



ALUMNI SURVEY 2025

Master's Programme in Strategic Human Resource Management and Labour Relations

English report version

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This report summarises the alumni survey for the Master's Programme in Strategic Human Resource Management and Labour Relations and highlights findings that can support self-evaluation, programme development and continued alumni dialogue.

Key figure	Result
Number of responses	26 alumni
Population	Former students who started the programme in 2012-2023 and completed their studies
Mean age at programme start	29 years (range 24-49)
Current work in Sweden	83 percent
Work related to the programme's competence area	67 percent

1. Introduction

An alumni survey was conducted in autumn 2025 to understand how former students evaluate the programme after some distance from their studies and in relation to their current work. This appears to be the first alumni survey carried out for the programme after COVID-19 (the last one was carried out in 2019).

The results are intended to support self-evaluation, reflection and the development of courses and the programme as a whole. They can also be used in information for prospective students and in recruiting guest lecturers with practical experience.

2. Method

A questionnaire was developed and discussed in the programme board and with the programme director. The survey was distributed to former students who started the Master's Programme in Strategic Human Resource Management and Labour Relations during 2012-2023 and subsequently completed their studies. Student lists were obtained from Ladok.

Although some administrative support was provided for e-mail addresses, it is unclear whether the survey reached all alumni. In total, 26 respondents completed the survey in Qualtrics after three reminders. The questionnaire was translated and respondents could answer an English version.

The analysis used descriptive charts and grouped the open-text responses by content. The results were presented in internal and external forums and are made available here as a report.

3. Results

3.1 Current work and employment

After the programme, 68 percent were employed, including 10 percent on fixed-term contracts. A further 10 percent were self-employed and 22 percent were job seekers. Most respondents worked in private services or private manufacturing, and the majority were employed in Sweden.

The roles reported in open-text responses show a broad range of HR and organisation-related positions, including HR Manager, HR Specialist, HR Business Partner, Global Mobility Process Specialist, HR Advisor, People & Culture Manager, Senior People & Culture Partner, Specialist in Talent & Development, rehabilitation coordinator, investigator/analyst/coordinator and Executive Research Consultant.

Overall, 67 percent stated that their current work was related to the programme's competence area. The mean values for whether current work requires competence within the programme subjects and whether the work is qualified in relation to the education were lower for SHRM than for the AV (work science) comparison group. This should be interpreted together with the open responses, which point to a need for stronger links to working life.

Job qualification and relation to programme competence

Mean on a 1-5 scale. AV is shown as a benchmark.

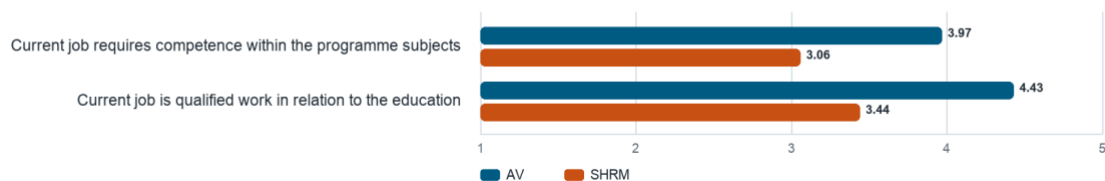


Figure 1. Job qualification and relation to programme competence, with AV as a benchmark.

3.2 Influence, mandate and job tasks

Respondents reported varying degrees of influence at work. The strongest influence concerned work-environment issues, recruitment/reassignment/dismissal decisions and employee development. Influence was lowest for budget decisions.

Influence at work

Mean on a 1-5 scale. AV is shown as a benchmark.

