



School of Economics and Management

EAGMA, Master's Programme (One Year) in Management, 60 credits

Magisterprogram i Management, 60 högskolepoäng

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

Decision

The syllabus was approved by The Faculty Board of the School of Economics and Management on 15-04-2020 and was last revised on 30-09-2024 by Vice Dean of Education at the School of Economics and Management (U 2024/638). The revised syllabus comes into effect 10-10-2024 and is valid from the autumn semester 2025.

Programme description

The aim of the Master of Management (MiM) programme is geared towards preparing students with a non-business undergraduate degree for careers in management. The programme is "pre-experience" in character, indicating that students will not have a substantial work experience when entering into the programme.

In this programme, management serves the purpose of integration – that is it brings various parts, perspectives and objectives together – in an effort to create organizational effectiveness. The programme aims to: (1) broaden the student's specialist knowledge from undergraduate studies by introducing fundamental managerial knowledge; (2) strengthen the student's managerial skills; and (3) cultivating the student's managerial outlook. The programme design is partly focused on providing managerial knowledge through courses covering the fundamental knowledge areas of management, and partly providing skills training, as well as supporting individual/personal development.

The programme contains seven parts presented below:

1. Students gain knowledge about the foundations of leading individuals, groups and projects. This part will focus on models and theories of understanding leadership and management, and provide students with an understanding of key concepts.

2. Students will learn about the functions of management of organisations. The focus is on the analytical tools and skills involved in management. Students will learn how to understand the fundamentals of marketing, organization and strategy, and management control. This part provides students with an understanding of key concepts.

3. Students will learn about the context of management and some of the fundamental global challenges society and organisations face. This includes questions such as: How can the global economic development be understood and analysed? How can we understand major environmental challenges? What do major technological developments look like and what do they imply for society and organisations? Students will study how these challenges may affect them as future managers.

4. Students will become acquainted with the theories, models, attitudes and experiences needed to understand the practicing manager's roles and responsibilities. The programme will provide students with an understanding of key concepts as well as opportunities to practice these concepts.

5. Students will gain a better understanding of themselves in order to prepare for successful management careers. In this part understanding and practicing the fundamentals of personal development are key components. The part includes a series of tutorials supporting students in integrating and internalising management practices.

6. Students will gain an understanding of the concept of complexity as it applies to management as well as theories related to developing individual and organisational ability to deal with complexity and uncertainty.

7. Students will conduct a degree project and develop knowledge on how to relate a management perspective to organisational challenges. The focus is on fundamental tools and processes for research/evidence based problem solving and knowledge creation. It is designed as an academically based, clinically focused consultancy project and is organized as a learning lab where students work together as a consulting organization under facilitation from faculty.

Teaching is based on a student-centred learning approach; therefore a rich variety of teaching methods are used, including: lectures, case studies, experience-based learning, in-company projects, learning journals, tutorials and seminar discussions. During the programme, students are continuously encouraged to reflect, apply and

relate new knowledge to future career ambitions.

Career opportunities

This programme will provide knowledge and experience that will prepare students for management positions. Students enter into the programme with non-business undergraduate degrees and through the programme; they gain management capabilities that will prepare them for a wide range of career destinations.

Connections to further studies

Provided that other requirements are fulfilled, students may be qualified to apply for studies at other specialised Master's programmes at Lund University School of Economics and Management.

Goals

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 in management, including both an overview of the field and specialised knowledge in certain areas of the field as well as insight into current research and development work
- demonstrate specialised methodological knowledge in management
- demonstrate knowledge and understanding of different aspects of management and the role of management in organisations and society

Competence and skills

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

- demonstrate the ability to integrate knowledge and analyse, assess and deal with complex phenomena, issues and situations even with limited information
- demonstrate the ability to identify and formulate issues autonomously as well as to plan and, using appropriate methods, undertake advanced tasks within predetermined time frames
- demonstrate the ability in speech and writing to report clearly and discuss his or her conclusions and the knowledge and arguments on which they are based in dialogue with different audiences
- demonstrate the ability to apply methods for leading and managing individuals and teams

- demonstrate the ability to manage and work in multicultural teams

Judgement and approach

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

- demonstrate the ability to make assessments in management informed by relevant disciplinary, social and ethical issues and also to demonstrate awareness of ethical aspects of research and development work
- demonstrate insight into the possibilities and limitations of research, its role in building an innovative and sustainable society and the responsibility of the individual for how it is used
- demonstrate the ability to identify the personal need for further knowledge and take responsibility for his or her on-going learning

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 Management, 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.

Leading Individuals and Groups (5 credits)

This course emphasises the leadership aspects of management. The goal is to develop the student's knowledge of theories, models and concepts related to leading people. The course also emphasises the complex intersections between diversity (cultural, professional, gender, etc.) and leadership. Some of the topics included are: How individual behaviour can be understood; How group dynamics can be analysed and influenced; How leaders can motivate others to perform; How the concept of leadership has developed over time; How personalities and diversity influences cooperation in teams and organisations.

