



Programme syllabus

School of Business and Economics

Human Resource Management - personalledning och organisationsutveckling, 180 högskolepoäng

Human Resource Management Programme - Personnel Management and Organisational Development, 180 credits

Level

First cycle

Date of Ratification

Approved 2018-12-12.

Revised 2025-12-02.

The programme syllabus is valid from autumn semester 2026.

Prerequisites

General entry requirements + English 6, Mathematics 2a alt. Mathematics 2b alt. Mathematics 2c and Civics 1b alt. Civics 1a1 +1a2.

Or:

English level 2, Mathematics level 2a or Mathematics level 2b or Mathematics level 2c, Science studies level 1b or Science studies 1a1+1a2, Civics level 1b or Civics level 1a2.

Description of Programme

The business community is in high demand for knowledge and skills that facilitates insight on how HRM is affecting a company's overall performance and profitability. The aim of the Human Resource Management Program is to provide our business community with business management competencies and a deep understanding of strategic human resource management perspectives. The HRM Program is designed to explore linkages between human resource management and business operations, the company's profitability along with business performance, sustainability and organizational development. Furthermore, the program highlights the connections between health, sustainability, efficiency, profitability and how this is related to quality of life and work-life balance. Our graduates are found in a wide array of principal functions in business and public sectors, focusing daily on the key issues within strategic human resource management and organizational or operational development.

Objectives

Degree objectives in accordance with the Higher Education Ordinance:

Knowledge and Understanding

For a Degree of Bachelor the student shall:

- demonstrate knowledge and understanding in the main field of study, including knowledge of the disciplinary foundation of the field, knowledge of applicable methodologies in the field, specialized study in some aspect of the field as well as awareness of current research issues.

Competence and Skills

For a Degree of Bachelor the student shall:

- demonstrate the ability to search for, gather, evaluate and critically interpret the relevant information for a formulated problem and also discuss phenomena, issues and situations critically;
- demonstrate the ability to identify, formulate and solve problems autonomously and to complete tasks within predetermined time frames;
- demonstrate the ability to present and discuss information, problems and solutions in speech and writing and in dialogue with different audiences;
- demonstrate the skills required to work autonomously in the main field of study.

Judgment and Approach

For a Degree of Bachelor the student shall:

- demonstrate the ability to make assessments in the main field of study informed by relevant disciplinary, social and ethical issues;
- demonstrate insight into the role of knowledge in society and the responsibility of the individual for how it is used;
- demonstrate the ability to identify the need for further knowledge and ongoing learning.

Programme-Specific Goals:

In line with the pre-set learning outcomes and the bachelors' degree requirements thus,

the mission of the School of Business and Economics:

- demonstrate the ability to apply knowledge within the field of Human Resource Management and organizational development on relevant organizational problems;
- demonstrate the abilities to independently formulate and investigate theoretically and practically relevant research problems within organization theory and Human Resource Management.

Content

Organization

The Programme is offered by the School of Business and Economics.

The Programme Coordinator heads the programme and carries out an overall responsibility for programme related matters. She/he is responsible for organizing the programme, curriculum development and for building strong relations with faculty members within the programme, the students and the Program Council. A continuous dialog with the prospective job market is carried out through interaction with representatives of the business community and other stakeholders of interest.

Programme Overview

The programme comprises 180 credits, whereby at least 90 credits must be obtained in the main field of study Business Administration. It includes both mandatory and optional courses. The programme is offered on a full-time basis. The language of instruction is Swedish however, some lectures/courses are given in English. The course literature is in Swedish and/or English.

During the first year, students are introduced to the discipline of Business Administration and the subject areas within. The Human Resource Management perspective is introduced at the beginning of the programme, allowing participants to converge upon organizational behavior and leadership in their very first course. Further on and throughout the first year, the HRM perspective is strengthened by a foundation course in labor law, followed by a course in health-promoting and sustainable strategic business development.

The students then advance their knowledge in business administration further, followed by an intermediate course in organizational studies. Thereafter, three different alternatives are offered to the students for their optional studies: a possibility to engage in a mobility program offered by the School of Business and Economics and/or Linnaeus University; an internship; or in selected optional courses. The optional studies are selected in consultation with, and the intended coursework load for the studies abroad, is approved by the Programme Coordinator. Optional studies comprise 30 credits.

The final stages of the programme enhance theoretical knowledge in human resource management, organization science, research methodology and managerial accounting with particular emphasis on applications in the HRM area. The independent thesis project of 15 credits finalizes the programme studies, whereby the empirical study may

be carried out in collaboration with a selected business company or public organization.

Courses within the programme can, in agreement with the programme coordinator, be exchanged. The programme coordinator will then be responsible for assessing whether the programme objectives still can be met. Courses within the programme might be given in English.

