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FACULTY OF ARTS AND SOCIAL SCIENCE

# Master Programme in Management: Sustainable Value Creation

*Masterprogram i management: hållbart  
värdeskapande*

*Programme code: SAMGM*

*ECTS Credits: 120*

*Education level: Second cycle*

*Degree type: General qualification*

*Language of instruction: English*

## **Finalized by**

Faculty Board of Arts and Social Science, 2025-09-11

## **Valid from**

Autumn semester 2026

## **Entry requirements**

A Degree of Bachelor of at least 180 credits, of which at least 90 credits with progressive specialisation in the main field of business administration or in a main field in engineering, natural sciences, social sciences or humanities. Upper secondary school English 6 or English level 2. Equivalence assessment can be made.

## Introduction

The programme is designed to provide specialised knowledge in management with a particular focus on sustainable value creation. Students develop expertise in value creation through user-centred strategies while also incorporating a systems perspective on sustainability and social responsibility. This broad and solid foundation equips students to navigate complex and dynamic business environments, as well as manage societal challenges. Students will be equipped with the expertise and insights required to navigate and lead in both the private and public sectors, in Sweden as well as internationally.

Programme graduates will be qualified to take on strategic roles such as sustainability manager or other key positions where sustainability and leadership go hand in hand. With the acquired understanding of societal challenges and the changing business environment, students are also qualified for various leadership positions in small businesses.

## Programme outcomes

For programme completion, students must meet the national degree requirements.

### National outcomes

#### *Knowledge and understanding*

For a Degree of Master (120 credits) the student shall

- demonstrate knowledge and understanding in the main field of study, including both broad knowledge of the field and a considerable degree of specialised knowledge in certain areas of the field as well as insight into current research and development work, and
- demonstrate specialised methodological knowledge in the main field of study.

#### *Competence and skills*

For a Degree of Master (120 credits) the student shall

- demonstrate the ability to critically and systematically 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 critically, autonomously and creatively as well as to plan and, using appropriate methods, undertake advanced tasks within predetermined time frames and so contribute to the formation of knowledge as well as the ability to evaluate this work,
- demonstrate the ability in speech and writing both nationally and internationally to clearly report and discuss his or her conclusions and the knowledge and arguments on which they are based in dialogue with different audiences, and

- demonstrate the skills required for participation in research and development work or autonomous employment in some other qualified capacity.

#### *Judgement and approach*

For a Degree of Master (120 credits) the student shall

- demonstrate the ability to make assessments in the main field of study 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 society and the responsibility of the individual for how it is used, and
- demonstrate the ability to identify the personal need for further knowledge and take responsibility for his or her ongoing learning.

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

A requirement for the award of a Degree of Master (120 credits) is completion by the student of an independent project (degree project) for at least 30 credits in the main field of study. The degree project may comprise less than 30 credits, however no less than 15 credits, if the student has already completed an independent project in the second cycle for at least 15 credits in the main field of study or the equivalent from a programme of study outside Sweden.

## **Programme structure**

*Semester 1* focuses on providing students with tools to achieve change. Through short, intensive and specialised courses, students acquire knowledge about service design, servitisation and business models as well as various approaches to tomorrow's emerging challenges in times of transformation.

*Semester 2* is based on theories on change management and focuses on the central stakeholders in all types of change – the people. Focus is placed on understanding human capital, power and influence in various types of organisations and their environments, as well as understanding the international relevance in today's global business environment. In this setting, the systems approach is considered an important piece of the puzzle in understanding sustainable and resilient (elastic) business development.

*Semester 3* starts with a methods course, focusing equally on quantitative and qualitative methods. In the latter part of the semester, students study optional courses comprising 15 credits. This offers students a chance to differentiate their education from others and gain even more specialised expertise. During the third semester, there is also an opportunity to study abroad.

During *semester 4*, the programme concludes with an independent project where students are given the opportunity to deepen their theoretical knowledge in a specialised area, use this knowledge to empirically study and analyse a specific part of business administration practice, as well as apply their knowledge in research methods developed during the methodology course.

Course outcomes and content are described in the respective course syllabus. Generally, the courses are characterised by a clear focus on practical application and proximity to organisations, while being grounded in theory and research. Students are encouraged to take an active role in the learning process and, through individual and group assignments, develop skills and competencies described in the programme outcomes. In addition to lectures and exercises, teaching mainly consists of seminars based on written and oral presentations with special focus on critically discussing and reflecting on current issues, methods, theories, assumptions and perspectives, such as sustainable development and gender equality perspectives, in relation to the subject area. The programme is further characterised by real case studies and collaboration with organisations outside academia to provide good insight into how theories and models from research can be applied and contribute to solving problems in the real world.

## **Programme curriculum**

Note that titles and order of programme courses may vary from the list below.

### *Semester 1*

- Strategies for value creation, 5 credits
- Innovation through service design, 5 credits
- Business Models in a changing environment, 5 credits
- Servitization in theory and practice, 5 credits
- Strengthen organisational change capability, 5 credits
- Change management, 5 credits

### *Semester 2*

- Leading people: human capital, power and influence in organisations, 7.5 credits
- Leadership and management in multicultural organisations, 7.5 credits
- Social sustainability in business development, 7.5 credits
- Resilient systems and innovation, 7.5 credits

### *Semester 3*

- Crafting research in business administration, 15 credits
- Optional courses, 15 credits

### *Semester 4*

- Business administration – Master's thesis, 30 credits

### **Title of qualification**

Students who fulfil the requirements of the Master's degree (120 credits) and have a Bachelor of Science in Business and Economics will be awarded the following degree title:

Degree of Master of Science in Business and Economics (120 credits)

Major: Business Administration

Students who fulfil the requirements of the Master's degree (120 credits) and have a Bachelor of Science in another discipline will be awarded the following degree title:

Degree of Master of Science (120 credits)

Major: Business Administration

### **Credit transfer**

According to the Higher Education Ordinance, Chap. 6, Sect. 6–8, students have the right to transfer credits and have prior learning recognised upon approval.

### **Additional information**

The local regulations for first and second cycle education at Karlstad University stipulate the obligations and rights of students and staff.

Previous version of the programme syllabus approved:

31 October 2024, reg. no HS 2024/1056, effective as of the autumn semester of 2025.