


Major in People Management and Organisation

Master of Science in Business Administration

A group of four diverse business professionals (two men and two women) are standing together in a modern office environment, smiling and looking towards the camera. The man on the far left is holding a laptop. The woman on the far right is laughing heartily.

More info
[hslu.ch/
msc-pmo](https://hslu.ch/msc-pmo)

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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 make 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 intersection of people, management and organisation is among the most important fields for a company's sustainable success in a complex world. The demand for experts in this field has been numerously highlighted by organisations such as the world economic forum (WEF), but is already reflected in the demand of organisations today. In this Master's programme, you will acquire the key skills needed to understand and critically assess organisational structures and processes and to formulate development potentialities. Therefore, enabling to help shape and run organisations with the latest applied management techniques in the field.

This degree programme revolves around the question of how people and their social relationships shape organisations and how, in turn, organisations affect people and their relationships. It is about developing entrepreneurial-creative solutions to manage the present and cope best with the future. The programme structure and content follow an interdisciplinary approach. Organisational, psychological and people science skills are combined in a single Master's programme.

After graduation, you will have exciting and meaningful career opportunities. You may, for instance, accept a job in Switzerland or abroad as an all-rounder for holistic transformation and organisational development, learning and development, or personnel

management and support. You may also decide to specialise in areas such as recruiting and employer branding, talent management or employee experience.

The MSc BA with Major in People Management and Organisation is a so-called consecutive Master's programme that builds on a Bachelor's programme. It provides the ideal foundation for a highly qualified position. Are you interested in the intersection of people, management and organisation? Then this programme is for you. We would be delighted to welcome you at the Lucerne School of Business soon.



Prof Dr Stephanie Kaudela Baum
Co-Head of programme
MSc People Management
and Organisation
Lucerne School of Business



Dr Lars B. Sonderegger
Co-Head of programme
MSc People Management
and Organisation
Lucerne School of Business



Lorena Wespi
Administration

Why choose the Master's in Business Administration with Major in People Management and Organisation?

Companies seek highly qualified skills and knowledge

Our working world is changing, and fast. Job profiles vanish as others are being created. Many people lack the skills required for the jobs of the future. The market needs top talent with the skills and knowledge to actively shape the necessary transformation and to assume leadership positions later in their career. They should distinguish themselves through profound specialist knowledge, analytical skills, entrepreneurial thinking, leadership skills and a strong action-oriented mindset. With its curriculum, the consecutive MSc in People Management and Organisation accounts for these very requirements.

Valuable degree with practical relevance

Your study programme offers a science-based, yet practical specialist and management education with an international focus. The programme's systematic combination of scientific methodology and practical know-how gives you the tools required to address emerging problems, to structure complex situations and to form well-reflected opinions in your future career.

Possible fields of activity after graduation

This Major offers a wide range of opportunities for professional development. You may initiate, devise and successfully supervise strategically important and complex processes in people management and strategy (and also HRM), leadership and organisational development. You may work as a consultant, start your own company or lay the foundations for a career in public administration or with an NGO.

Learn about the specific skills you will acquire until graduation on the next page.

Your skills profile after graduation

Interdisciplinary specialist knowledge in people management and organisation

- specialist knowledge of mega trends and drivers of change such as digitalisation, internationalisation, innovation, new work transformation or changing values and their implications for people management
- Profound knowledge of business administration and psychology for the successful design, development and supervision of complex developmental and change processes
- Advanced skills in enhancing the potential and performance of the workforce when exploring and implementing leading-edge topics in an organisational context

Social and organisational skills

- Skills in the design, management and supervision of complex organisational transformation projects at the intersection of strategy, culture and technology.
- Knowledge of group processes, organisational dynamics and intercultural influencing factors
- Ability to successfully initiate and moderate internal and external stakeholders' cooperation and decision-making processes
- Knowledge of future-proof role concepts for the design of personnel processes
- Ability to apply creativity and innovation management methods

Applied research skills

- Ability to devise and implement research projects and methods in consideration of scientific principles
- Skills in the development and exploration of emerging topics through literature review, qualitative and quantitative methods, mixed methods and case studies

Analysis and problem solution skills

- Analysis, with an interdisciplinary perspective, of complex issues and problems in the fields of people management and organisation
- Identification of structural requirements, solution approaches and options

