



Faculty of Arts and Social Sciences
Business Administration

Syllabus

Business Models in a changing environment

Course Code:	IEAD12
Course Title:	Business Models in a changing environment <i>Affärsmodeller i en föränderlig omgivning</i>
Credits:	7.5
Degree Level:	Master's level
Progressive Specialisation:	Second cycle, has only first-cycle course/s as entry requirements (A1N)

Major Field of Study:
IEA (Industrial Management)

Course Approval

The syllabus was approved by the Faculty of Arts and Social Sciences 2025-10-07, and is valid from the Spring semester 2026 at Karlstad University.

Prerequisites

A Bachelor degree of at least 180 ECTS credits with Industrial Engineering and Management or another technical specialisation as the main field of study, or completed courses of 105 ECTS credits from semesters 1-4 and 22.5 ECTS credits from semester 5 in the Industrial Engineering and Management Master programme (TACIE), or equivalent

Learning Outcomes

Upon completion of the course, students should be able to:

1. describe and explain business models and related theories and concepts, with a specific connection to industrial companies,
2. analyse and reflect on the use of business models in different types of business operations related to industrial activities, and
3. analyse and reflect on current business model challenges that industrial companies and society face regarding digitalisation, innovations, and sustainability.

Content

The aim of the course is to provide students with increased knowledge and understanding of how business models can be used to analyse problems and challenges, with a focus on value creation in industrial companies and other organisations. Throughout the course, concepts and theories related to business models and value creation are addressed, with a particular emphasis on digitalisation, innovation, and sustainability. Common challenges associated with business models are discussed, specifically those linked to digitalisation, innovation, and sustainability. Concrete tools that facilitate the understanding and development of business models are presented and applied to various types of organisations. By the end of the course, students are expected to have a clearer understanding of how the business models of their own organisation can be strengthened and developed.

The course requires active participation in shaping the course content through engagement in seminar discussions and other learning activities. It also presupposes independent work, continuous reading, and active, reflective participation.

Reading List

See separate document.

Examination

Assessment is based on written assignments, completed individually and in groups and presented and discussed in

seminars.

If students have a decision from Karlstad University entitling them to Targeted Study Support due to a documented disability, the examiner has the right to give such students an adapted examination or to examine them in a different manner.

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Grades

One of the grades 5 (Pass with Distinction), 4 (Pass with Some Distinction), 3 (Pass), or U (Fail) is awarded in the examination of the course.

Quality Assurance

Follow-up relating to learning conditions and goal-fulfilment takes place both during and upon completion of the course in order to ensure continuous improvement. Course evaluation is partly based on student views and experiences obtained in accordance with current regulations and partly on other data and documentation. Students will be informed of the result of the evaluation and of any measures to be taken.

Course Certificate

A course certificate will be provided upon request.

Additional information

The local regulations for studies at the Bachelor and Master levels at Karlstad University stipulate the obligations and rights of students and staff.