 'Statistics and Decision Science' are the most frequently represented in the core curriculum (82%) across all programmes. In contrast, courses addressing societal issues (e.g., CSR and ethics) are the least represented in the core curriculum (33%) across all programmes, with only one-third of 'Society' courses listed as a requirement.

Other findings:

- Accounting and Finance programmes have the largest proportion of electives around 'Organisation' (53%) but the largest number is found in 'Accounting and Finance' (143).

- Economics programmes have the smallest, and most limited, choice of electives and they are typically concentrated in the 'Economics,' 'Accounting and Finance,' and 'Statistics and Decision Science' subjects.
- Both International Business and Management programmes offer students electives across a broad range of subjects.
- Marketing programmes offer the higher concentration and largest selection of electives around 'Marketing'.

Across all programmes the proportion of required courses in course catalogues is approximately 60 percent.

Required Core Courses

In order to develop a profile of the core curriculum of the typical programme within each study major, programmes were aggregated and the distribution of core courses within each curriculum were analysed (see Table 3). Unsurprisingly, programmes in the Accounting and Finance, Economics, and Marketing study majors have the highest number of core courses in subjects directly related to their specialist orientation.

Programmes majoring in Management and International Business are broad and share many curriculum elements. The most significant difference between the two is the increased emphasis on 'Economics' in International Business programmes vs. 'Operations and Supply Chain' in Management programmes. Across all study majors, the subjects 'IT and Innovation,' 'Operations and Supply Chain,' and 'Society'—which includes CSR and Ethics—were minimally present in the core curriculum.

Table 3. Average Number of Core Courses in Each Subject, by Study Major

Subject studied:	STUDY MAJOR				
	Accounting & Finance	Economics	International Business	Management	Marketing
'Accounting & Finance'	4.8	1.3	1.3	0.9	0.5
'Economics'	0.4	3.5	0.9	0.3	0.3
'IT & Innovation'	0.1	–	0.3	0.4	0.1
'Marketing'	0.2	–	1.0	0.6	4.7
'Operations & Supply Chain'	0.1	–	0.3	1.0	0.1
'Organisations'	0.1	0.1	1.2	1.0	0.2
'Personal Skills'	0.3	-	0.7	0.8	0.7
'Society'	0.3	0.2	0.4	0.3	0.2
'Statistics & Decision Science'	1.1	0.7	0.9	1.3	0.3
'Strategy & International Business'	0.3	0.1	1.6	1.3	0.4
'Other'	0.6	0.2	0.6	0.7	0.7
Average number of core courses	8.3	6.2	9.2	8.7	8.3

Within the Accounting and Finance Major

An average of 8.3 core courses is typically required from students in programmes majoring in Accounting and Finance. The specialist nature of these master degrees is highlighted by more than half (58%) of required courses focusing on the 'Accounting and Finance' subject.

Within the Economics Major

Programmes majoring in Economics have the lowest number of required courses (6.2), 56 percent of which are focused on 'Economics'.

Within the International Business Major

International Business majors have the largest average number of core courses (9.2) spread across an expectedly broad range of subjects. Slightly more focus is given to 'Strategy and International Business,' 'Organisations,' and 'Accounting and Finance' subjects; together these three account for

just under half (45%) of required courses in a typical programme.

Within the Management Major

In common with International Business, Management majors cover eight of the 11 subjects within the core curriculum. On average four subjects have at least one core course dedicated to them and these four— 'Strategy and International Business,' 'Statistics and Decision Science,' 'Organisations,' and 'Operations and Supply Chain'—constitute around 53 percent of the typical programme.

Within the Marketing Major

With an average of 8.3 core courses making up the core of Marketing programmes, approximately 57 percent are oriented around 'Marketing' topics.

On average, no one subject is covered in the core curriculum of programmes across all study majors. Conversely, two subjects are excluded from the

typical curriculum: 'IT and Innovation' and 'Society'. With 'Society' including topics such as *Ethics* and the *Role of Business in Society*, this would appear to contradict assertions that societal factors are, on average, a required part of the business curriculum.

Topics Studied

The smallest unit of analysis was by topic. Topics were the result of examining core courses within a subject group and grouping them according to the particular branch of a field that was being studied, e.g., *Macroeconomics* in 'Economics.' Tables 4 through 12 show the number of distinct course topics studied

under each subject and study major that requires one or more courses within that topic. The number of course topics often exceeds the number of required courses because different programs have different requirements categorised within each subject.