The Course Outline

YEAR I:

Business Administration I - Organisation and Leadership, 7.5 cr, GIN (mandatory),*

The course aims to provide its participants with theoretical knowledge and broad perspectives on, and an explanation of, many different aspects of organization and leadership. Both classical and recent contributions in research along with the special focus on gender issues are embedded across the course's curriculum with the purpose to provide knowledge and skills that enable abilities to recognize, identify and solve organizational problems in practice.

Business Administration I - Marketing, 7.5 cr, GIN (mandatory), *

The course focuses on the basic principles of marketing of goods and services with regards to different aspects of marketing law, of sustainability and, of social responsibility.

Business Administration I - Financial Accounting and Budgeting, 7.5 cr, GIN (mandatory), *

The course introduces the students to the principles of budgeting and business accounting systems and their role in a company's operational planning and control. Throughout the course, the students not only acquire essential knowledge in business accounting and budgeting, but also learn about business accounting practice, laws and regulations, and acquire basic computer literacy skills through business accounting simulation.

Business Administration I - Cost Accounting, 7.5 cr, GIN (mandatory)*,

The course introduces the principals of managerial accounting and its meaning for the business and public sectors. Throughout the course, students practice the application of gained knowledge through performing simple calculations on capital budgeting and investment appraisal. Furthermore, they conduct a simple analysis of a standard cost deviation and acquire basic computer literacy skills through cost accounting simulations.

Introduction to Labour Law, 15 cr, GIN (mandatory),

The course provides the students with general insight into labor legislation and the main functions of collective bargaining agreements. The regulations regarding employee and employment protection, co-determination act and union negotiations, anti-discrimination, work environment, working hours and unemployment are the principal reference points throughout the course.

Health and Sustainability Management, 15 cr, GIN (mandatory),

By delving into theoretical and real-world perspectives of strategic human resource management, the course aims to deepen the students understanding of health and work environment management matters. They are introduced to the principles of systematic management of workplace environment, health-promoting theories, salutogenic

leadership, and business development.

YEAR II:

Business Administration II - Financial Accounting, 7.5 cr, GIF (elective)*,

This course introduces concepts of financial accounting and helps in learning technical skills required for preparation and analysis of external financial reporting. After completion of the course, the course participants will be able to record business transactions, to prepare an annual financial statement and to perform simple cash flow analyses. The course enables students to read, interpret and apply financial accounting regulations and legislation in order to acquire an insight into the consolidated statement and reporting as well as into managerial accounting systems.

and,

Business Administration II - Finance, 7.5 cr, GIF (elective)*,

The course combines accounting theory and the principles of consolidated accounting, enabling the students to gain insight in, and develop needed skills for, the practical application of advanced managerial accounting.

or,

Business Administration II - Business Relations, 7.5 cr GIF (elective)*,

The course focuses on how companies and organizations collaborate in order to improve their competitiveness and to deliver value to customers. It focuses on the business-to-business side of the market and provides students with the conceptual tools to analyse and develop strategies for business marketing based on a relationship and network approach.

and,

Business Administration II - IMC and Brand Management, 7.5 cr, GIF (elective)*

The course explores how to build, measure and manage brand equity. Moreover, it provides students with a theoretical and practical understanding of how to build brands through integrated marketing communication in a global competitive environment.

Digital Business Transformation, 7.5 cr, GIF (mandatory)*,

The aim of the course is to create a deeper understanding of how companies and organisations act in order to succeed with digital transformation, both within the company/organisation as well as in relationship to their industry/external context. The course also includes a discussion on how digitalisation and digital initiatives support, drive, and impact the business model and value creating logic of companies and organisations.

Business Administration II - Organization, 7.5 cr, GIF (mandatory)*,

The course deepens the students' knowledge of areas essential to modern leadership and organizational success. The course takes its stance in a reflective approach to the scholarship whereas several reports – individual or in group, written or oral – are carried out on different occasions throughout the course.

Optional courses – includes studies abroad, 30 cr, (optional),

This semester is dedicated to optional studies. There are several alternatives available for the students. The optional study workload can be gained by enrolling a Study

Abroad program, by enrolling optional courses at the Linnaeus University and/or at any other Swedish national higher education institution. Furthermore, during this semester the students may choose to complete 30 cr. in courses, or by combine a course workload of 15 cr. with the 15 cr. internship.

YEAR III:

Business Administration III - Organisation - People and work in organisations, 7.5 cr, G2F (mandatory)*

The course addresses contemporary issues of people and work in organisations. In the course we explore the relationship between individuals and their organisations as well as this relation's implications for the organising of people and work across different organisational settings.

Business Administration III – Research Methods in Business Administration, 7.5 cr, G2F (mandatory)*

This course introduces the principal concepts and perspectives in the research process by focusing on the theory of science and scientific method.

Human Resource Management - Concepts, Trends, and Strategies, 15 cr, G2F (mandatory)*,

This course has been designed to enable its participants to focus on and to deepen their understanding in Human Resource Management by exploring key areas including amongst other workforce resource strategies and digital transformation.

