

|                                          | NOHA 120 ECTS Programme Learning Outcomes                                                                                                                                                                                                                                                                              | Intensive Programme | Legal Dimensions of HA | World Politics and HA | Social and medical sciences in HA | Management in HA | Methodology and Res. Meth. | Advanced Management in HA | Thematic specialisation | Elective track 1  |                                   | Elective track 2            |           |               |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------|-----------------------|-----------------------------------|------------------|----------------------------|---------------------------|-------------------------|-------------------|-----------------------------------|-----------------------------|-----------|---------------|
|                                          |                                                                                                                                                                                                                                                                                                                        |                     |                        |                       |                                   |                  |                            |                           |                         | Regional Training | Internship/ Experiential training | Career Development Training | Placement | Master thesis |
| <b>Academic research</b>                 |                                                                                                                                                                                                                                                                                                                        |                     |                        |                       |                                   |                  |                            |                           |                         |                   |                                   |                             |           |               |
| knowledge                                | Has specialised knowledge and a critical methodological understanding of appropriate research methods and research design for the humanitarian field and for original research in humanitarian studies.                                                                                                                |                     |                        | x                     | x                                 | fx               | x                          |                           |                         |                   |                                   |                             |           | ⓧ             |
| skills                                   | Has justified and applied methodology and scientific methods correctly in an original piece of humanitarian research.                                                                                                                                                                                                  |                     |                        |                       | fx                                |                  | x                          |                           | X                       | x                 |                                   |                             |           | ⓧ             |
| competence                               | Has studied a research topic in depth, and conducted and completed a medium-length research project largely self-directed.                                                                                                                                                                                             |                     |                        |                       | x                                 |                  | x                          |                           | X                       |                   |                                   |                             |           | ⓧ             |
| <b>Humanitarian commitment</b>           |                                                                                                                                                                                                                                                                                                                        |                     |                        |                       |                                   |                  |                            |                           |                         |                   |                                   |                             |           |               |
| knowledge                                | Has a critical understanding of the humanitarian principles and standards and the problematic nature of the dilemmas involved.                                                                                                                                                                                         | Fx                  | x                      |                       | x                                 |                  |                            |                           | X                       | ⓧ                 |                                   |                             | ⓧ         |               |
| skills                                   | Has demonstrated the ability to formulate adequate and ethically sound recommendations for humanitarian action grounded in the humanitarian principles and values, translating these in innovative, practical terms to policies, strategies and programme management.                                                  |                     |                        |                       |                                   | x                |                            | x                         | X                       | x                 | ⓧ                                 | x                           | ⓧ         |               |
| competence                               | Takes responsibility for specifying clear ethical standards informed by the humanitarian principles, values and professional codes of conduct.<br>Applies innovatively and strategically correct the humanitarian principles and standards to dilemmas in complex and insecure contexts.                               |                     |                        |                       |                                   | x                |                            |                           |                         | x                 |                                   |                             | X         | ⓧ             |
| <b>Context analysis &amp; reflection</b> |                                                                                                                                                                                                                                                                                                                        |                     |                        |                       |                                   |                  |                            |                           |                         |                   |                                   |                             |           |               |
| knowledge                                | Has highly specialised knowledge and a critical understanding of humanitarian concepts and theories.<br>Has innovative expertise on a particular current theme in humanitarian action with an interdisciplinary understanding in terms of its political, legal, anthropological, public health and management aspects. |                     | x                      | x                     | x                                 | x                |                            |                           | X                       | x                 |                                   |                             |           | X             |
| skills                                   | Has specialised skills to conceptualise, interpret and critically analyse complex humanitarian crises and interventions on the basis of a variety of sources, generating new interdisciplinary expertise to help solve complex humanitarian problems.                                                                  |                     | x                      | x                     | x                                 | x                |                            |                           | X                       | x                 |                                   |                             | x         | X             |
