HSLU Lucerne University of Applied Sciences and Arts

Major Health Business & Management

Master of Science in Business Administration

You can find the details here:
hslu.ch/master-hbm

FH Zentralschweiz

Lucerne School of Business

We develop top talent for companies, public institutions and not-for-profits with our demanding, practical and research-based bachelor's and master's programmes. Our range of continuing and executive education programmes makes us the largest provider of continuing education among the Schools of Business of the Swiss Universities of Applied Sciences.

Our research and development projects emerge in dialogue between research, business and the public.

Clients from all areas of society benefit from our experts' extensive specialist knowledge.

We are perfectly situated and rooted in Central Switzerland and our large national and international network allows us to open doors to the world.


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Welcome!

The healthcare system is facing big transformations. Digitalisation, demographic change, rising costs and new patient expectations are a challenge for organisations at every level. At the same time, technological innovation, new care models and cross-sector collaboration offer great new opportunities. This dynamic permeates all areas of the healthcare system, creating a need for new management, leadership and implementation skills.

For the Major in Health Business and Management, this challenge is inherent to "Health Business 5.0": a future-oriented, holistic and patient-centred approach that integrates healthcare provision, economic viability, innovation and social responsibility. Key questions include: How can organisations in the healthcare sector operate effectively and economically while keeping people at the heart of what they do? How can we use digital technologies to improve quality, efficiency and the patient experience? How can business, policy-makers and society work together to build viable business and care models?

To address these issues, we blend in-depth theoretical knowledge and practice orientation. As a student, you will implement strategies, reflect on experiences and develop solutions with practice, business and public sector partners in real-life projects, simulations and case studies.

We will also discuss complex and controversial topics: Digital transformation, artificial intelligence, automation and new forms of collaboration don't just bring technological challenges, but also raise ethical, organisational and social concerns.

Join us in shaping the future of healthcare. We look forward to having you on board for the Major in Health Business and Management.

Dr. Larissa M. Sundermann
Co-Head of Programme
Health Business & Management

Dr. Jan Schlüchter
Co-Head of Programme
Health Business & Management

Why choose the MSc in Business Administration with a Major in Health Business and Management?

The healthcare sector needs future skills
Working in the healthcare sector requires more than standard management skills. We need people with a firm grasp of healthcare provision, funding, technology, regulation and innovation who are committed to keeping people at the heart of what they do. This is where the Master of Science in Business Administration with a Major in Health Business and Management comes in: it builds the skills to understand healthcare systems, balance interests across stakeholder groups, and effectively shape transformation.

Valuable degree with practical relevance
The MSc offers a balanced academic and practical orientation. You will discuss real-life problems, develop realistic solutions and build a skills profile that qualifies you for senior specialist, project management, or leadership roles in the healthcare and life sciences sector.

Possible fields of activity after graduation
Graduates assume senior specialist, project management and leadership roles in the healthcare system. Potential employers include hospitals, insurance companies, medtech and pharma companies, consultancy firms, start-ups, NGOs and public institutions. Areas of activity range from corporate development to innovation and digital transformation, project and programme management, and strategic and entrepreneurial roles in the health sector.

Learn more about the skills you will have as a graduate on the next page.

Your skills profile after graduation

Specialist and systemic skills
- Understanding the healthcare system and the interplay between care provision, funding, industry, policy-making and society
- Knowledge of funding, compensation and regulation logic
- Development of patient- and value-centred care models

Transformation and innovation skills
- Design of transformation processes and future-proof business and care models in the healthcare system
- Use of digital technologies such as AI, automation and robotics
- Implementation of innovations: from idea to impact

Leadership and organisation skills
- Leadership in complex, interprofessional organisations
- Self-leadership, new work, diversity and psychological safety
- Structuring of decision and communication processes

Project and implementation skills
- Planning and steering of strategic and operational projects
- Coordination between different stakeholder groups
- Implementation of real-life practice projects in organisations and networks

Analytical and problem-solving skills
- Assessment of business and care models
- Development of reliable solutions
- Evidence-based decision-making

Communication skills
- Clear communication to suit any audience
- Presentation and defence of strategies and projects
- Maintaining a dialogue between practice, science and the public sector

Reflection and judgement skills
- Critical reflection of one's own actions
- Integration of feedback and practical experience
- Continuous personal and organisational development

10 reasons why you should study at the Lucerne University of Applied Sciences and Arts

1 High-quality study experience
The small, focused study groups, our personal tuition and direct access to lecturers are the key ingredients of a high-quality study experience in a personal atmosphere.