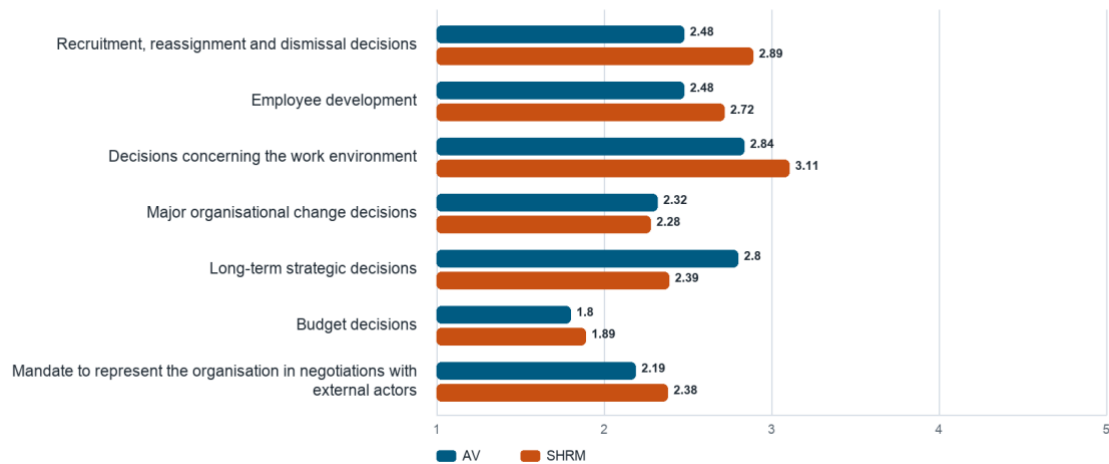


Figure 2. Influence in different areas of current work.

The most common job tasks, ranked by SHRM mean values, were:

- management support and leadership development
- investigation and evaluation
- group and employee development, including conflict management
- organisational development and organisational change
- recruitment, competence supply and labour-market monitoring, as well as project development and project management

Open-text responses also mentioned operational HR, culture and safety work, administration, systems and processes, employee relations, labour law and wage formation, research, internal governance and control, risk management and strategic process development.

Job tasks

Mean on a 1-5 scale. AV is shown as a benchmark.

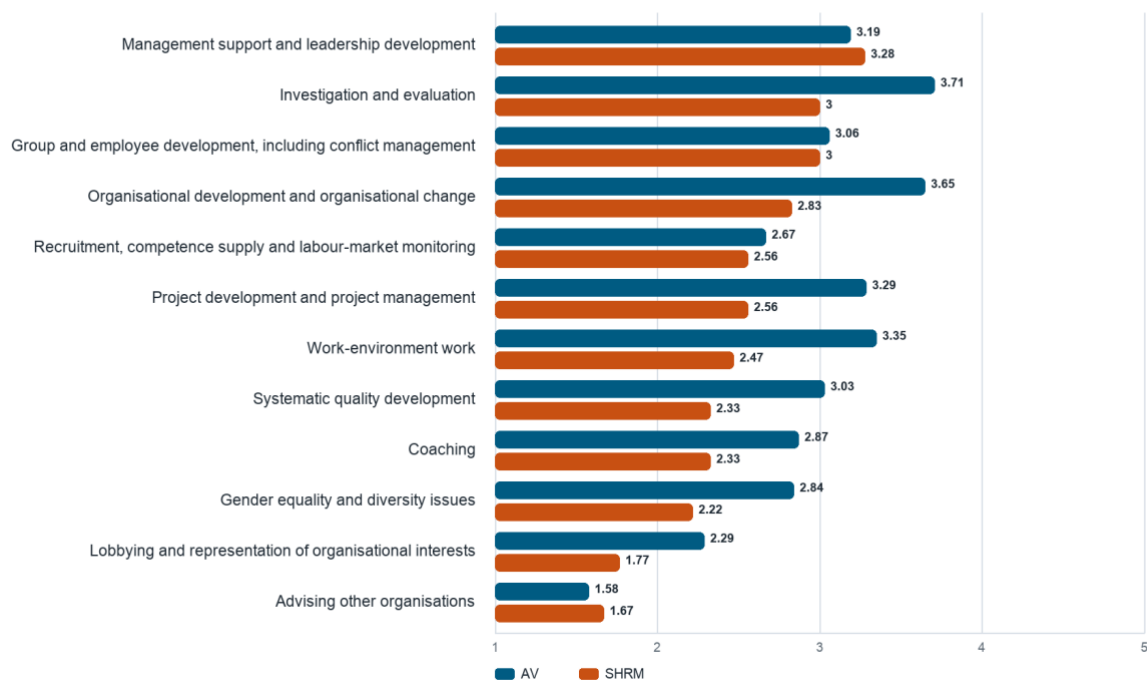


Figure 3. Extent to which alumni work with different job tasks.

