



School of Economics and Management

**EAGMP, Master's Programme (One year) in Managing People,  
Knowledge & Change, 60 credits**  
*Magisterprogram i Managing People, Knowledge & Change, 60  
högskolepoäng*

**Second cycle degree programme requiring previous university study / Program  
med akademiska förkunskapskrav och med slutlig examen på avancerad nivå**

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## **Decision**

The syllabus was approved by The Faculty Board of the School of Economics and Management on 15-09-2016 and was last revised on 05-06-2025 by Vice Dean of Education at the School of Economics and Management (U 2025/419). The revised syllabus comes into effect 01-09-2025 and is valid from the autumn semester 2026.

## **Programme description**

The objective of this master's programme is to provide students with a better understanding of the various challenges facing the practising manager and consultant from both theoretical and practical perspectives.

The overall goal of the programme is to provide students with breadth and depth on the subject matter of organisation and management. Uniquely, the programme will draw its inspiration from the internationally recognised research tracks of the teachers on the course. These include the fields of knowledge management, identity in organisations, organisational culture, leadership and change. In particular, the course will emphasise the strategic nature of the contemporary challenges associated with managing organisations and work.

Following this comprehensive goal, theoretical concepts, models and tools will be compared with real and complex problems in organisations in order to train students in advanced problem solving. The course also aims at introducing, explaining and applying the methodological aspects of studying organisations, especially in terms of interventions aimed at bringing about organisational change.

### **Career opportunities**

The programme is aimed in particular, but not exclusively, at students seeking to pursue careers in management consulting, human resources or general management. For the past years, there has been a trend in hiring master students with a degree in business, and with a major in managing people (human resource management). It is evident that the labour market values graduates that have a combination of in-depth business knowledge combined with knowledge of human resources.

### **Connection to further studies**

Successful completion of the programme will enable students to apply to doctoral programmes in business administration.

### **Goals**

The programme builds on previous studies at the undergraduate level in subject matters related to business administration. In accordance with the Higher Education Ordinance, a Master of Science (60 credits) is awarded to students who at the completion of the programme accomplish the following:

### **Mission driven learning outcomes**

Graduates of the programme will be trained as reflective practitioners in taking an active part in developing a sustainable society building on innovative thinking.

### **Knowledge and understanding**

For a Master's degree (60 credits) the student must:

- demonstrate knowledge and understanding within the field of managing people, knowledge and change, including both a broad command of the field and deeper knowledge of certain parts of the field, together with insight into current research and development work
- demonstrate deeper methodological knowledge in the field of managing people, knowledge and change
- demonstrate an ability to develop critical approaches on the phenomena under study

### **Competence and skills**

For a Master's degree (60 credits) the student must:

- demonstrate an ability to integrate knowledge and to analyse, assess and deal with complex phenomena, issues and situations, even when limited information is available
- demonstrate an ability to independently identify and formulate issues and to plan and, using appropriate methods, carry out advanced tasks within specified time limits
- demonstrate an ability to clearly present and discuss their conclusions and the knowledge and arguments behind them, in dialogue with different groups, orally

- and in writing
- demonstrate the skill required to participate in research and development work or to work in other advanced contexts
  - demonstrate an in-depth understanding of the changing contexts facing contemporary organisations and the challenges such contexts are posing to the problem solving of the practising manager
  - demonstrate an ability to work individually as well as in groups with students from different cultures in order to solve practical problems as well as to manage a more extensive project

### **Judgement and approach**

For a Master's degree (60 credits) the student must:

- demonstrate an ability to make assessments within managing people, knowledge and change taking into account relevant scientific, social and ethical aspects, and demonstrate an awareness of ethical aspects of research and development work
- demonstrate insight into the potential and limitations of science, its role in society and people's responsibility for how it is used
- demonstrate an ability to identify their need of further knowledge and to take responsibility for developing their knowledge
- demonstrate an ability to identify relevant research topics within the broad area of managing people, knowledge and change and to independently design and carry out a study that investigates the issue in a relevant way
- demonstrate an ability to communicate analyses and conclusions to specialists in the management field and non-specialists alike

### **Independent project (degree project)**

For a Master of Science (60 credits) students must have completed an independent project (degree project) worth at least 15 credits in managing people, knowledge and change within the framework of the course requirements.

### **Course information**

This one-year Master's degree comprises of 60 credits. The year is divided into two semesters.

The following courses are included in the programme.

#### **Semester 1 – Period 1**

During the first period students will attend two core courses that introduce basic models and perspectives that will be of relevance throughout the programme.

#### **Leadership, 7.5 credits**

The objective of this course is to enhance and deepen knowledge the significance of leadership. With a focus on a variety of tools frequently employed in change processes, the course also facilitates an interpretive understanding of strategies, organizational culture, identity, and leadership.