2 Innovative teaching practice
We rely on innovative learning settings and creative—and often digital—learning methods. Among other things, we develop our own simulation games or online assessments and promote interdisciplinary collaboration.

3 Practical relevance
Our programme distinguishes itself through its practical, entrepreneurial focus. In addition to the exploration of topical and relevant issues, talks by guest speakers from the management of leading companies enrich the curriculum.

4 Leading-edge and well connected
The lecturers at the Lucerne University of Applied Sciences and Arts infuse their teaching with their valuable practical and research experience. As a student, you will benefit from the mutual transfer of knowledge between science and business as well as from a broad, varied and wellcultivated network.

5 Co-creating the programme
Make it your own personal programme by combining relevant modules and selecting your preferred Major. You will also set the topics for your semester and project assignments and for your Master's Thesis. You can also plan study trips and stays abroad to suit your needs.

6 Work-study options
A compact timetable and block instruction allow for professional activity of up to 2.5 days per week. This gives you the opportunity to advance your practical skills over the course of the programme.

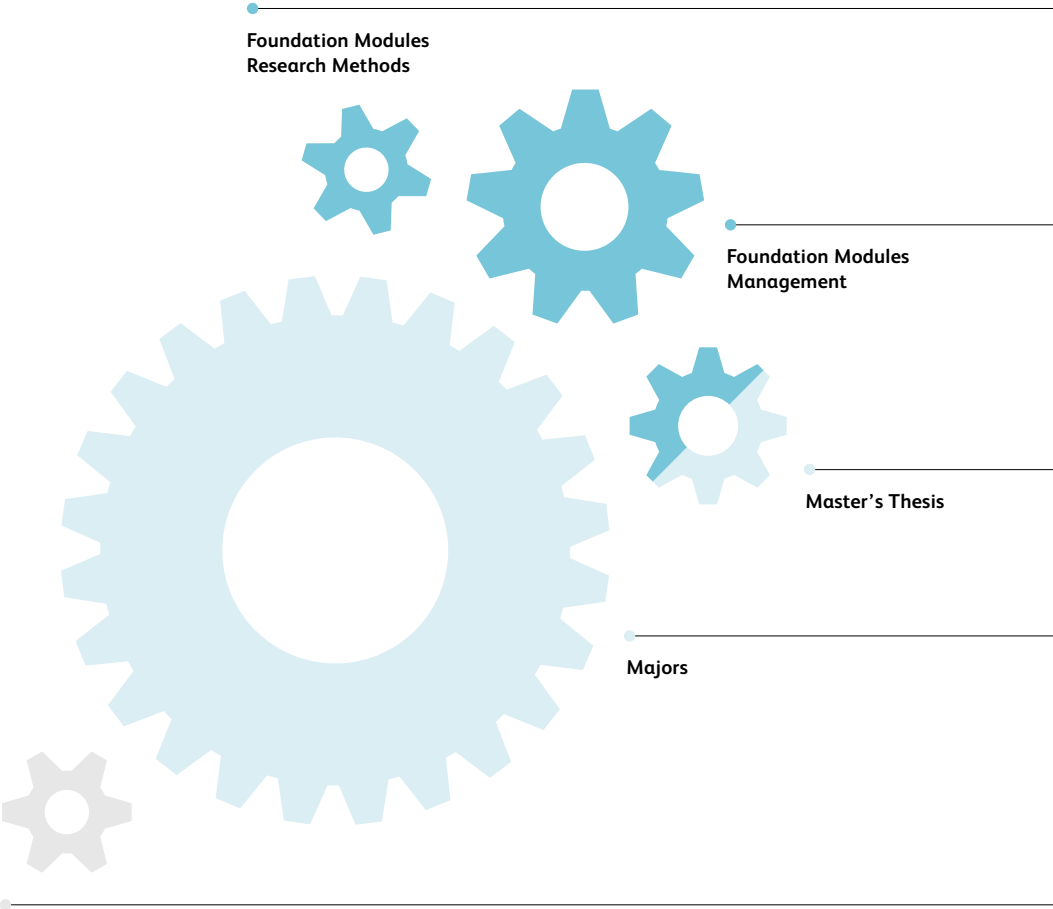
7 Six-semester study option
Upon consultation with the head of programme, students wishing to work up to 0.7 FTE while studying may complete the MSc within six semesters.