Expression and presentation skills

- Ability to effectively communicate, both orally and in writing
- Representation and defence of complex specialist content in front of clients and expert panels

Reflection and judgement skills

- Responsible and self-critical reflection of one's own actions
- Ability to establish a potential-driven, performance-enhancing and professional people management practice

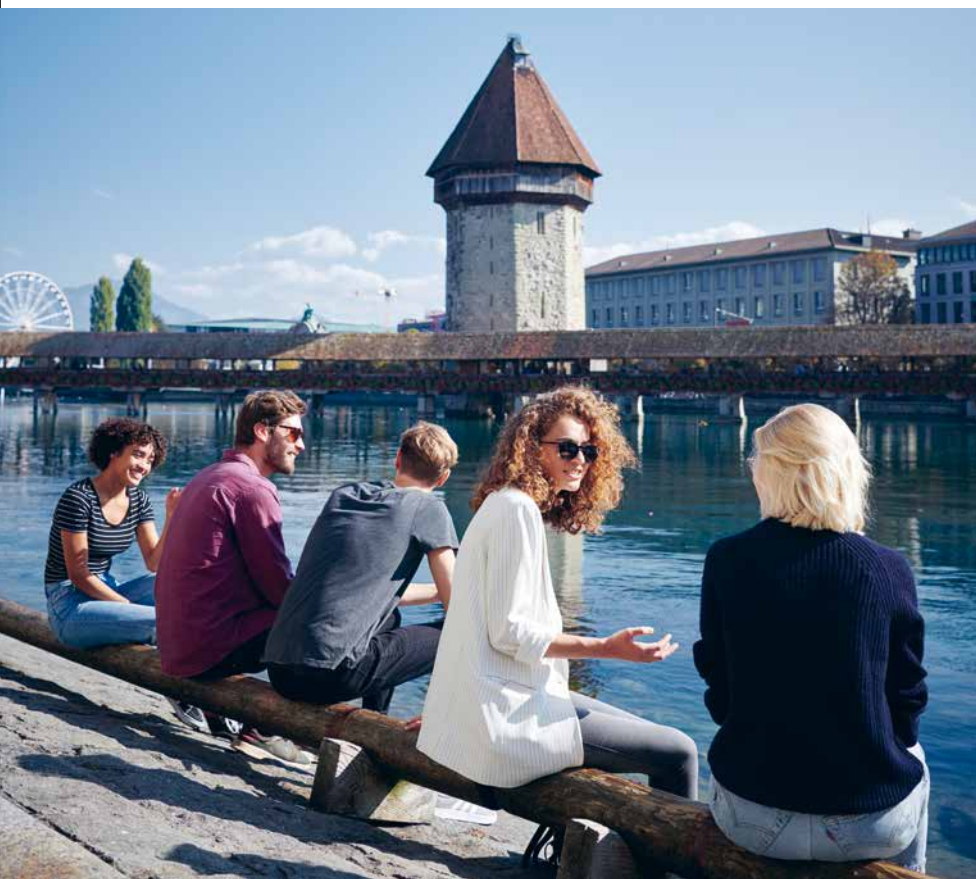
Ten reasons why you should study at the Lucerne University of Applied Sciences and Arts

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 well-cultivated 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 Three-semester study option

If you wish to complete the programme in three semesters, our new schedule is for you. It is intense and compatible with professional activity of one to 1.5 days per week.

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.