Within the Subject 'Accounting and Finance'

Excluding Marketing, all majors have, on average, at least one required course in 'Accounting and Finance' (see Table 3). Table 4 shows the topics studied within the subject 'Accounting and Finance' for each of the majors except Marketing.

Topic	STUDY MAJOR			
	Accounting & Finance	Economics	International Business	Management
Accounting	9	2	9	8
Banking	–	1	1	–
Corporate finance	19	7	6	3
Finance	37	7	6	4
Financial instruments	8	1	–	–
Financial management	10	3	5	4
Financial reporting	14	1	2	–
Financial strategy	2	–	2	–
International finance	4	–	2	–
Investment	12	3	2	–
Management accounting	3	–	2	–
Mergers and acquisitions	4	–	–	–
Planning and control	15	–	5	3
Risk management	1	2	1	–
Valuation	7	1	–	–

For International Business and Management majors, it is likely that students will study *Accounting* as this is the most frequent topic found in the core curriculum. Economics majors will probably study *Corporate finance* or *Finance*.

As to be expected, Accounting and Finance majors have a far greater focus on this subject with an average of five core courses. Using the frequency as an indicator for popularity, these five courses are likely to be across *Finance* (37), *Corporate finance* (19), *Planning and control* (15), *Financial reporting* (14), and *Investment* (12).

Within the Subject 'Economics'

Only two majors have one or more required economics courses on average: Economics (4) and International Business (1) (see Table 3). Table 5 shows topics studied within the subject of 'Economics' for those two majors. Within International Business, students are most likely to study *International Economics*. For Economics majors, a wider range of topics will understandably be covered and is likely to focus on *Econometrics* (19), *Macroeconomics* (19), *Microeconomics* (14), and *Economics* (10).

Topic	STUDY MAJOR	
	Economics	International Business
Competition	3	2
Development	–	1
Econometrics	19	–
Economics	10	9
Financial economics	6	–
International economics	7	12
Macroeconomics	19	5
Microeconomics	14	1

Within the Subject 'IT and Innovation'

On average, 'IT and Innovation' is not a required course within the curriculum of programmes falling within the five study majors (see Table 3).

Within the Subject 'Marketing'

Three study majors have core courses in 'Marketing.' Based on frequency, International Business

programmes focus on *International Marketing* for their one required course while Management programmes introduce students to core marketing concepts (see Table 3). Table 6 shows the topics studied within the subject 'Marketing' for those three majors.

Topic	STUDY MAJOR		
	International Business	Management	Marketing
B2B marketing	–	–	3
Brand	1	–	4
Consumer behaviour	1	–	13
International marketing	13	–	9
Market research	–	–	20
Marketing	7	10	29
Marketing communications	2	1	9
Marketing management	5	2	6
Marketing strategy	3	1	18
Product management	–	–	3
Relationship marketing	–	–	4
Sales and key account management	–	–	4
Service marketing	–	1	4

Within Marketing programmes a diverse mix of topics is covered. On average, five core courses are focused around Marketing and an analysis of frequencies would seem to indicate that once the basic concepts have been introduced—*Marketing* (29)—topics such as *Market Research* (20), *Marketing Strategy* (18), and *Consumer Behaviour* (13) are popular. Slightly less common, yet clearly important, are *International Marketing* (9) and *Marketing Communications* (9).

Within the Subject 'Operations and Supply Chain'

Management is the only major with a required course in 'Operations and Supply Chain' (see Table 3). Table 7 shows the topics studied within the subject 'Operations & Supply Chain' for the management major. Based on frequency, it would appear that this course is equally likely to be either in *Operations Management* (9) or *Project Management* (9).

Table 7. Topics Studied Within the Subject 'Operations & Supply Chain'

Topic	Management
Logistics	2
Operations management	9
Project management	9
Supply chain management	3

Within the Subject 'Organisations'

Programmes within the International Business or Management study major typically require students to study one core course in 'Organisations' (see Table 3). Table 8 shows the topics studied within the subject 'Organisations' for those two majors. Within

International Business, the topic is likely to be *Human Resources* (12), whereas Management programmes will focus on *Organisations* (13), on average.