3.3 AI at work

When asked to what extent they use AI in their work, most respondents indicated that they use it to some extent. The SHRM mean was 2.94 on a five-point scale, close to the AV comparison value.

The open-text responses show that AI is used for simple text editing, readability, summaries, translation, drafting e-mails, policy and routine writing, information search, idea development, recruitment material, CV summaries, report and process development, workshop structure and some statistics.

Use of AI in current work

Mean on a 1-5 scale.

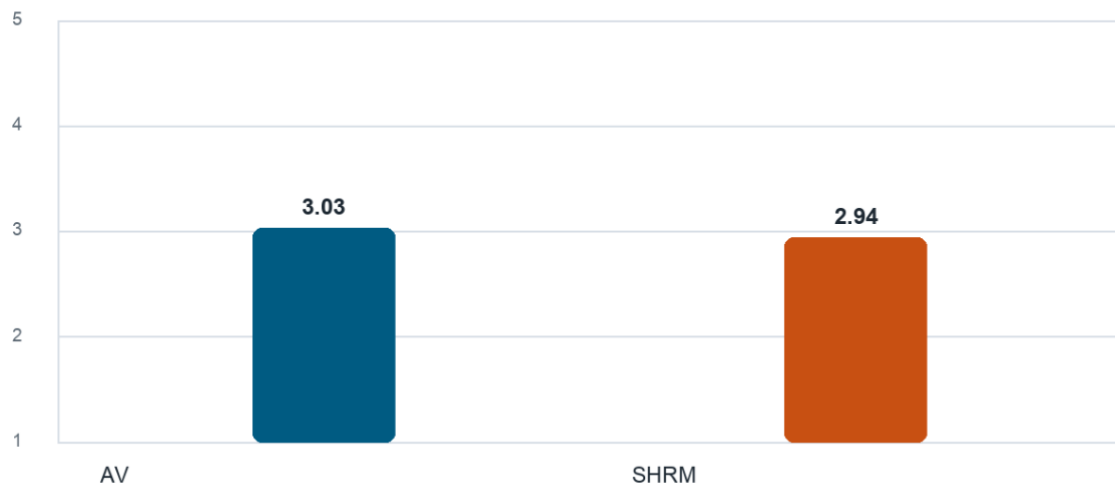


Figure 4. Use of AI in current work.

3.4 Satisfaction with the programme

The overall assessment of the programme studies was high ($m=4.12$ on a 1-5 scale), and programme content was evaluated positively ($m=4.00$). Respondents were also relatively satisfied with their job tasks and opportunities for competence development.

At the same time, values were more neutral for career choice, career opportunities, salary, the usefulness of the programme in the current role and whether respondents would recommend the programme. The study pace was perceived as somewhat low ($m=2.71$). Overall, the results indicate that the content is valued highly, while the connection to the labour market, career outcomes and practical applicability needs to be strengthened.

Satisfaction with the programme, work and career

Mean on a 1-5 scale. AV is shown as a benchmark.

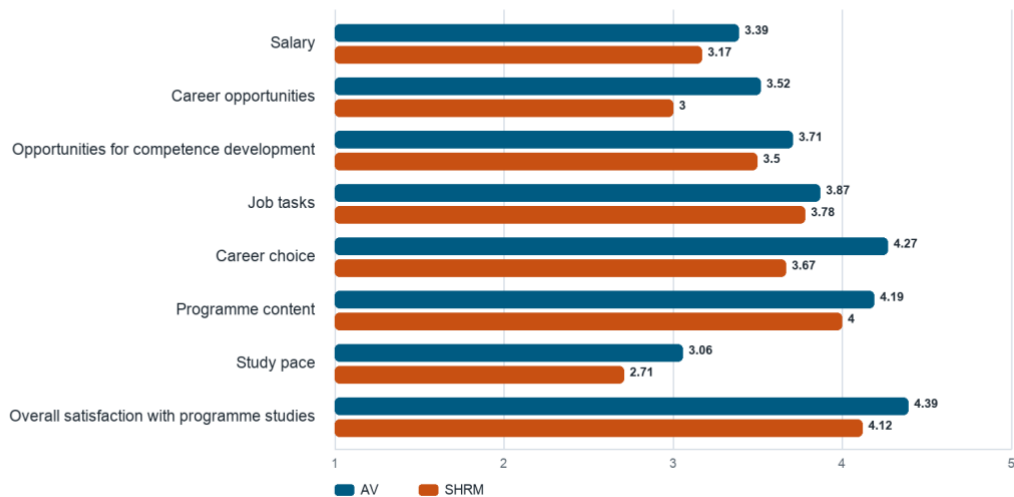


Figure 5. Satisfaction with the programme, work and career.