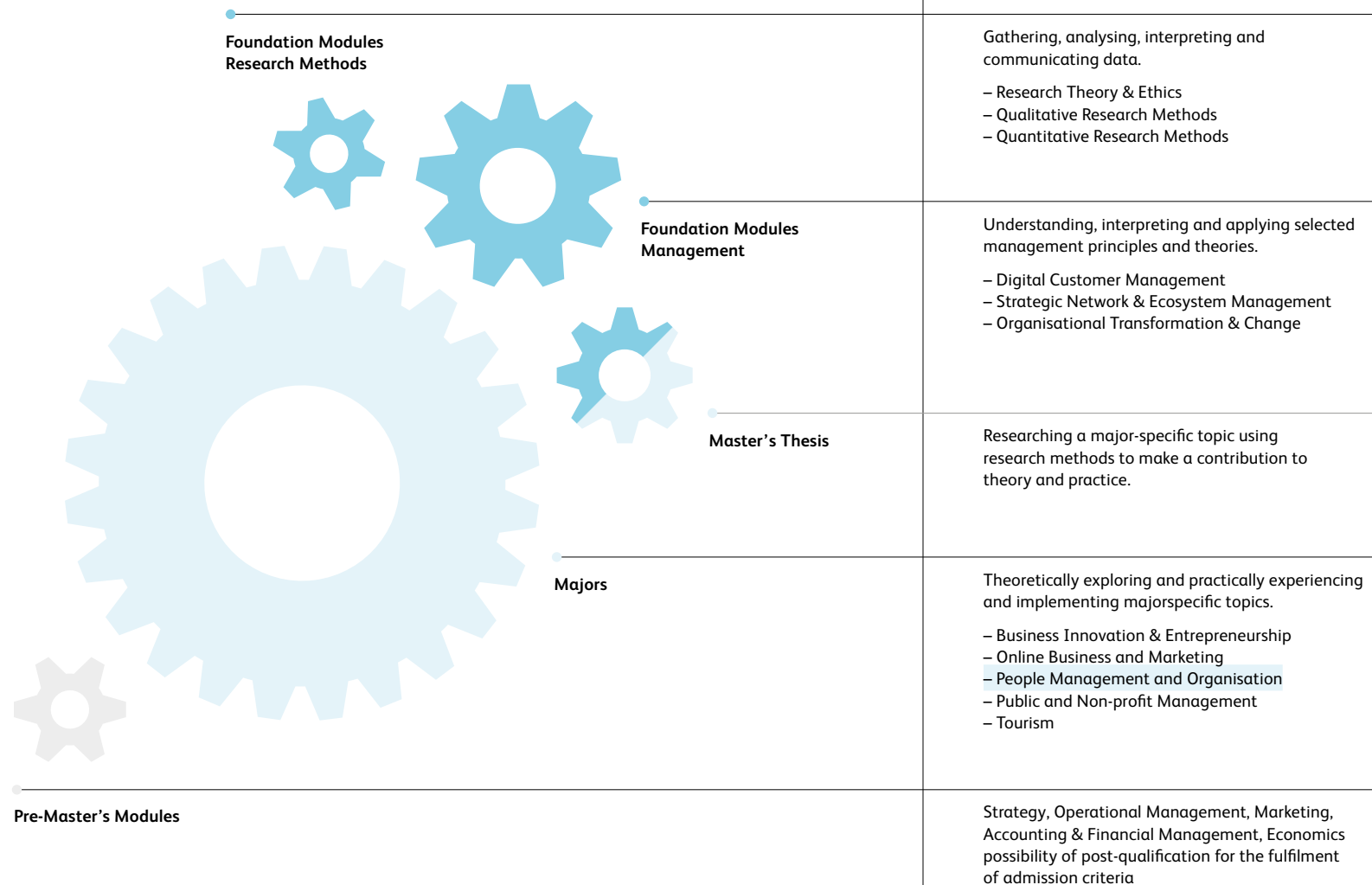
9 Continuous exchanges

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



The architecture of the Master of Science in Business Administration programme meets the highest requirements of a degree in Business. On one hand, it provides the necessary breadth to create extensive know-how in relevant business management topics and on the other, it allows for an in-depth exploration of a chosen topic through individual specialisation. The latest trends and new research findings are reflected in the strategically and analytically oriented content, which thus offer the perfect tools for a high-performance career at home or abroad. Interlinked module types (see diagram below) ensure a continuous synergy of theory and practice. This is a defining feature throughout your programme. The programme design allows for a concurrent working commitment of up to 2.5 days a week.

Programme Content

In the first year of study, the selected management topics “Strategic Network & Ecosystem Management”, “Digital Customer Management” and “Organisational Transformation & Change” are developed

and applied at master’s level. From the very beginning the focus is on case studies which are analysed in a practically oriented manner. Research methods also relevant to this practically oriented approach are

Programme content Autumn-Start | 4 semester

Leading-edge development of organisations and people: customer-centred, innovative and aided by digital technologies	1 st semester	Digital Customer Management* 6 credits	Organisational Transformation & Change 6 credits	Strategic Network & Ecosystem Management* 6 credits
	2 nd semester	Applied Research Project & Colloquium 9 Credits	People Management & Strategy 9 Credits	People Management & Digital Transformation* 6 Credits
	3 rd semester	Preliminary Study for the Master’s Thesis 3 Credits	Developing Creative & Innovative Capabilities 6 Credits	Collaborative Learning & Organisational Development 6 Credits
	4 th semester	Master’s Thesis 12 credits	Global People Management Perspectives 6 credits	

included in the programme. These are specifically incorporated into project work in order to ensure the reliability and validity of the outcomes.