It is interesting to note that *Managing Across Cultures* is only required for International Business majors.

Table 8. Topics Studied Within the Subject 'Organisations'

Topic	STUDY MAJOR	
	International Business	Management
Change management	2	3
Human resources	12	4
Management across cultures	8	–
Negotiation	3	–
Organisational behaviour	5	4
Organisations	8	13

Within the Subject 'Personal Skills'

While three study majors integrate one course addressing 'Personal Skills' into the core curriculum (see Table 3), the range of topics within this subject area reflects a plethora of approaches. Table 9 shows the topics studied within the subject of 'Personal

Skills' for the three requiring majors. In International Business and Management programmes, it is likely that the 'Personal Skills' topic choice will target *Management* skills. For Marketing, this course most likely will focus on *Personal development* (5).

Table 9. Topics Studied Within the Subject of 'Personal Skills'

Topic	STUDY MAJOR		
	International Business	Management	Marketing
Career development	–	2	1
Communications	1	–	1
Decision making	–	1	–
Languages	1	–	1
Leadership	3	1	1
Management	8	9	2
People management	1	–	–
Personal development	1	–	5
Problem solving	1	2	1
Professional development	1	–	3
Skills development	3	5	3
Teamwork	1	–	1

Topics Studied Within the Subject ‘Society’

Topics studied within the subject area of ‘Society’ include *Ethics* and the *Role of Business in Society*, which makes it surprising that the subject area is, on average, not part of the core curriculum (see Table 3).

Topics Studied Within the Subject ‘Statistics and Decision Science’

Four study majors require students to take one course (on average) in the ‘Statistics and Decision Science’ field (see Table 3). Table 10 shows the topics studied within the subject ‘Statistics & Decision Science’ for the four requiring majors. The frequencies presented in Table 10 indicate that this is highly likely to be in *Research Methods*.

Table 10. Topics Studied Within the Subject ‘Statistics & Decision Science’

Topic	STUDY MAJOR			
	Accounting & Finance	Economics	International Business	Management
Decision science	1	2	3	2
Modelling	5	2	–	2
Qualitative analysis	–	–	–	3
Quantitative analysis	1	1	2	1
Quantitative methods	7	1	1	5
Research methods	14	7	19	14
Statistics	5	3	4	3

Within the Subject ‘Strategy and International Business’

On average, it is only students majoring in International Business or Management who have core courses focusing on ‘Strategy and International Business’ (see Table 3). Table 11 shows the topics studied within the subject ‘Strategy & International

Business’ for the two requiring majors. While International Business students will study an average of two core courses in the *International Business* (28) and *Strategy* (11) fields, students in Management programmes appear most likely to take a *Strategy* (9) course.

Table 11. Topics Studied Within the Subject ‘Strategy & International Business’

Topic	STUDY MAJOR	
	International Business	Management
Business strategy	–	–
Corporate strategy	1	4
Entrepreneurship	1	6
International business	28	6
International strategy	2	1
Strategic management	8	5
Strategy	11	9

Within the Subject Group ‘Other’

The subject group ‘Other’ is a catch-all for compulsory courses that are inappropriate to include within other curricula subjects. Table 12 shows the topics studied within the subject group ‘Other’ for the four majors that have required ‘other’ courses.

With the exception of Economics, all of the study majors have, on average, one required course in this area. The most common topic required in this category, given the academic orientation of pre-experience Master degree programmes, is that of the student *Dissertation*.

Topic	STUDY MAJOR			
	Accounting & Finance	International Business	Management	Marketing
Business experience	–	2	3	1
Business game	1	2	3	–
Capstone	–	1	1	–
Dissertation	10	9	6	11
International experiences	1	3	–	2
Preparatory classes	4	2	–	2
Project work	1	1	3	2
Seminars	1	–	1	–

The Typical Core Curriculum

Earlier analysis has focused on examining the impact of study major on the topics covered within each subject in the core curriculum. From this, the 'typical' core curriculum can be derived for each of the five study majors.