8 Flexible start date
In addition to the duration of study and depending on your needs, you can also choose between a start date in spring or in autumn.

9 Continuous exchanges
Flexibility is a key feature of the MSc in Business Administration. Our heads of programme, lecturers and administrative staff will be happy to discuss any questions you may have. Benefit from continuous close specialist and personal exchange with your fellow students and lecturers.

10 Perfectly located in Lucerne
The course venues are located directly by Lucerne main station. The Lucerne campus offers many connecting points to internationally active companies and public institutions.

Programme Structure



Gathering, analysing, interpreting and communicating data.

- Research Theory & Ethics
- Qualitative Research Methods
- Quantitative Research Methods

Understanding, interpreting and applying selected management principles and theories.

- Digital Customer Management
- Strategic Network & Ecosystem Management
- Organisational Transformation & Change

Researching a major-specific topic using research methods to make a contribution to theory and practice.

Theoretically exploring and practically experiencing and implementing major-specific topics.

- AI Business Leadership
- Business Innovation & Entrepreneurship
- Health Business & Management
- International Tourism Management
- Online Business and Marketing
- People Management and Organisation

Strategy, Operational Management, Marketing, Accounting & Financial Management, Economics
possibility of post-qualification for the fulfilment of admission criteria

The design of the Master of Science in Business Administration programme meets the highest requirements of a science-based business programme. On the one hand, it provides the necessary breadth to create extensive know-how in relevant business management topics and on the other, it allows for a profound exploration of a chosen topic through individual specialisation.

The latest trends in practice and new research findings are reflected in the analytical and strategic content, offering the perfect tools for a high-profile career at home or abroad. The different module types complement and dovetail each other (see diagram), which ensures synergy between theory and practice throughout the programme.

What is more, this practice-oriented programme allows for concurrent professional activity of up to 0.5 FTE.

Programme Content

In addition to discussing foundational management issues, students in the MSc programme in Business Administration with Major in Health Business and Management learn, apply and consolidate practice-focused scientific methods and content relating to health management. Among other things, this includes leadership in complex organisations, funding and compensation in the healthcare system, digital transformation, innovation management, patient value management, as well as strategic network and ecosystem management. Specifically, the programme focuses on combining theory and practice. Students collaborate in real-life projects with partners from business, healthcare and the public sector. This allows them to not only learn management tools in theory, but to apply and reflect on them in a practical context.

Foundation Modules	1st semester	**Digital Customer Management*** 6 Credits	**Organisational Transformation & Change** 6 Credits	**Strategic Network & Ecosystem Management** 6 Credits
Health Business & Management Modules	2nd semester	**Applied Research Project & Colloquium** 9 Credits	**Turning Health Economics into Patient-Centred Innovation**** 6 Credits	**Fundamentals of Health Care Systems, Business and Society** 6 Credits
	3rd semester	**AI and Digital – Unlocking Value for Patients and Health Care Systems** 6 Credits	**Transforming Health Care Systems: Experimental Lab** 6 Credits	**Collaborative Learning and Organizational Development in Health Systems** 6 Credits
	4th semester	**Leadership and Management Simulation** 6 Credits	**International Study Week** 3 Credits	

Over the course of the programme, students discuss current challenges such as digitalisation, new care models, interprofessional collaboration and the design of sustainable systems.

