

EAGMO, Master's Programme (One year) in Managing People, Organisations and Change, 60 credits

*Magisterprogram i företagsekonomi med fördjupning i ledarskap, organisation och
förändringsprocesser, 60 högskolepoäng*

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

Decision

The programme syllabus was approved by Vice Dean of Education at the School of Economics and Management on 2007-07-01. The syllabus comes into effect 2026-09-01 and is valid from the autumn semester 2027.

Programme description

The Master's Program in Managing People, Organisations and Change equips students with the skills needed to engage with the key challenges facing contemporary organizations, including rapid technological change and increasing environmental and societal sustainability challenges. Managing people and organizations under such conditions requires more than technical expertise or standardized managerial tools. Through its emphasis on critical reflection, research-based learning, and applied projects, the program develops students' ability to think critically, understand complex social dynamics, and act responsibly in situations where there are no simple solutions.

The program builds on the School's and the Department of Business Administration's internationally recognized expertise in organization and management studies and is designed for students who seek to understand management not merely as a set of techniques, but as a socially embedded, ethical, and reflective practice. Students learn to critically evaluate organizational practices and make informed decisions in complex organizational settings involving multiple stakeholders, competing interests, and ongoing change. Throughout the program, students learn to question taken-for-granted assumptions about how organizations function, how work is organized, and how people and change are managed, and to use these reflections to develop informed and actionable approaches in practice.

The program is grounded in two guiding principles: critical reflection and responsiveness to contemporary managerial and organizational challenges. Courses are designed and taught by active researchers and teachers who incorporate their latest findings into seminars, case discussions, and applied projects. This ensures that the curriculum remains at the forefront of both academic and practical developments, while fostering students' ability to translate research-based insights into real-world organizational contexts. Throughout the program strong emphasis is placed on collaboration, critical thinking, and reflective practice through seminars, case work, group projects, and applied assignments. Students build strong practical teamwork skills by working in diverse and international student teams.

Goals

The programme is based on previous undergraduate studies related to business administration. In accordance with the Higher Education Ordinance, a student must have achieved the following to be awarded a Master's degree:

Learning outcomes related to the School of Economics and Management's mission

Students will develop in their role as reflective practitioners, taking an active part in developing a sustainable society based on innovative thinking.

Knowledge and understanding

To be awarded a Master's degree, the student must:

- demonstrate knowledge and understanding within the field of managing people, organizations, 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, organizations, and change
- demonstrate an ability to develop critical approaches on the phenomena under study.

Competence and skills

To be awarded a Master's degree, the student must:

- demonstrate an ability to integrate knowledge and to analyze, 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 organizations and the challenges such contexts are posing to the problem solving of the practicing 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 more extensive projects.

Judgement and approach

To be awarded a Master's degree, the student must:

- demonstrate an ability to make assessments within managing people, organizations 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 the need for further knowledge and to take responsibility for developing this knowledge
- demonstrate an ability to identify relevant research topics within the broad area of managing people, organizations and change and to independently design and carry out a study that investigates issues in the field 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)

To qualify for a Master's degree, students must, as part of the course requirements, have completed an independent project (degree project) in English worth at least 15 higher education credits in the subjects relating to leadership, organisation and change processes covered by the programme.

Course information

The one-year Master's programme comprises 60 higher education credits. The academic year is divided into two semesters of 30 higher education credits each.

The following courses are included in the programme.

Semester 1, Period 1

During the first period, students take two core courses that provide an introduction to the fundamental models and perspectives that will be used throughout the programme.

Managing and Leading Organisations (7,5 ECTS)

The course focuses on leadership and, in particular, on managers' efforts to exercise it within organisational contexts. Leadership is examined in a range of different contexts in order to understand how it both influences and is influenced by broader organisational, societal and cultural conditions. A key emphasis is placed on the relational nature of leadership, which highlights the importance of communication and followers' reactions. Leadership is not just about what managers do, but also about how followers respond to these actions, as followers are co-creators of leadership relationships. Leadership is further examined as a specific form of coordination, with particular attention paid to meaning, morality and emotions. In addition, the course explores alternatives to leadership for achieving coordination within organisations, such as management or teamwork, in order to promote a clearer understanding of leadership as a unique and powerful form of coordination. A recurring theme throughout the course is managerial work and the expectations placed on managers to exercise leadership effectively. During the course, students will take part in activities involving organising, leading and managing collaborative projects. Based on these experiences, they will reflect on their own assumptions and approaches to leadership and management.