The course addresses the role of meanings, values, and identity as crucial elements in organizational life, including corporate strategy and leadership. The main objective is to facilitate for integration between theory and practice. The course is based on cases

drawn from a wide range of businesses.

### **Organizational Development, 7.5 credits**

The objective of the course is to give students a deeper practical and theoretical knowledge of the area of Organisational Development. It deals in particular with techniques for intervention in organisations for managers and consultants alike. Practical knowledge is supplemented by reflections on development and change from various research perspectives.

This course is aimed at providing students with advanced theoretical and practical knowledge on understanding and explaining how and why organisations change. The course will emphasise processual theories of organisations that are applicable in a wide variety of empirical settings as well as some of the various research methods that are specifically designed to support and evaluate such theories.

### **Semester 1 – Period 2**

The second period introduces elective courses. Each student chooses two out of three available courses that run parallel during the second half of the semester:

#### **Organizing Creativity, 7.5 credits**

This course explores creativity as the process of generating, developing, and evaluating ideas that contribute to an organized innovation process. The course takes a broad perspective on creativity, focusing on process and practice aspects. It is divided into five modules that address various dimensions of creativity, including conceptualization, idea generation and development, idea evaluation within social groups, organizing creative processes, and the societal and economic impact of creativity. Throughout the course, students are encouraged to apply their theoretical knowledge by generating, developing, and evaluating their own ideas, both independently and in group settings. The goal is to foster students' critical thinking about traditional approaches to creativity and to develop an understanding of the collaborative and intricate nature of the creative process.

#### **Strategic Human Resource Management, 7.5 credits**

The objective of the course is to give students a deeper practical and theoretical knowledge of the area of human resource management and its links and relevance to wider themes of strategy in organisations. It deals in particular with the nature of human resource management, its strategic context, human resource management policies and practices as well as the role of HRM in strategic change processes. The course will focus on both the individual and collective nature of the employment relationship and introduce students to the key debates in the field.

The course addresses the key and emerging issues in Human Resource Management. In particular, it seeks to explore the current debates in the field including the relationship between HRM and corporate strategies, hard versus soft approaches to HRM and the linkages between HRM and organisational performance. The course will also move beyond traditional approaches and question the nature of HRM and the personnel function from perspectives of a more critical nature. Students will also be afforded the possibility to make connections between HRM other current themes in organisation and management studies such as organisational culture, learning and international business.

#### **Corporate Social Responsibility, 7.5 credits**

This course examines the social obligations that are increasingly demanded of

corporations and investigates the different strategies adopted by organizations that are striving to be socially responsible entities. This course will also look at the range of pressures placed on corporations by different stakeholders such as governments, labour unions, consumer rights groups and environmentalists. The first part of the course focuses on some of the theoretical frameworks commonly used to understand corporate social responsibility. These would include ethical positions such as Kantian ethics, utilitarianism and Confucianism, stakeholder theories, theories of market discipline and institutional theory. A central part of the course will focus on common dilemmas of corporate social responsibility faced by enterprises both internally and externally. Internal dilemmas included corporations' responsibility in the areas of workplace safety, fair and equitable treatment of employees and internal governance of the firm. External dilemmas would relate to corporate obligations to shareholders, the manufacture of harmful products and impacts on the biospheric environment. Throughout the course, students will be exposed to concrete cases.

### **Semester 2 – Period 3**

The first part of the second semester focuses on research methodology and advanced organization theory.

#### **Research Methods, 7.5 credits**

The course deals with some of the most common qualitative research methods used within organization research and advanced consultancy investigation models, such as interviews, observations, document studies, etc. Different assumptions concerning the nature of the world and our knowledge about it, as well as the purpose of research, are discussed in relation to these various data generation techniques. The course also brings to the fore the issue of writing up research, i.e. the written presentation of research results.

#### **Knowledge Work and Organization, 7.5 credits**

The objective of the course is to enhance and deepen the students' knowledge and understanding of knowledge-intensive firms and organizations, by addressing the theme of knowledge in the economy and in contemporary companies/organizations. In particular it focuses on the management of knowledge-intensive organizations. It treats strategy, organization, leadership, HRM and work conditions in professional service firms, high-tech companies and public sector organizations. The emphasis is on the business sector but a range of different occupations and organizations are addressed: management consultancy, high tech, accounting, doctors/health care.

The concept of knowledge is presented and its significance in the contemporary society will be discussed. A historical perspective on how higher demand on specialization and knowledge has led to the emergence of what has been defined as "knowledge-intensive" firms during the past decades is presented. Furthermore the particular characteristics of knowledge intensive firms and organizations are identified and described.

Another main topic of the course is the people working in knowledge intensive firms/organizations i.e. knowledge workers. One way to describe the knowledge worker is in comparison with what might be called a "traditional" profession. Such a comparison, on different dimensions, gives additional insight to the distinctiveness of the occupations that can be defined as knowledge workers.

