


Major in People Management and Organisation

Master of Science in Business Administration



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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

Adaptability, innovation, and lifelong learning among employees are essential for ensuring the long-term success of companies in today's dynamic world. In this Master's programme, you will not only gain practical management techniques but also develop the critical skills required to understand organisational structures and processes, critically evaluate them, and identify new opportunities for growth and development.

The programme adopts an interdisciplinary approach, combining psychological, organisational, and people science skills into a high-quality Master's degree. Upon graduation, you will unlock exciting and meaningful career opportunities. These include versatile roles in holistic transformation and organisational development, learning and development, or people management and consulting, both in Switzerland and internationally. Alternatively, you may choose to specialise in fields such as recruitment and employer branding, talent management, or employee experience. Students aspiring to a career in Digital People Management can enhance their profile with a minor in Data Science.

The MSc in Business Administration with a Major in People Management and Organisation is a consecutive Master's programme that builds upon a Bachelor's degree. 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 to the Lucerne School of Business soon.



Prof Dr Stephanie Kaudela Baum
Co-Head of programme
MSc in Business
Administration, Major
People Management and
Organisation



Prof Dr Anna Sender
Co-Head of programme
MSc in Business
Administration, Major
People Management
and Organisation



Lorena Wespi
Administration

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

Companies seek highly qualified employees

The world of work is changing rapidly, with some job profiles disappearing as new ones emerge. 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 distinguish themselves through profound specialist knowledge, analytical skills, entrepreneurial thinking, leadership skills and a strong action-oriented mindset. With its curriculum, the Major in People Management and Organisation develops these very skills, preparing participants for the requirements of the future.

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 principles and practical know-how empowers you to address emerging problems, structure complex situations, and 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 will be able to initiate, develop, and successfully manage strategically important and complex projects in people management and strategy (including 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 skills 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 workforce potential and performance, and implementing cutting-edge topics within an organisational context

Social and organisational skills

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

Applied research skills

- Ability to design 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 approaches, 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 scenarios

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.