Managing with AI (7,5 ECTS)

Digital tools, often based on artificial intelligence, are now an integral part of management work and support activities such as strategic planning, decision-making, organisation and resource allocation. As these tools develop and become more widespread, the nature of working life, organisational structures and management practices across various sectors are being transformed. The course aims to deepen understanding of how AI influences management practice by analysing the growing influence of intelligent systems in today's organisations, particularly how these systems shape attention, interpretation and decision-making processes. Furthermore, the course examines how critical and reflective collaboration with such systems can be developed. The course also highlights the impact of AI on the management of people and organisations. Key themes include algorithmic management, HR practices such as recruitment, staff retention, training and professional development, and the changing role of leadership in data-driven organisations.

The course combines theoretical and practical elements to provide an in-depth understanding of the interplay between management and AI. The theoretical section begins with a historical overview of management roles and organisational structures, which provides a basis for analysing how automation and AI have influenced these areas. The practical part involves working with AI tools in seminars and workshops, where participants gain hands-on experience and develop critical perspectives. This includes working with generative AI and conducting a semi-structured interview with a manager about their experiences of digital systems. The activities aim to strengthen both practical skills and ethical awareness in the use of AI in professional contexts.

Semester 1, Period 2

The second period comprises elective modules. Each student chooses two out of three modules, which run concurrently during the second half of the term:

Organising Creativity (7,5 ECTS)

The course provides a comprehensive insight into theories and methods for generating, evaluating and promoting ideas within an organisational context.

The course is divided into five themes. The first theme examines the nature of creativity and presents different perspectives on creativity based on interactionist theories, design thinking, organisational culture and process theories. The second theme focuses on idea generation by examining different organisational contexts, the role of time and objects, and interaction with others. The third theme addresses the evaluation of ideas by analysing different values and value systems that can be used to evaluate ideas. Furthermore, tension is examined as a central aspect of creative processes, along with a typology of evaluation methods. The fourth theme addresses the organisation of creativity by discussing management, leadership, teams and networks as forms of coordination and their specific role in influencing creative processes. The theme also covers paradoxes as an inherent aspect of organisation in general and of creativity in particular, as well as how these paradoxes can be managed productively. The fifth theme highlights the socio-economic context of creativity and critically reflects on the values and purposes of organising creativity within a capitalist system, whilst presenting alternative ways of understanding and facilitating creativity.

Managing People – Strategic and Critical Perspectives on Human Resource Management (7,5 ECTS)

The course provides an in-depth analysis of people management in modern organisations, with Strategic Human Resource Management (SHRM) serving as the central analytical framework. By integrating traditional human resource management (HRM) frameworks with critical perspectives, the course provides both practical insights and theoretical understanding of the challenges and dilemmas associated with human resource management in the workplace.

The course analyses HRM as an organisational and strategic approach to human resource management, with a particular focus on trade-offs, power relations and ethical considerations that influence HRM practices. Case studies and interactive exercises are used to highlight the real-world challenges that managers face in organising, motivating, developing and supervising work and staff.

The course addresses current debates in human resource management within organisations, such as the digitisation of HR, diversity and inclusion, performance management, power dynamics and employer branding. Through working with both established HRM models and critical analyses, participants are encouraged to question accepted assumptions, assess the consequences of human resource management decisions and develop well-founded perspectives on responsible and effective human resource management in modern organisations.

Organising for Sustainability (7,5 ECTS)

The course analyses the complex interplay between business and society, with a particular focus on the increased social responsibility of companies in today's society. Taking Corporate Social Responsibility (CSR) as the starting point for current debates, the course examines how modern organisations manage and respond to complex challenges. The course combines theoretical and practical perspectives to provide an in-depth understanding of contemporary issues. Students explore these relationships within two key areas: sustainability and democracy, as well as through case studies drawn from real-life situations. The course addresses questions such as 'What is the purpose of business?', 'Is CSR beneficial for companies?', 'Can companies counteract the erosion of democracy?' and 'Can companies have a positive impact on the natural environment?'. Participants also engage in group work to apply and deepen their understanding of key theoretical concepts. The course consists of lectures and seminars aimed at developing knowledge of the relationship between business, democracy and the environment, as well as the ability to critically analyse these issues.