Simulations, case studies and project-centred learning formats boost implementation skills and strengthen the students' ability to shape complex transformation processes.

Exposure to international perspectives and exchanges with practice experts offer insights beyond their own professional environment. Through this process, students build a deep understanding of the interplay between business, society and healthcare and learn to assume responsibility in a dynamic environment of great social significance.

Research Theory & Ethics 3 Credits	**Quantitative Research Methods** 3 Credits	**Qualitative Research Methods** 3 Credits

As part of your major, you can now also choose an elective module worth 6 ECTS credits from a different major if it suits your interests.

Preliminary Study for the Master's Thesis
3 Credits

Master's Thesis
12 Credits

* **Including the block study-week in the second semester.**

** **or an elective module from another major:**

- Digital Transformation in Society and the Economy
- Entrepreneurial Management
- People Management and Digital Transformation
- Sustainability Management in Tourism and Events

→ **Option to complete the MSc in six semesters while working up to 0.7 FTE**

Credits = ECTS credits (1 credit = 30 hrs of work)

Programme Modules

Digital Customer Management
Customer-centred company management is a key issue for small and large businesses across sectors. Customer Relationship Management is a proven approach for long-term profitable customer relationships through the cross-functional coordination of strategies, processes and measures. By implementing CRM in a project environment, students build operational methodological skills.

6 Credits, 1st semester

Strategic Network and Ecosystem Management
This module discusses strategic management in network contexts. Building on the strategic management process in organisations, students explore the specifics of management in networks. They analyse the shifting borders between their organisation, networks and markets and learn to shape them and identify obstacles. Dichotomies such as “cooperation” and “competition” or “market” and “hierarchy” are increasingly meaningless. This increases the need for legal and norms-based steering mechanisms.

6 Credits, 1st semester

Organisational Transformation and Change
This module considers the intersection of the company and its markets from a dynamic and development-oriented perspective. Changes are seen as a source of innovative technologies, services and processes and thus as a condition for securing the long-term resilience of public and private organisations. The task is to identify what needs to be changed and to plan, lead and evaluate change processes.

6 Credits, 1st semester

Qualitative Methods
In addition to introducing selected qualitative methods of data collection and analysis, this module focuses on the step-by-step realisation of the students' own qualitative research projects. They each develop a research question and matching study design, collect and analyse data and present the results in a suitable format. The quality of the projects is then assessed based on scientific criteria.

3 Credits, 1st semester

Quantitative Methods
Quantitative empirical methods and statistics are useful tools for future business leaders to initiate projects, manage them successfully and use the results to the benefit of their company. In this module, students learn the foundational principles of quantitative methods and applied data analysis and apply them in practice using SPSS. The relevant concepts and techniques are introduced in class and applied in tutorials. Quantitative methods are a means to find answers to practical questions.

3 Credits, 1st semester

Science Theory and Ethics
Students understand the main aspects of the philosophies that underpin the latest research methods. Students are able to describe, assess and shape research approaches. This includes the ability to apply and reflect on approaches of science theory. Students can apply the quality criteria required to assess the quality of research results. Discussing research ethics is an important part of the module.

3 Credits, 1st semester

Scientific practice project and colloquium
This module combines practical questions relevant to the major and research methods. Supervised by a lecturer and a real-life client, students develop scientific projects in a group assignment. They reinterpret practical problems as research questions and address them using scientific methods. In the colloquium, which focuses on the different research designs and data analysis tools, students also reflect on their own approaches.

9 Credits, 2nd semester

Turning Health Economics into Patient-Centred Innovation (elective module)
How can we place the patient at the centre of our activities and still run a successful business? In this module, you will learn to understand the health economy and use your insights to develop patient-centred solutions. You will analyse funding systems, explore their benefits and limitations and develop ways of deriving innovative, responsible practical approaches from your findings. The module revolves around creating your own innovation based on economic analyses while creating added value for patients. The unit combines short presentations on theory and interactive group assignments as part of a student project and student presentation. This allows you to directly apply your new skills and knowledge in practice.