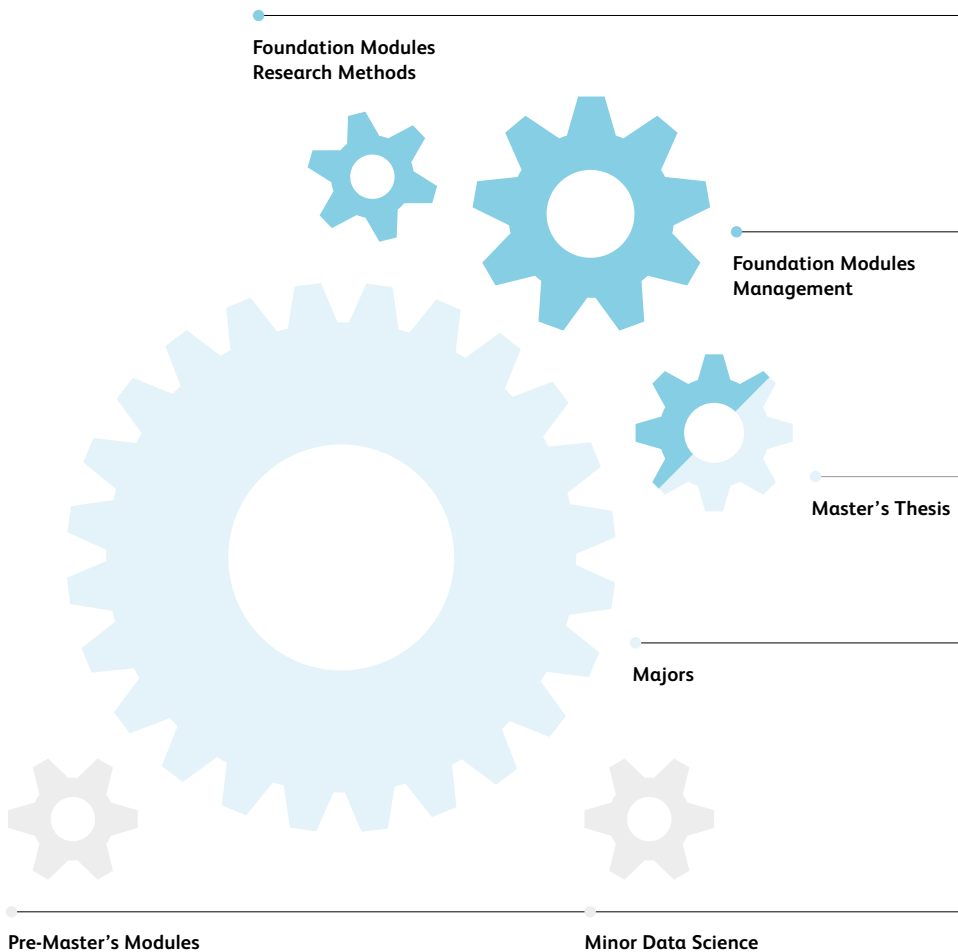
9 Continuous exchanges

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



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 majorspecific topics.

- Business Innovation & Entrepreneurship
- Online Business and Marketing
- People Management and Organisation
- Public and Non-profit Management
- Tourism

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

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 relevant from a

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	

practical perspective are integrated into project work to ensure the results deliver tangible value.

You have the option to choose an elective module worth 6 ECTS credits from another major to further enhance 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

* or an elective module from a different Major:

- Sustainable Management of Tourism & Events
- Entrepreneurial Management
- 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 examines the intersection of the company and its markets from a dynamic and development-oriented perspective. Changes are viewed as sources of innovative technologies, services, and processes, and thus as essential for securing the long-term resilience of both public and private organisations. The focus is on identifying what needs to be changed, as well as planning, leading, and evaluating 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

Pre-master's modules

In the admission interview, the head of major and the candidate discuss whether he or she needs to complete one or several pre-master's modules before the commencement of the MSc BA programme. This «bridging» format is particularly useful for prospective students from adjacent disciplines such as psychology, law, or sociology.

Research Theory & Ethics

Students are introduced to the salient aspects of the philosophies underlying current research methods. Students describe, evaluate and design research approaches. This includes the ability to use and reflect on suitable research paradigms. Students use appropriate quality criteria to evaluate research outcomes. Research ethics considerations are an important component of the module.

3 credits, 1st semester

Qualitative Research Methods

The focus of the module is on conducting a 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 projects using scientific quality criteria.

3 credits, 1st semester

Quantitative Research Methods

Quantitative empirical methods and statistics equip future managers with the tools to initiate, lead, and optimise projects effectively. The module introduces key concepts of quantitative methods and applied data analysis, with practical application using appropriate software. The course provides an overview of these concepts and techniques, while tutorials offer hands-on support through exercises. Quantitative methods are seen as essential tools for finding well-founded answers to real-world challenges.

3 credits, 1st semester

Applied Research Project & Colloquium

In this module, major-specific problems are presented by external clients for investigation using a research-based approach. Students work 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. Accompanying colloquium focuses on various research designs, data analysis tools, and reflection on the chosen approach.

9 credits, 2nd semester

People Management & Strategy

Mega trends such as demographic and generational change or a shift in values must translate into adequate strategies, processes and instruments. Therefore, a strategic approach to people management and organisational innovation is pivotal. In this module, students examine performance-enhancing approaches to people management and leadership, with a particular focus on organisational design, corporate development, cultural transformation, and effective leadership practices. In addition, they develop the analytical and conceptual skills required to effectively address strategically relevant future challenges across the employee life cycle. Key topics include strategic employee development, human resource planning, HR marketing, recruitment, and 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 people 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 approaches. 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.

This module includes a creativity block week abroad, focused on tackling future challenges in the field of People Management and Organisation.

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 modern organisations. 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 can test their knowledge and skills using an online simulation game, along with other exercises, at team and company level and across industries. Students learn to build social networks and to mediate conflicts across organisations, disciplines, nationalities and functions. They also study cutting-edge digital technologies designed to enhance learning processes and knowledge management in organisations.