It is possible to select an elective module amounting to 6 ECTS credits from another major if this attracts you and fits into your desired degree profile.

Please note: This graphic shows the programme with a September start. The programme design is slightly different for a February start.

Research Theory & Ethics 3 credits	Qualitative Research Methods 3 credits	Quantitative Research Methods 3 credits
Psychological competences for the flexible, agile work environment 6 Credits		

** incl. Block Week in the 2nd semester

* or an elective module from a different Major:

- International Festival & Events Management combined with Sustainable Tourism Management
- Entrepreneurial Management
- Social Entrepreneurship (incl. a study trip abroad)
- Digital Transformation in Society & the Economy

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

Programme modules

Digital Customer Management

In most cases, the customer is considered to be the main source of corporate success. Across industries, customer-centred company management is therefore the “leitmotif” for companies of all sizes. Customer Relationship Management has proven its validity as an approach that can secure long-term profitable customer relationships through the cross-functional coordination of strategies, processes and measures. This module teaches operational methodological skills and knowledge and, in doing so, teaches ways to shape the customer orientation of a company.

6 credits, 1st semester

Organisational Transformation & 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

Strategic Network & 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 and business ecosystems. They analyse the dissolution of traditionally contradictory concepts like “co-operation” and “competition” or “market” and “hierarchy”. Moreover, they learn how to create viable strategies and processes to secure the long-term success of a company and its partners within a network.

6 credits, 1st semester

Research Theory & Ethics

Students are introduced to the salient aspects of the philosophies underlying current research methods. Students describe, evaluate and design research approaches in the context of this understanding. This includes the ability to use and reflect on suitable theoretical research paradigms. Students use appropriate quality criteria to evaluate research outcomes. Research ethical considerations form an important part of the module throughout.

3 credits, 1st semester

Qualitative Research Methods

The focus of the module is on conducting a model qualitative research project and going through the steps of a qualitative research process. The students get to know selected qualitative data collection and data analysis methods. They formulate their own research question, develop a suitable research design, collect and interpret data and present the results appropriately. Furthermore, they reflect on the quality of their research using the quality criteria relevant to research.

3 credits, 1st semester

Quantitative Research Methods

Quantitative empirical methods and statistics help future-oriented companies to initiate projects, to lead them successfully and to achieve profitable results. In this module basic concepts of quantitative methods and applied data analysis are taught as well as applied with the software SPSS. In the classroom the contents and techniques are introduced; in tutorials exercises are worked on with support. Quantitative methods are a means to the end of finding reliable answers to business questions.

3 credits, 1st semester

Applied Research Project & Colloquium

Major-specific problems are brought in by external clients for investigation using a research-based approach in this module. The resulting research papers are written in groups, under the supervision of lecturers and with input supplied by clients. The practical problems involved are reformulated into research questions and answered with the help of research methods. Various research designs, data analysis tools, and reflection on the approach chosen are the focus of the accompanying colloquium.

9 credits, 2nd semester

People Management & Strategy

Mega trends such as demographic and generational change or a shift in values must translate into adequate leadership and HRM strategies, processes and instruments. Therefore, a strategic approach to people management and organisational innovation is pivotal. In this module, students examine the psychological facets of a performance-enhancing design of people management and leadership, including organisational design, corporate and cultural development and leadership. Moreover, students develop analytical-conceptual skills to successfully address strategically important challenges of the future along the employee life cycle, including human resources planning, personnel marketing and recruitment, onboarding, personnel deployment and development, incentive structures.

9 credits, 2nd semester

People Management & Digital Transformation (elective module)

Technological as well as digital-cultural drivers of change of the working world such as big data, algorithmisation and AI create great opportunities for organisations. This module explores challenges and creative possibilities of digital transformation within People Management from an interdisciplinary perspective. Participants acquire specialist, analytical and methodological skills that enable them to critically assess the chances, potential and risks of digital-cultural developments and applications.