Semester 2, period 3

The first part of the second term focuses on research methods and advanced organisational theory.

Managing Organisational Change and Development (7,5 ECTS)

The course provides advanced theoretical and practical knowledge of how and why organisations change. Particular emphasis is placed on techniques for organisational intervention, relevant to both managers and consultants, with a focus on both top-down change and change shaped by participatory initiatives. Practical skills are combined with critical reflections on organisational development and change from various research perspectives. Contemporary organisations face significant challenges in managing change. Managers implementing change strategies are faced with several choices, such as whether the change should be rapid and transformative or more gradual and limited in scope. Furthermore, the course examines the choice between planned change processes and more spontaneous, participatory approaches. It also highlights how change agents can act in specific contexts and address situational challenges, as well as how politics and resistance to change can be understood within organisations. Several theoretical perspectives on change are presented and applied to various empirical contexts, with an emphasis on critical reflection and evaluation of these perspectives. Students participate actively in case studies and interactive activities that promote reflection, discussion and the application of key concepts. The course addresses current debates and challenges within organisational development and change. Topics include the causes and processes of organisational change, different approaches to change management, the diagnosis and implementation of change through dialogical interventions, and communication, power and resistance in change processes. By analysing different perspectives on change, students are encouraged to critically examine assumptions about change management and organisational development, and to develop well-founded strategies for managing the complexity of contemporary organisational change.

Qualitative Research Methods (7,5 ECTS)

The course aims to improve and deepen students' knowledge and understanding of the most common techniques for qualitative data collection in organisational and management studies, and to provide examples of how different types of data can be used for different types of analysis. The course will also address questions regarding how different assumptions about the (social) world (ontology) and our knowledge of it (epistemology) are intertwined in the choice of these techniques and methods.

Semester 2, period 4

The final study period is entirely devoted to the Master's thesis. At the start of this final period, students must formulate a clear and testable research question. The topic is chosen from a list of broad themes specified by the available supervisors. At the start of the period, each Master's thesis is assigned a supervisor.

Degree project in Managing People, Organisations and Change (15 ECTS)

The course aims to develop students' ability to carry out independent academic research, which includes formulating relevant research questions and designing and conducting studies based on appropriate methodological considerations and relevant theories within the subject areas of the Master's programme. Students should be able to present their research both in writing and orally in English. The work is carried out independently or in small groups, with students designing, conducting and presenting their research in the form of a Master's thesis. This involves identifying and selecting relevant literature within the relevant theoretical field and research methodology, as well as collecting empirical data through field studies and document analysis. At the end of the term, the thesis is examined and defended at a final seminar.

See attachment *EAGMO Programme structure.pdf*

Degree

Degree titles

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

Main field of study: Business Administration with specialisation in Managing People, Organisations and Change

Ekonomie magisterexamen

Huvudområde: Företagsekonomi med fördjupning i ledarskap, organisation och förändringsprocesser

Degree requirements

The degree requirements for the Master of Science in Economics, specialising in Business Administration with a focus on leadership, organisation and change processes, comprise 60 ECTS at advanced level. The degree must include the following: the courses covered by the current programme structure (see appendix), including the course Degree Project in Managing People, Organisations and Change – Master Level, 15 ECTS.

Entry requirements and selection method

Entry 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.

Transition rules

In case of revision of the curriculum of EAGIS, Master Programme (One year) in International Strategic Management, 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.

Programme structure for Master's Programme in Managing People, Organisations & 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
<i>Two mandatory courses:</i> Managing and Leading Organisations (7.5 cr) Managing with AI (7.5 cr)	<i>Two of the following courses:</i> Managing People – Strategic and Critical Perspectives on HRM (7.5 cr) Organising for Sustainability (7.5 cr) Organising Creativity (7.5 cr)	<i>Two mandatory courses:</i> Managing Organisational Change and Development (7.5 cr) Qualitative Research Methods (7.5 cr)	<i>One mandatory course:</i> Degree project in Managing People, Organisations and Change (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