Understanding Management (5 credits)

Students will become acquainted with the theories, models, skills, attitudes and experiences needed in understanding the practicing manager's role and assignments. The course highlights (1) The concept and praxis of managing organisations and their activities; (2) The concept and praxis of decision making in managerial contexts; (3) How moral norms and values affect conditions for management and the prospects for organizations to achieve their goals; and (4) How legal systems affect conditions for managerial decision making and execution. The course is partly conceptual and partly practical in its design and teaching strategy. It includes several assignments providing students with opportunities to practice as managers and applying conceptual understanding acquired in other courses in the programme.

Learning, Innovation and Change (5 credits)

The course has two major foci. First, on understanding theories and concepts related

to learning, innovation and change both on an individual and organisational level. Second, on understanding and managing one's own development, learning and change as a manager. The latter includes gaining better understanding of one's self in order to prepare for becoming a manager. This course plays an important role in facilitating students in their effort to analyse and reflect on their learning and development in the programme.

Functions of Management (15 credits)

The course goal is to develop the students' understanding of management through knowledge about central functions of management, especially knowledge of central perspectives in (1) strategic management, (2) marketing management, (3) management control, (4) organisation coordination and organisational design. A central assumption is that management is analytical and integrational in its nature. Special attention is therefore put on the students understanding of how theories and models from these central perspectives can be used analytically and on how these perspectives are related in various managerial contexts.

Digitalization and Global Challenges (5 credits)

The course provides students with concepts and theories for analysing the larger context of management and discusses current global challenges and trends. The course goal is to provide students with insights in the historical origins of major traits in the development of the global economy and insights about the major current development challenges, including the managerial challenges related to technological change, digitalization and industrial innovations. This goal aims to provide analytical tools for conducting globally oriented contextual analyses, thereby preparing students for an international management arena.

Navigating the Future: Transformative Strategies for Sustainable Management (5 credits)

The course prepares students to lead in an unpredictable global environment, equipping them with tools to address emerging challenges such as artificial intelligence, climate change, geopolitical shifts, or public health crises. Each year, the course focuses on a key issue shaping the future of international strategy and management. Students will critically examine innovative frameworks and develop adaptive strategies for sustainable leadership in the face of these transformative forces. The goal is to cultivate forward-thinking, resilient leaders who can navigate and manage complex global disruptions.

Managing Innovation and Change Processes (5 credits)

Learning, development and change are important aspects of managerial practice. This is particularly apparent in a dynamic environment. This course provides a broad overview of some key aspects of management both on an academic and on a pragmatic and tacit level. The theories and praxis of running project and organizations in a dynamic environment with an emphasis on critical application of managerial tools and the need for continuous organizational and individual learning and development.

Degree Project – Management Challenges (15 credits)

The course develops the analytical and reflective skills of the students in an independent project (degree project). The degree project covers a management theme and relates to earlier parts of the programme. The focus is on fundamental tools and processes for research/evidence based problem solving and knowledge

creation. It is designed as an academically based, clinically focused consultancy project. It is organized as a learning lab where students work together as a consulting organization under facilitation from faculty.

Additional information in appendix EAGMA Programme structure.

Degree

Degree titles

Degree of Master of Science (60 credits)

Major: Management

Filosofie magisterexamen

Huvudområde: Management

Degree requirements

The degree requirements for a *Degree of Master of Science, major in Management* 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 *MGTN59 Degree Project – Management Challenges* (15 credits).

Requirements and Selection method

Requirements

The programme is developed for students that recently have finished their undergraduate studies in another academic subject other than Business Administration and/or Management. The students are, for example, graduates from other fields of the Social Sciences, Humanities, Law, Engineering, Medicine or Natural Sciences. As the students proceed in their fields of specialisation they will encounter management challenges and opportunities for management responsibilities.

An undergraduate degree (BA/BSc) of at least three years, 180 credits.

A good command of English language both spoken and written, equivalent to English 6 (advanced level) in the Swedish secondary system. Equivalent assessments will be made according to national guidelines.

Selection method

Based on previous university/college studies and Statement of Purpose.

Transition rules

In case of revision of the curriculum of EAGMA, Master in Management (One year), 60 credits, a student has the right to pursue and complete the programme for the nominal duration of the programme plus three semesters.

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 Management

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
<i>Three mandatory courses:</i> MGTN71 Leading Individuals and Groups (5 cr) MGTO61 Understanding Management (5 cr) MGTO51 Learning, Innovation and Change (5 cr)	<i>One mandatory course:</i> MGTO38 Functions of Management (15 cr)	<i>Three mandatory courses:</i> MGTO26 Digitalization and Global Challenges (5 cr) MGTO15 Navigating the Future: Transformative Strategies for Sustainable Management (5 cr) MGTO52 Managing Innovation and Change Processes (5 cr)	<i>One mandatory course:</i> MGTN59 Degree Project – Management Challenges (15 cr)

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