Usefulness and recommendation

Mean on a 1-5 scale. AV is shown as a benchmark.

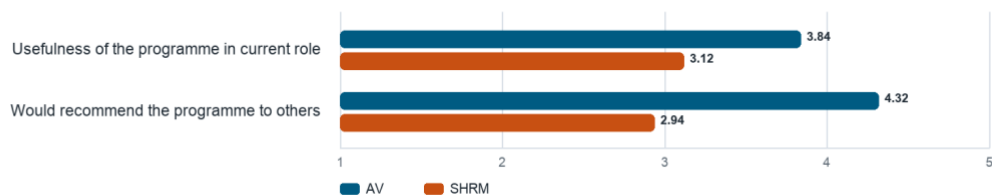


Figure 6. Usefulness of the programme in current role and willingness to recommend the programme.

3.5 Open questions and responses

Four open questions were included. The responses are summarised thematically below.

What has been most valuable about the programme?

- The breadth of the education, co-creation with other students, seminars, networks and internship opportunities.
- A strategic and international perspective, including a business perspective, environmental scanning and understanding of organising.
- Courses and themes on organisational development, organisational change, culture, conflict management and People Analytics.
- Analytical ability, research grounding and critical thinking through reading and discussing scholarly texts.
- Project work, internships and collaboration with organisations where such elements were available.

What was less successful or missing?

- Stronger support for internships, networks and labour-market entry, particularly for international students without established Swedish networks.
- More practical knowledge, more work-related cases and clearer industry contact.
- More labour law, Swedish labour law, negotiation and labour relations.
- A higher advanced level in some parts, clearer progression from bachelor's level and more demanding forms of assessment.
- A possible research-oriented track for students aiming for doctoral studies.

Which competences have been most valuable in current work?

- Strategic thinking, business perspective, international understanding and organisational knowledge.
- Labour-market knowledge and understanding of the roles of different labour-market actors.
- Analytical reasoning, problem solving, communication, research methods and critical thinking.
- Knowledge of leadership, motivation and culture building, often combined with previous HR education or work experience.

Which knowledge and skill areas were missing?

- Labour law, Swedish law and negotiation.
- Further specialisation in organisation theory, strategic development and crisis management.
- HR analytics, AI, data analytics and coaching.
- More contact with working life through guest lecturers, work-life cases, network support and guidance towards relevant jobs.

4. Interest in guest lecturing

Seven SHRM alumni, and 18 alumni in total across the two programmes, stated that they could consider guest lecturing. The suggested areas provide a concrete basis for strengthening the programme's connection to working life.

- labour law, wage formation and the Swedish model
- the HR manager role, strategic People & Culture work and competence supply
- diversity management, managing across cultures, management and leadership
- executive recruitment, leadership development and career/network building
- project management, organisational governance, change management and organisational development
- inequalities in working life, norms, coaching, conversational techniques and sustainable working life

5. Self-reflection and development areas

The survey shows that alumni generally value the programme content and strategic perspective positively. At the same time, a clear development need emerges around the transition from education to qualified work, particularly for international students and alumni who lack relevant networks in Sweden.

The following development areas appear particularly important:

- strengthen links to working life through more internship opportunities, cases, guest lecturers and structured alumni contacts
- make career paths more visible and provide earlier support for network building, especially for international students
- consider elective or integrated elements on Swedish labour law, negotiation, labour relations and labour-market practice
- ensure progression and advanced level, including by reducing overlap with previous education and varying forms of assessment
- develop elements on AI, HR analytics, data analytics, coaching and change management
- repeat the alumni survey with improved contact lists and clearer follow-up to strengthen response rate and comparability over time