Accounting and Finance

These programmes are typically comprised of six core courses, covering the following topics, plus a dissertation:

- Finance
- Corporate Finance
- Planning and Control
- Financial Reporting
- Investment
- Research Methods

Economics

With just six core courses and the only programme type not to require a dissertation from students, Economics programmes typically cover the following topics:

- Either Finance or Corporate Finance
- Macroeconomics
- Microeconomics
- Econometrics
- Economics
- Research Methods

International Business

International Business programmes typically have a curriculum that requires students to complete eight core courses in addition to submitting a dissertation:

- Accounting
- International Economics
- International Marketing
- Human Resources
- Management Skills
- Research Methods
- International Business
- Strategy

Management

Management programmes typically have the largest core curriculum and require students to complete seven courses in addition to a dissertation.

- Accounting
- Marketing
- Either Operations or Project Management
- Organisations
- Management
- Research Methods
- Strategy

Marketing

With a curriculum comprised of six core courses, Marketing programmes typically require students to complete the following in addition to a dissertation.

- Marketing
- Market Research
- Marketing Strategy
- Consumer Behaviour
- Either International Marketing or Marketing Communications
- Personal Development

Summary

The goal of the curriculum review project was to understand more about the core curricula of pre-experience Master degrees in Europe. In practice that required us to consider the following:

- What are the most common majors offered in pre-experience Master degree programmes?
- How many core courses are typically required by programmes within each study major group?

- What subjects are required within each study major, and what does this indicate about the curriculum?
- What similarities and differences exist among programmes focused on each of the five study majors?

The five most common majors among the investigated 135 Master degree programmes offered by 39 different institutions are: 1) Accounting and Finance, 2) Economics, 3) International Business, 4) Management, and 5) Marketing. Across each of these majors, there is a great deal of variation in terms of the topics that are studied.

Figure 2, which shows the distribution of core courses for the three majors with the highest average number of core courses, reveals the specialist orientation of Accounting and Finance, Marketing, and Economics programmes. Accounting and Finance has the strongest focus with some 4.8 (58%) required courses in the same domain, closely followed by Economics with 3.6 (58%), and Marketing with 4.6 (55%). These programmes also tended to offer the greatest number of electives in these same subjects.

Figure 2. Distribution of Core Courses for the Three Majors With Highest Average Number of Core Courses

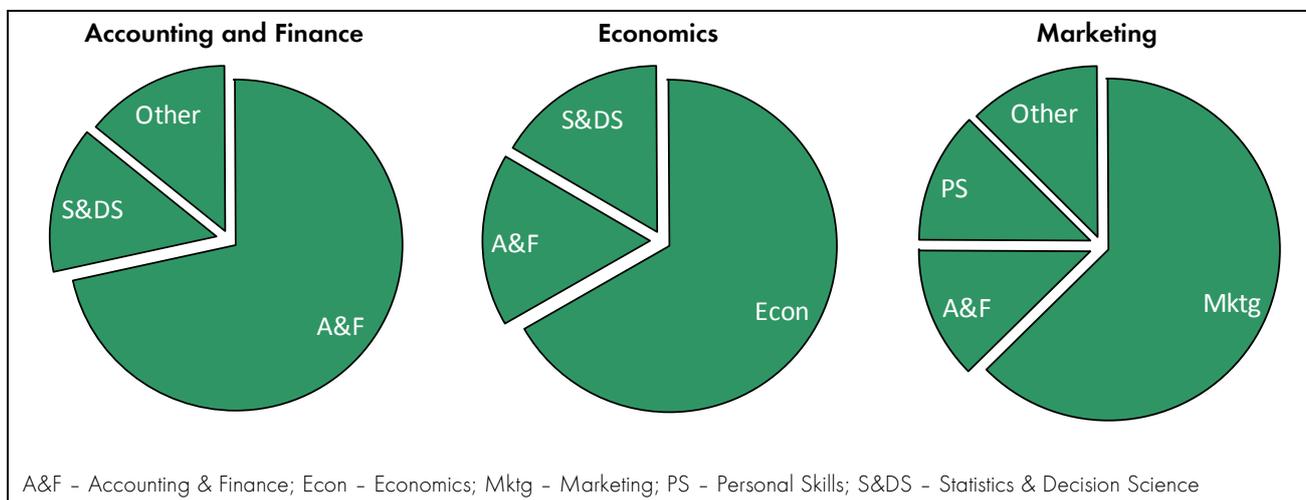
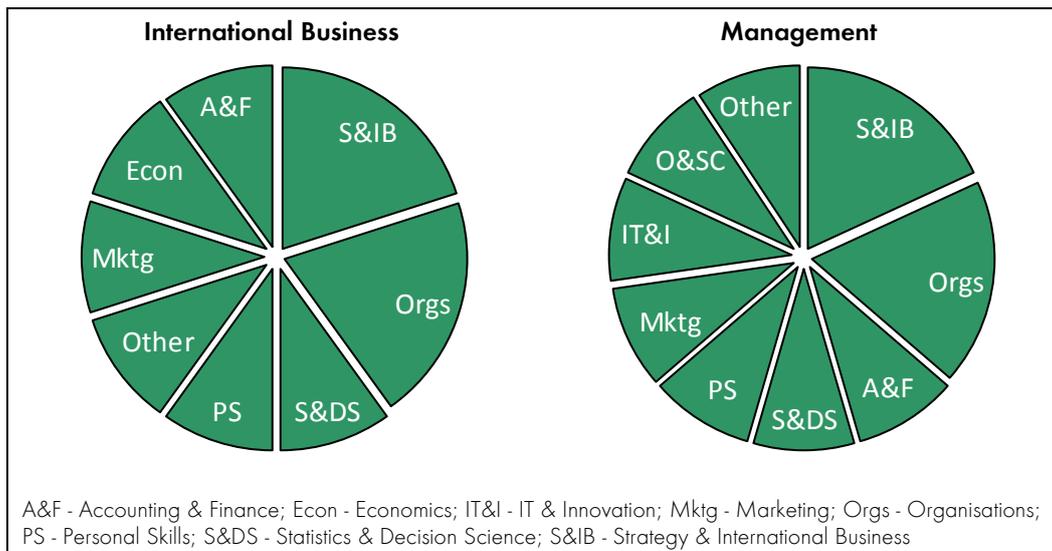