6 credits, 2nd semester

Developing Creative & Innovative Capabilities

Unlocking the workforce's creative and innovative potential at every level of the organisation is an increasingly central task of organisational and personnel development. In this module, students learn concepts and methods for the evaluation and advancement of creative and innovation-enhancing skills of employees, teams and organisations. As part of their learning process, students analyse the requirements for creativity and innovation promotion from an interdisciplinary perspective and identify suitable consulting and coaching services. They learn to successfully supervise innovation projects, test selected approaches of creativity promotion – e.g., from the areas of Art and Design Thinking – and prepare themselves for their future role as business partners in the field of innovation promotion.

6 credits, 3rd semester

Collaborative Learning & Organisational Development

Communication, participation, community-based approaches and interacting as equals are increasingly important features of leadership and collaboration in the Working World 4.0. The key challenge for HR management and leadership is to empower organisations and their workforce to proactively address the issue of New Work Transformation. In this module, students test and reflect (e.g., through simulations) a wide range of approaches for the promotion of collaboration and for the design of learning and development processes at team and company level and across industries. Students learn how to build and shape social networks and to constructively moderate conflicts across organisations, disciplines, nationalities and functions.

6 credits, 3rd semester

Psychological competences for the flexible, agile work environment

Virtual teams, remote work, agility-enhancing organisational models and other flexible forms of work challenge the psychological skills of employees and management in new ways. New Work ostensibly offers more autonomy, self-determination, actualisation and creativity, but at the same time increases the risk to employees' physical and mental health and threatens the achievement of personal and shared performance goals. The module sheds light on the challenges around work psychology and mental skills associated with flexible work and how to form and measure them. Students learn to analyse the psychological impact of flexible work as relates to health, motivation and emotion, contentment, communication and cooperation and to reveal suitable design requirements at a personal, work design and organisational-psychological level.

6 credits, 3rd semester

Preliminary Study for the Master's Thesis

The preliminary study is the first part of the Master's Thesis Project, of which it forms the basis. In their Master's Thesis Project students prove that they are capable of independently and expertly addressing a practical problem within a set period of time, with a focus on practicability and solution-finding and a commitment to research and ethical principles.

3 credits, 3rd semester

Global People Management Perspectives

The module explores the question of how HR as a business partner of senior management can contribute to an effective implementation of internationalisation strategies. Topics include International Recruiting and Staffing, International Talent Management, International Employee and Leadership Development as well as International (HR) Governance and Ethics. After completing the module, students have the skills to contribute to the global development of prosperous, innovative and sustainable business organisations through local and international management and the development of careers and workforces. Case studies, practice presentations and company visits complement the learning process. Students in this module have the opportunity to participate in an international week dedicated to the development of intercultural leadership skills.

6 credits, 4th semester

Master's Thesis

In the Master's Thesis, students independently examine a research question and consolidate the specialist, methodological and research skills they have acquired. The Master's Thesis is the final assignment in the Master's programme.

12 credits, 4th semester

The Programme at a Glance



Basis: Bachelor's Degree
(or equivalent qualification,
e.g., in Business Administra-
tion, Business Psychology)



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



Interesting development and
global career opportunities in
the field of HRM, People
Management, Organisational
Learning & Development and
Consulting



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



- In-person instruction on
Mondays and Tuesdays
(with the exception of
certain block events)
- Commencement: mid-Sep-
tember and mid-February



Option to attend a semester at
a partner university abroad



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



- Language of instruction:
English (C1 Level)
- Exams and final assignments
may also be written in
German



Total costs for 4 semesters:
approximately CHF 3,200
(plus course materials and
complementary events)

What our Practice Experts say



“The Master’s programme in People Management and Organisation helps to facilitate employee development for the 21st century. Current mega trends increase the importance of topics such as leadership, learning in an organisational context and personnel strategies. This MSc BA offers the skill set required to competently manage these changes.”

Muriel Bouakaz
Consultant, Future of Work Galaxy



“Digital transformation is being shaped by humans. The tools for a successful transformation include agility, creativity and good leadership. I find the course design convincing: In practical settings, participants build their own tools to successfully shape the digital transformation.”

Dorian Selz
Founder of Squirro, CEO Tech/Analytics



“Employees are the key for every company’s success. More than ever before, companies therefore need strong HR divisions capable of pro-actively building bridges between organisation, employee and environment.”

Andrea Brosi
Head of HR, Planzer

**Lucerne School of
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