Organizational Development, 7.5 cr, G2F (mandatory)*,

The objective of this course is, by analyzing the linkages between Human Resource Management and Organizational Development, to enable its participants to acquire knowledge in, and a better understanding of, organizational development and change interventions that they will be encountering in their careers.

Management Control for Human Resources, 7.5 cr, G1F (mandatory)*,

Throughout the course, the students learn how to apply key performance indicators and calculation models on HRM issues. They also study the Swedish pension system structure and learn about its significance for employees as well as for employers.

Business Administration III - Organization, Degree Project (Bachelor), 15 cr, G2E (mandatory)*,

During this course, the students will, under supervision, formulate a practically and scientifically relevant research problem within the area of organization and leadership, design and perform a scientific study of the problem, and report the study in a scientific thesis. The final report is presented and defended at a final seminar.

Some of the courses in the programme are studied together with students from other programmes and single subject courses, and may be taught in a different order. The courses in the programme, can in agreement with the program coordinator, be exchanged for corresponding courses within the programme's focus. If a course is exchanged, the programme coordinator verifies that the programme's degree and programme goals are still met. There can be other elective courses than those stated. Elective courses can be replaced, notification of this will be made by the programme coordinator.

* course in the main field of study, Business Administration

In accordance with the Higher Education Ordinance, a Bachelor's degree programme of 180 credits in total is obligated to include at least 90 credits of studies in the main field and in a progressive study manner, whereby a degree project of at least 15 credits. For additional information, please see *The Local System of Qualification at Linnaeus University*. Furthermore, if the current curriculum does not include courses that are enumerated as EGHRM, these could be still eligible for a degree diploma. In such a case, if the content of the course is conforming to the current offering, a course replacement can be facilitated.

Societal Relevance

The programme is run in close cooperation with the business and governance communities, from whom representatives participate in the Programme Council and/or gives guest lecturers. This collaboration provides access to a network of companies, firms, and public organizations.

Within the scope of optional studies, the programme enables real-life experiences and awards 15 credits upon a successfully completed internship. Furthermore, students are highly encouraged to engage with companies, firms, and public organizations throughout their final degree project.

Internationalization

The programme offers possibilities for international study experience. During the second year of the programme, the students are invited to enroll an exchange scheme for *Studies Abroad* within the frame of the collaborative agreements of the School of Business and Economics, as well as the Linnaeus University as a whole.

If preferred, the participants can undertake an international study experience at a different foreign higher education institution that goes beyond the scope of the collaborative agreements.

The programme considers internationalization processes with regard to the international labor market, a growing multi-cultural society and, the increasing mobility among employees and companies. Therefore, the program highlights EU regulations as well as business internationalization processes.

The programme features courses and course literature in English that helps students in their Study Abroad process and facilitates the hosting of incoming international exchange students.

Sustainable social development

The programme provides the students with tools for planning development of organizational functions in a sustainable way. By employing HRM knowledge they gain throughout the program they will be able to deal with personnel management and organizational development in an economically, culturally, socially and environmentally sustainable manner.

The programme applies a gender perspective that, in line with the ongoing cultural and societal development, reinforces the linkage between the health of the personnel and business success, as well as enables a critical examination of employers' prerequisites and provisions for personnel management.

Quality Development

Continuous improvement of the programme is carried out through the systematic use of course evaluations. The Programme Coordinator is responsible for analyzing evaluation results at the Programme Council and providing the students with feedback.

The programme participants participate actively in the programme development processes through the Programme Council and the student-body representatives at the faculty-wide Education Committee.

All degree programmes at the School of Business and Economics are subject to quality assessment based on standards that are provided by the Association to Advance Collegiate Schools of Business (AACSB). Furthermore, The Swedish Higher Education Authority (UKÄ) and the national quality assurance scheme systematically assesses all the main subject areas at the School of Business and Economics (SBE).

The SBE-wide educational quality assurance scheme carries out recurring quality monitoring of the degree programme, as well as, a continuous analysis of course evaluations. Furthermore, all students are invited to share their total experiences by participating in the university-wide student experience survey - The Linnaeus Barometer.

Degree

When the degree programme is completed in accordance with the degree requirements provided by *The Higher Education Ordinance* and *The Local System of Qualification at Linnaeus University* - the graduates are entitled to apply for a *Degree Certificate*.

Upon successful completion of the Human Resource Management Programme - Personnel Management and Organizational Development may obtain the following degree:

Bachelor of Science with Specialization in Human Resource Management
Main Field of Study: Business Administration

Filosofie kandidatexamen med inriktning mot Human Resource Management
Huvudområde: Företagsekonomi

The Degree Certificate is bilingual (Swedish/English). The Degree Certificate is accompanied by a Diploma Supplement (English).

Other Information

The eligibility requirements for the courses within the programme must be met before the course starts. The requirements are stated in the course syllabus. If the language of instruction for the course is English the examinations of the course is conducted in English.

Should deviations be found between the Swedish and English version of this programme syllabus, the Swedish one is superior.