Figure 3 shows the distribution of core courses for the two majors with the broadest range of core courses. The broader, multidisciplinary programmes of International Business and Management have the widest range and a larger number of core courses than programmes within specialist study majors.

While the range of subjects studied within these programmes is similar, International Business programmes spend more time on ‘Economics’ and ‘Marketing’ subjects than Management. Conversely, Management programmes include more study of ‘Operations and Supply Chain.’

Figure 3. Distribution of Core Courses for the Two Majors With the Broadest Range of Core Courses

It must be recognised that this report discusses majors, subjects, and topics in terms of averages. Individual programmes will vary. It is hoped that these results will provide a baseline to help programmes establish policies and to help institutions that plan to implement new programmes to serve this growing population of students.

Contact Information

For questions or comments regarding study findings, methodology or data, please contact the GMAC Research and Development Department at research@gmac.com.

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Authorship

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Appendix

To identify commonalities and differences within programme types, a classification schema was developed to group core courses in one of 11 different subject areas. Examples of course titles and the subject groups they were placed into can be seen in Table A-1. Topics and subject groups covered within each study major can be found in Table A-2.

Table A-1. Sample Course Titles Within Subject Areas	
'Accounting & Finance'	'Operations & Supply Chain'
Banking	Consulting
Capital Markets	e-Commerce Management
Finance	Operations Management
Financial Risk Management	Operations Strategies
International Finance	Service Operations Management
Investments	Supply Chain Management
Managerial Accounting	'Organisations'
Managerial Finance	Change Management
Financial Accounting	Corporate Change
Mergers and Acquisitions	Cultural Change
Principles of Accounting	Employee Relations
Taxes	Human Resource Management
Valuation	Managing People
'Economics'	Organisational Analysis
Business Government and Int'l Economy	Organisational Behaviour
Econometrics	Organisations
Economic Analysis	Project Management
Economics and Social Goals	Team Building
Economics of Competition	'Personal Skills'
Managerial Economics	Academic Writing
Macroeconomics	Communication
Microeconomics	Leadership
'IT & Innovation'	Management Communications
Enterprise Integration	Management Skills
Innovation	Negotiations
Management Information Systems	Personal Leadership & Career Management
Telecommunications	'Society'
Technology	Business and Government
'Marketing'	Corporate Governance
Advertising	Energy
CRM	Ethics
Customer Experience	Legal Environments
Customer-Focused Management	Law
Management for Complex	Public Policy
Marketing Management	Social Sciences
Marketing Strategy	'Other'
Market Research	History
Product Design and Development	Philosophy
Public Relations	
Sales	