6 Credits, 2nd semester

Fundamentals of Health Care Systems, Business and Society
This module teaches the basics of healthcare systems, compares different systems across the world and discusses how they are interconnected with the economy and society. You will learn to identify the key stakeholder groups and current challenges and to understand how management and governance shape the healthcare system. The module's main purpose is to help you understand the roles and interests of these groups and how they affect the design of healthcare systems. The unit combines theoretical principles and practical analyses, discussion and group assignments. This allows you to identify and interpret structures and approaches to reform and to critique them.

6 Credits, 2nd semester

AI and Digital – Unlocking Value for Patients and Health Care Systems
In this module, you will learn to leverage the potential of AI and other digital technologies to the benefit of the healthcare system and the life sciences sector. From patient to provider, funder, industry and policy-makers, you will analyse how digital innovations can create added value along the entire value chain. Using case studies, projects and practical tools, you will build the ability to not only understand digital solutions in a technical sense, but to strategically embed them in managerial and provider context.

6 Credits, 3rd semester

Collaborative Learning and Organizational Development in Health Systems
In this module, you will discuss the foundations and methods of organisational learning and corporate development in the healthcare sector. You will learn how the structures and cultures of hospitals, insurances, life science companies and public administrations facilitate or impede change and how collaboration across professions and organisations can boost sustainable development.

6 Credits, 3rd semester

Preliminary Study, Master's Thesis
The preliminary study is the first part and basis of the master's thesis. In their thesis project, students prove that they are capable of independently and expertly addressing a real-life practical problem within a set period of time, with a focus on practicability and solution-finding and commitment to scientific principles.

3 Credits, 3rd semester

Transforming Health Care Systems: Experimental Lab
In this module, you will explore strategies, methods and instruments designed to future-proof organisations in the healthcare system and life sciences sector. You will learn to see transformation as more than just a set of technical or structural changes, but as a profound shift in business models, processes, culture and leadership. Based on case studies and practice projects you will develop ways for patients, funders, providers, industry and policy-makers to initiate change and implement it sustainably.

6 Credits, 3rd semester

Leadership and Management Simulation
In this module, you will develop your leadership and management skills in a practical and realistic simulation. You will assume responsibility in a complex, interdisciplinary scenario set in the healthcare system or life sciences sector and make decisions while considering the competing needs of patients, funders, providers, industry and policy-makers. Focal points are creating innovation, managing teams in change processes, and balancing efficiency, quality and patient orientation.

6 Credits, 4th semester

International Study Week
In the international study week, you will enhance your perspective on the health and life sciences sectors through interactions with our international partners. Together with local students and lecturers, you will explore the healthcare systems, markets and organisations of a European country and compare them with their Swiss equivalents.

3 Credits, 4th semester

Master's thesis
In the master's thesis, students independently examine a research question and consolidate the specialist, methodological and academic skills they have acquired. The master's thesis is the final assignment in the master's programme. It gives you the chance to explore a topic in depth and refine your USP for a future career.

12 Credits, 4th semester

The Programme at a Glance

Basic requirements: Bachelor's degree in business administration, economic sciences or business law (or adjacent disciplines)

Internationally recognised degree: Master of Science (MSc) in Business Administration

Varied career options ranging from strategy to digital transformation across the health sector

– 4 semesters (also possible in 3; 8 maximum)
– 2,700 hours
– 90 ECTS

– In-person instruction on Mondays and Tuesdays (with the exception of certain block events)
– Start: mid-September and mid-February

Academic master's thesis addressing a real-world problem or theoretical topic

Compatibility with gainful employment and family responsibilities:
– up to 2.5 days/week if completed in 3 to 4 semesters
– up to 3.5 days/week if completed in 6 to 8 semesters

Possibility to attend a semester at a partner university abroad

Total costs for four semesters: about CHF 3,200 or CHF 5,200 for international students (course materials, extracurricular activities and exam fees not included)

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More information about our Major in Health Business & Management

07-2026