

Entry level for Competences and Skills in SBT

Below you will find per topic the expected entrance level of the student of the master SBT. The master consists of a challenging one year programme. Not meeting the entry level at the start will cause an immediate delay that will be very difficult to make up for during the programme.

Sustainable business development

Starting level: Level 2

[B&L Webshop | Sustainable Business Management \(borgerhoff-lamberigts.be\)](#) (all chapters)
[Organizing for Sustainability: A Guide to Developing New Business Models | SpringerLink](#) (open source, free download);
[Business Model Canvas: The Definitive Guide and Examples \(businessmodelanalyst.com\)](#)

- Foundational knowledge of circular economy and sustainable development discourse
- Basics in creating a circular business model
- Understanding of business model canvas and being able to develop a basic business model (including value proposition, competitor analysis);
- Creating a cost benefit analysis

Additional readings

- [Sustainability what everyone needs to know](#)
- [Doughnut Economics](#)

Additional online sources

- [Driving business towards the Sustainable Development Goals | Coursera](#) (free)
- [Global sustainability and corporate social responsibility: Be sustainable | Coursera](#) (free)
- [Stakeholder Theory Explained - Bing video](#)
- [Stakeholder Analysis - Bing video](#)
- [Circular Economy: An Introduction | edX](#)
- [Business Model Canvas: A Tool for Entrepreneurs and Innovators \(Project-Centered Course\) Course \(USG\) | Coursera](#) (free)

Critical thinking

Starting level: Level 2

[Active reading | Skill Sheets](#)

- Reading is aimed at understanding as input for exams and short papers
- (Re)Active
- Consult the appropriate popular scientific literature for a project and exams
- Textbook and popular scientific literature-oriented
- Aimed at identifying good and bad argumentation (including fallacies in argumentation)
- High reading speed of popular text, slow for scientific literature

Creativity

Starting level: Level 2

[What is Design Thinking? | IxDF \(interaction-design.org\)](#)

- Understanding of design thinking and creative collaboration
- Proposing ideas and innovations that fit a solution and client
- Being able to empathize with different groups
- Understand complex problems from multiple angles
- Expressing and communicating an idea in a unique and fitting format for clients
- Basic understanding of marketing and communication to roll out solutions to consumers and stakeholders

Additional online courses

[Introduction to Design Thinking Video](#)

[Webinar Design Thinking What is it and Why should I Care?](#)

[Case study](#)

Technology

Starting level: Level 2

[Blockchain Revolution](#)

[Hello World](#)

- Understanding of the implications of new technologies, such as AI and blockchain, on business models and solutions
- Basic analysis of how new technologies create impact in a given context or sector
- Being able to use different types of platforms and software to reflect on new technologies and data (e.g. experiment with generative AI, explore different metaverses and look into blockchain applications)

Future Thinking

Starting level: Level 2

[Future Thinking Course](#)

- Ability to think long-term within a specific context or case
- Ability to envision the future of a business and consider different innovation pathways
- Co-create and imagine desired futures for companies with their stakeholders and consumers
- Able to do qualitative research on different groups to gain insights on different futures and possibilities
- Able to provide strategic advice to businesses and communicate advice and ideas clearly

Independent Research

Starting Level: Level 2

[Good research](#) | [Skill Sheets](#):

- Research on the basis of (simple) own questions
- Do qualitative research, such as interviews, focus groups and co-creation sessions
- Able to create basic poll or survey
- Experience of fellow students forms additional basis of and input for research
- A broad spectrum of research methods is understood and applied; choice of the best method concerning the research topic
- Mastering in particular the descriptive part of the reflective cycle
- Use Internet and other search engines effectively in combination with a systematic use of (online) libraries
- Able to critically think about models and theories, synthesizes them and contribute a unique perspective

Writing

Starting level: Level 2

[Powerful Writing](#) | [Skill Sheets](#)

[Little Red Writing Book](#)

- Writing a solid line of argument, based on a clear question, in an acceptable amount of time.
- The argumentation is key (structure gets most attention)
- Group Research becomes paper and case study-oriented
- Most sources are revealed and importance of listing sources is understood
- Growing attention for layout and solid editing

Study and self-management skill levels

Starting level: Level 2

[Study- and self-management](#) | [Skill Sheets](#)

- Development of 'learning to learn' in practice
- Start to decide on what is an interesting 'portfolio' of knowledge topics
- More sophisticated version of learning reports; linking weaknesses and strengths
- Feedback aimed at balancing the interests of teachers and students (own weaknesses and strengths)
- Time management balances study and other activities
- Be aware and able to link simple skills