Table A-2. Topics and Subjects Covered Within Each Study Major

Topics, Subjects	Accounting & Finance	Economics	International Business	Management	Marketing
SUBJECT: Accounting & Finance					
Accounting	◆	◆	◆	◆	◆
Banking		◆	◆		
Corporate finance	◆	◆	◆	◆	◆
Finance	◆	◆	◆	◆	◆
Financial instruments	◆	◆			
Financial management	◆	◆	◆	◆	◆
Financial reporting	◆	◆	◆		◆
Financial strategy	◆		◆		
International finance	◆		◆		
Investment	◆	◆	◆		
Management accounting	◆		◆		
Mergers and acquisitions	◆				
Planning and control	◆		◆	◆	◆
Risk management	◆	◆	◆		
Valuation	◆	◆			
SUBJECT: Economics					
Competition		◆	◆		
Development			◆		
Econometrics		◆			
Economics	◆	◆	◆	◆	◆
Financial economics	◆	◆			
International economics	◆	◆	◆		◆
Macroeconomics	◆	◆	◆	◆	◆
Microeconomics		◆	◆		
SUBJECT: IT & Innovation					
Information systems	◆		◆	◆	◆
Innovation			◆	◆	◆
SUBJECT: Marketing					
B2B marketing					◆
Brand			◆		◆
Consumer behaviour			◆		◆
International marketing			◆		◆
Market research					◆
Marketing	◆		◆	◆	◆
Marketing communications			◆	◆	◆
Marketing management	◆	◆	◆	◆	◆
Marketing strategy	◆		◆	◆	◆
Product management					◆
Relationship marketing					◆
Sales and key account management					◆
Service marketing				◆	◆

Table A-2. Topics and Subjects Covered Within Each Study Major

Topics, Subjects	Accounting & Finance	Economics	International Business	Management	Marketing
SUBJECT: Operations & Supply Chain					
Logistics				◆	◆
Operations management	◆		◆	◆	◆
Project management			◆	◆	
Supply chain management			◆	◆	◆
SUBJECT: Organisations					
Change management			◆	◆	
Human resources	◆		◆	◆	◆
Management across cultures			◆		◆
Negotiation			◆		◆
Organisational behaviour			◆	◆	◆
Organisations	◆	◆	◆	◆	
SUBJECT: Personal Skills					
Career development				◆	◆
Communications			◆		◆
Decision making				◆	
Languages			◆		◆
Leadership	◆		◆	◆	◆
Management	◆		◆	◆	◆
People management			◆		
Personal development			◆		◆
Problem solving			◆	◆	◆
Professional development	◆		◆		◆
Skills development	◆	◆	◆	◆	◆
Teamwork			◆		◆
SUBJECT: Society					
Ethics	◆	◆	◆	◆	◆
Governance	◆		◆	◆	
Law	◆	◆	◆	◆	◆
Politics and public policy		◆	◆	◆	◆
Society	◆		◆	◆	◆
SUBJECT: Statistics & Decision Science					
Decision science	◆	◆	◆	◆	
Modelling	◆	◆		◆	
Qualitative analysis				◆	
Quantitative analysis	◆	◆	◆	◆	◆
Quantitative methods	◆	◆	◆	◆	◆
Research methods	◆	◆	◆	◆	◆
Statistics	◆	◆	◆	◆	

Table A-2. Topics and Subjects Covered Within Each Study Major

Topics, Subjects	Accounting & Finance	Economics	International Business	Management	Marketing
SUBJECT: Strategy & International Business					
Business strategy	◆				◆
Corporate strategy	◆		◆	◆	
Entrepreneurship	◆		◆	◆	
International business	◆		◆	◆	◆
International strategy			◆	◆	
Strategic management	◆	◆	◆	◆	◆
Strategy			◆	◆	◆
SUBJECT: Other					
Business experience			◆	◆	◆
Business game	◆		◆	◆	
Capstone			◆	◆	
Dissertation	◆	◆	◆	◆	◆
International experiences	◆		◆		◆
Preparatory classes	◆		◆		◆
Project work	◆		◆	◆	◆
Seminars	◆			◆	

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