### **Semester 2 – Period 4**

The last study period will focus entirely on the masters' thesis. We expect students to

formulate a clear and researchable research question at the beginning of this final period. The topic will be selected from a list of broad themes specified by the available supervisors. At the start of the period, a relevant supervisor will be assigned to each master's thesis.

### **Degree project, 15 credits**

Students work in pairs and conduct original research within a relevant organisation or strategy area that is related to the overall perspective of the programme. At the end of the final period, each thesis will be presented and discussed at a final seminar.

*Additional information in appendix EAGMP Programme structure.*

## **Degree**

Degree titles

Degree of Master of Science in Business and Economics (60 credits)

Major: Business Administration with specialization in Managing People, Knowledge and Change

*Ekonomie magisterexamen*

*Huvudområde: Företagsekonomi med fördjupning i ledarskap, kunskap och förändringsprocesser*

### **Degree requirements**

The degree requirements for a *Degree of Master of Science in Business and Economics, major in Business Administration with specialization in Managing People, Knowledge and Change* consists of 60 credits at advanced level. The following must be included in the degree: the courses that comprises the current programme structure (see appendix) which includes the course *BUSN49 Degree Project in Managing People, Knowledge and Change - Master Level, 15 credits*.

## **Requirements and Selection method**

### **Requirements**

An undergraduate degree (BA/BSc) with at least 60 credits in business administration or the equivalent. English 6.

### **Selection method**

Selection will be based on academic merits from previous university studies and a Statement of Purpose in which applicants state their reasons for applying to the programme.

## **Other information**

### **Programme management**

The programme director, who is appointed by the Board of LUSEM, is responsible for the quality development and quality assurance of the programme. The Board of the School also assigns each programme to a host department at LUSEM. The host department is responsible for providing professional services to the students and faculty of the programme.

Each programme also organizes a programme management group, in which student representatives and faculty representatives of the programme, together with the programme director, coordinator and other professional services meet regularly.

All programmes at LUSEM are evaluated yearly and the outcome of a programme scorecard is presented to the Board of the School as part of LUSEM's Quality Development and Assurance system.

### Grading scale

At the School of Economics and Management grades are awarded in accordance with a criterion-based grading scale A-U(F):

**A** (Excellent) 85-100 points/percent. A distinguished result that is excellent with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**B** (Very good) 75-84 points/percent. A very good result with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**C** (Good) 65-74 points/percent. The result is of a good standard with regard to theoretical depth, practical relevance, analytical ability and independent thought and lives up to expectations.

**D** (Satisfactory) 55-64 points/percent. The result is of a satisfactory standard with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**E** (Sufficient) 50-54 points/percent. The result satisfies the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought, but not more.

**U/F** (Fail) 0-49 points/percent. The result does not meet the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought.

To pass the course, the students must have been awarded the grade of E or higher.

It is up to the teaching professor to decide whether the credits of a course should be converted into a total of 100 points for each course, or if the scale above should be used as percentage points of any chosen scale instead.

### Academic integrity

The University views plagiarism very seriously, and will take disciplinary actions against students for any kind of attempted malpractice in examinations and assessments. The penalty that may be imposed for this, and other unfair practice in examinations or assessments, includes suspension from the University.

## Programme structure for Master's Programme in Managing People, Knowledge & Change

The programme of 60 credits has the following structure:

Semester 1, Autumn (30 cr)		Semester 2, Spring (30 cr)	
Period 1 Sep-Oct	Period 2 Nov-Dec	Period 3 Jan-Mar	Period 4 Apr-Jun
<p><i>Two mandatory courses:</i></p> <p>BUSN47 Leadership (7.5 cr)</p> <p>BUSN41 Organizational Development (7.5 cr)</p>	<p><i>Two of the following courses:</i></p> <p>BUSO48 Organizing Creativity (7.5 cr)</p> <p>BUSN44 Strategic Human Resource Management (7.5 cr)</p> <p>BUSN43 Corporate Social Responsibility (7.5 cr)</p>	<p><i>Two mandatory courses:</i></p> <p>BUSN46 Research Methods (7.5 cr)</p> <p>BUSN40 Knowledge Work and Organization (7.5 cr)</p>	<p><i>One mandatory course:</i></p> <p>BUSN49 Degree project (15 cr)</p>

The School's programme portfolio is continuously developed and sometimes changes to courses may occur after you have accepted your study seat. These changes are usually a result of student feedback, or research development. Changes can take the form of altered course content, teaching formats or assessment styles. Any such changes are intended to enhance the student learning experience. If the programme includes elective courses, students will in most cases be placed in the elective(s) of their choice, but there are no guaranteed places.

1 credit (cr) = 1 ECTS credit