| competence                               | Has demonstrated the ability to position one's own research findings in the broader context of humanitarian action.<br>Has developed an open attitude towards acquiring new knowledge and understanding about professional and academic developments in humanitarian action.                                           |                     |                        |                       |                                   |                  | x                          |                           | X                       | x                 | x                                 | x                           | x         | ⓧ             |
| <b>Coping &amp; safety</b>               |                                                                                                                                                                                                                                                                                                                        |                     |                        |                       |                                   |                  |                            |                           |                         |                   |                                   |                             |           |               |
| knowledge                                | Has a thorough understanding of personal security risks in humanitarian fieldwork and possible techniques and strategies to reduce the impact of external stressors.                                                                                                                                                   |                     |                        |                       |                                   |                  |                            | x                         |                         |                   | ⓧ                                 | ⓧ                           |           |               |
| skills                                   | Has specialised problem-solving skills to promote the best and safest response in humanitarian emergency contexts in terms of personal and social implications and foreseeable harm by humanitarian interventions.                                                                                                     |                     |                        |                       |                                   |                  |                            |                           | X                       | ⓧ                 |                                   |                             | ⓧ         |               |
| competence                               | Acts firmly and appropriately in insecure situations according to the security rules, taking into account advice from security sources and other stakeholders.                                                                                                                                                         |                     |                        |                       |                                   |                  |                            | fx                        |                         | fx                | ⓧ                                 | x                           | ⓧ         |               |
| <b>Leadership</b>                        |                                                                                                                                                                                                                                                                                                                        |                     |                        |                       |                                   |                  |                            |                           |                         |                   |                                   |                             |           |               |
| knowledge                                | Has a critical understanding of opportunities and threats of current trends in the humanitarian sector.                                                                                                                                                                                                                |                     |                        |                       |                                   |                  |                            | x                         | ⓧ                       |                   |                                   |                             |           |               |

|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |    |    |    |    |   |  |   |    |   |   |   |   |   |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----|----|----|---|--|---|----|---|---|---|---|---|
| <i>skills</i>                     | Has demonstrated a range of coaching and management skills to carefully assess the relevant factors for decision making in terms of operative context, possible effects and risks and the best way for successful implementation of strategic decisions.                                                                                                                                                                                                              |    |    |    |    |   |  | x | X  | ⓧ |   |   | ⓧ |   |
| <i>competence</i>                 | Has demonstrated the ability to act on decisions made.<br>Has adopted a reflective practice analysing personal learning goals and ways to achieve them.<br>Stimulates the involvement and development of team members and partners to achieve a successful humanitarian project.                                                                                                                                                                                      |    |    |    |    |   |  |   | Fx | ⓧ |   | x | ⓧ |   |
| Collaborative relationships       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |    |    |    |    |   |  |   |    |   |   |   |   |   |
| <i>knowledge</i>                  | Has highly specialised knowledge of the diversity of actors and stakeholders, their interaction and competition, and a thorough understanding of the importance of coordination between different levels in the humanitarian system.                                                                                                                                                                                                                                  | fx | fx | fx | fx | x |  | ⓧ | x  |   |   |   |   |   |
| <i>skills</i>                     | Has demonstrated the ability to listen to beneficiaries and stakeholders and taking into account their considerations, communicate humanitarian expertise and research findings in a structured, intelligible way to specialists and non-specialists in a multi-cultural humanitarian setting.<br>Has the ability to cultivate relations of sensitive respect in terms of cultural and gender diversity and to cooperate in a quest for mutual benefit or compromise. |    |    |    |    |   |  |   | X  | ⓧ |   |   | ⓧ |   |
| <i>competence</i>                 | Involves partners and team members in different levels of decision-making and acts responsible and accountable concerning own decisions.<br>Actively contributes to team building, a balanced distribution of work, and fostering a good atmosphere and cohesion in group projects in an effort to achieve the common goal.                                                                                                                                           |    |    |    | fx | x |  | x |    | x | ⓧ | x | ⓧ |   |
| Service to crisis-affected people |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |    |    |    |    |   |  |   |    |   |   |   |   |   |
| <i>knowledge</i>                  | Has highly specialised knowledge and critical understanding of the impact of various humanitarian action interventions on the needs and rights of crisis-affected people and their interaction with interests of relevant actors in a certain professional regional context.                                                                                                                                                                                          |    |    |    | x  | x |  |   | ⓧ  |   |   |   |   |   |
| <i>skills</i>                     | Specialised problem-solving skills combining interdisciplinary knowledge and understanding of the range of needs and capabilities of crisis-affected people in a certain regional context toward relevant, evidence-based solutions for effective response.                                                                                                                                                                                                           |    |    |    |    |   |  |   | X  | x | x |   | X | ⓧ |
| <i>competence</i>                 | Learns from past experiences, identifies opportunities to overcome humanitarian dilemmas and proposes new work methods for increased efficiency, effectiveness and stakeholder accountability in complex and unpredictable humanitarian environments.                                                                                                                                                                                                                 |    |    |    |    |   |  |   | X  | x | ⓧ | ⓧ | X |   |