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, development 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 psychological challenges and skills associated with flexible work, as well as their measurement and development. Students learn to analyse the psychological impact of flexible work on health, motivation, emotions, satisfaction, communication, and cooperation. They also develop the skills to identify appropriate design requirements at the individual, job design, and organisational levels.

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 professionally addressing a practical problem within a set period of time, with a focus on practicability and solution-orientation 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 globalisation strategies. Topics include global recruiting and staffing, international talent management, employee and leadership development, as well as global (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.

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



Prerequisites: University Bachelor's degree or FH (University of Applied Sciences) qualification in Business Administration, Business and Economics, Business Psychology (or an equivalent qualification in a related discipline).



Option to attend a semester abroad:

- Second-degree programme with the Edinburgh Napier University
- Semester abroad at various partner universities



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



Compatibility with 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



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



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



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



Total costs for 4 semesters: approximately CHF 3,200.–, for foreign students CHF 5,200.– (plus course materials and complementary events)



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

What our Students say

“Looking back, the scientific practice project was one of the programme’s highlights. We were tasked with helping Schindler implement a strategy. This required more than just theoretical knowledge. Being able to work with selected industry experts made the process extremely rewarding for me.”

Lara Landolt

“One of the many things that make this programme so attractive must be the international learning environment. You study with people from all over the world. English is the main language throughout the programme. All of this means you’ll encounter a host of new perspectives and many interesting people along the way.”

Alexandre Stebler

“Developing an understanding of how to bring business and people together and advance organisations in a meaningful way is a key element of the Major in People Management and Organisation.”

Michelle Davies

“The ‘Developing Creative and Innovative Capabilities’ module challenged us to abandon traditional thinking and develop innovative solutions for real problems. I thought that discovering new ways of addressing the real-world issues companies are facing was extremely interesting.”

Alexis Sargenti

What Practitioners say

«The ability to lead and transform organisations in today's complex, rapidly evolving world is more important than ever, especially for roles requiring a blend of strategic insight and people-centric skills. This programme offers an interdisciplinary approach, combining organisational, psychological, and people management expertise, equipping graduates with the analytical and practical tools to shape workplace dynamics. For anyone driven to impact the future of work, this degree provides a strong foundation.»



Dominique Widmer
Head of HR, Schindler AG

"Today's workplace developments are challenging traditional roles and practices within HR. Technology is set to (finally) unburden us from administrative chores while new organisational structures allow us to fundamentally rethink and redefine our purpose. HR has never been more interesting and challenging. I am excited to see a master's programme that fosters new skills, innovation, and the courage to break new ground."



Sylvie Oldenziel Scherrer
Head of Organisational and
Personnel Development,
Caritas Schweiz

"As an entrepreneur and executive coach, I consider this master's programme essential for developing key skills in people management and organisational development. Its interdisciplinary approach empowers graduates to spearhead holistic transformations and drive sustainable success in modern organisations."



Felix Hirschburger
Executive Coach and
Co-founder of Louma and
Optimal Mind

“A company’s most valuable asset is its people; that is why Human Resources belongs in the driver’s seat. By shaping organisational culture, unlocking employee potential, and aligning strategic goals with the development of the workforce, HR can drive business growth. Only by giving HR a key role in its decision-making can a company respond to market changes with agility and ensure its long-term competitiveness. This programme instils this fundamental mindset.”



Silvana Leasi
CHRO, Luzerner Kantonalbank

“Strategic people management requires engaging with various stakeholders within and outside the organisation. Doing it effectively not only takes people management skills, but also business acumen, strategic thinking, analytical and digital skills, leadership, and the ability to influence others. These skills, which are increasingly important in today’s fast-changing world, can be acquired through dedicated training.”



Marco Beutler
Head of HR, Evatec AG

**Lucerne School of
Business**

Master's Secretariat
Zentralstrasse 9
Postfach
6002 Luzern

T +41 41 228 41 30
master.wirtschaft@hslu.ch
hslu.ch/msc-pmo



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