

Major Business Innovation & Entrepreneurship

Master of Science in Business Administration

More info
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* formerly the Major in Business Development and Promotion

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.

 [instagram.com/hslu_luzern](https://www.instagram.com/hslu_luzern)

 [linkedin.com/company/hochschule-luzern](https://www.linkedin.com/company/hochschule-luzern)

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Welcome

Are you looking for a practically oriented and research-based education that opens up interesting development and promotion opportunities for you? Do you want to deepen your expertise in market-oriented corporate management and the development of new business areas, as well as in the management of product and process innovations? Are you aiming for a consecutive master's degree with a focus on corporate development?

Then the Master of Science in Business Administration with a major in Business Innovation and Entrepreneurship is for you!

It is aimed at students who want to develop their previous experience in a practically oriented manner. Right from the start, you are required to apply research-based approaches to the problems of companies. You will be making contributions to business practice and will be supported along the way by expert coaches. Your involvement in a variety of projects will enable you to develop networks that will be of significant use to you in your further career.

At the beginning of the programme key concepts such as network management, digital customer management or change management are brought to life at master's level by being given a research-based practical application. Appropriate research methodologies are also part of the pro-

gramme, ready to be incorporated into project work. These take the form of company-commissioned tasks from larger companies, SMEs and start-ups. The focus of the entire major is, in other words, on the implementation of research-based learning in a business context.

We would be delighted to welcome you to the Lucerne University of Applied Sciences and Arts, School of Business.



Prof. Dr. Gordon Millar
Co-Head of Major
English-language track



Prof. Dr. René Zeier
Co-Head of Major
German-language track



Nen Arreeya Rast
Administration

Why choose the Major in Business Innovation & Entrepreneurship?

A degree with practical relevance

The Master of Science in Business Administration is a research-based and, at the same time, practically and internationally oriented specialist and management education. It creates the optimal point of departure for your further successful development as a business professional. The systematic teaching and learning of research methods and practically oriented know-how in your studies will enable you to analyse problems as they arise, to think in an agile and structured way in complex situations, and to make well-reflected judgments which result in profitable and sustainable business outcomes.

Possible areas of activity you can move onto with your major in BIE

When you complete this degree programme you will be able to take on challenging project, specialist and management tasks that demand a higher level of understanding and responsibility. Possible post-graduation occupations in small and medium-sized companies are project and product, as well as key-account management positions. In larger companies the path to senior management positions will be more readily open to you. Work as a consultant in the business development sector and further study at doctoral level are also possible. And, don't forget, you'll also be that much more equipped to start your own business.

Entrepreneurship in action

During your studies you will develop a startup idea, make it into an investor pitch and then present it to potential investors. If your idea finds support, you will also receive comprehensive start-up help from our Smart-Up hub's entrepreneurial funding programme. You can also write your final master's thesis on a topic connected with your own startup.

→ On the next page, you will find out which specific skills you will have acquired when you graduate.

"In order for us to know today what our customers and guests of tomorrow will want, we need a pioneering spirit and innovative strength. That's possible only thanks to employees who are characterized by their entrepreneurial and innovative approach. The Lucerne University of Applied Sciences and Arts promotes precisely these skills."



Nadja Lang, CEO ZFV
Cooperative

Your skills profile after graduation

Expertise in Business Innovation & Entrepreneurship

- Market-oriented corporate management
- Development of new business areas
- Management of product and process innovations
- Marketing skills
- Financing skills

Project management and organisational skills

- Successful planning, management and evaluation of complex and cross-organizational projects
- Competent interaction with people from different disciplines
- Ability to perceive group processes, help shape them and lead groups or teams

Applied research skills

- Collection, evaluation and addressee-oriented presentation of results from research projects, taking into account research principles and potential business impact

Analysis and problem-solving skills

- Analysis of complex business opportunities and problems
- Identification of solution variants
- Successful implementation and evaluation of problem-solving strategies

Expressive and presentation skills

- Appropriate and expressive oral and written communication skills, and explanation of complex specialist content in front of client and expert audiences

Reflection and judgment

- Responsible and self-critical reflection on one's own actions
- Beneficial and sustainable use of findings from the analysis of business practice

"Logic will get you from A to B. Imagination will take you everywhere."

Albert Einstein

Why the Lucerne University of Applied Sciences and Arts

1. The best programme for you

The small focused study groups, our personalised support, and the direct exchange with professors, lecturers and practitioners enable you to achieve the optimum study experience in a personalised atmosphere.

2. Innovative teaching and learning

We rely on innovative learning settings and creative – including digital – teaching methods. For example, we develop our own online learning materials and business simulations and promote interdisciplinary cooperation.

3. Practically oriented

Our programmes are characterised by their interactions with entrepreneurial practice. In addition to dealing with current business issues, guest entrepreneur and business management speakers enrich and enlighten everyday student life.

4. Cutting edge and truly networked

The lecturers at the Lucerne University of Applied Sciences and Arts contribute their valuable practical and research experience directly in the classroom. As a student, you will benefit from the transfer of knowledge between research and business as well as from a broad, rich and well-maintained network.

5. Participation in programme delivery

By choosing your projects or modules within your major you personalise your experience. You set your topics for a semester in your

choice of applied research or thesis topics. A study trip, an exchange or a second degree may also be part of your programme.

6. Work-study modus

The compact timetable and block lessons enable you to work alongside your studies up to a maximum of 60 %.

7. Study in three semesters option

If you would like to complete your studies in three semesters, we have put together a compact programme schedule for you. This schedule is intensive and can only be completed with a working commitment of at most 20 %.

8. Choose your programme start-date

In addition to choosing the duration of your studies you can also choose the start-date according to your own needs, either in spring or in autumn.

9. Always an open ear

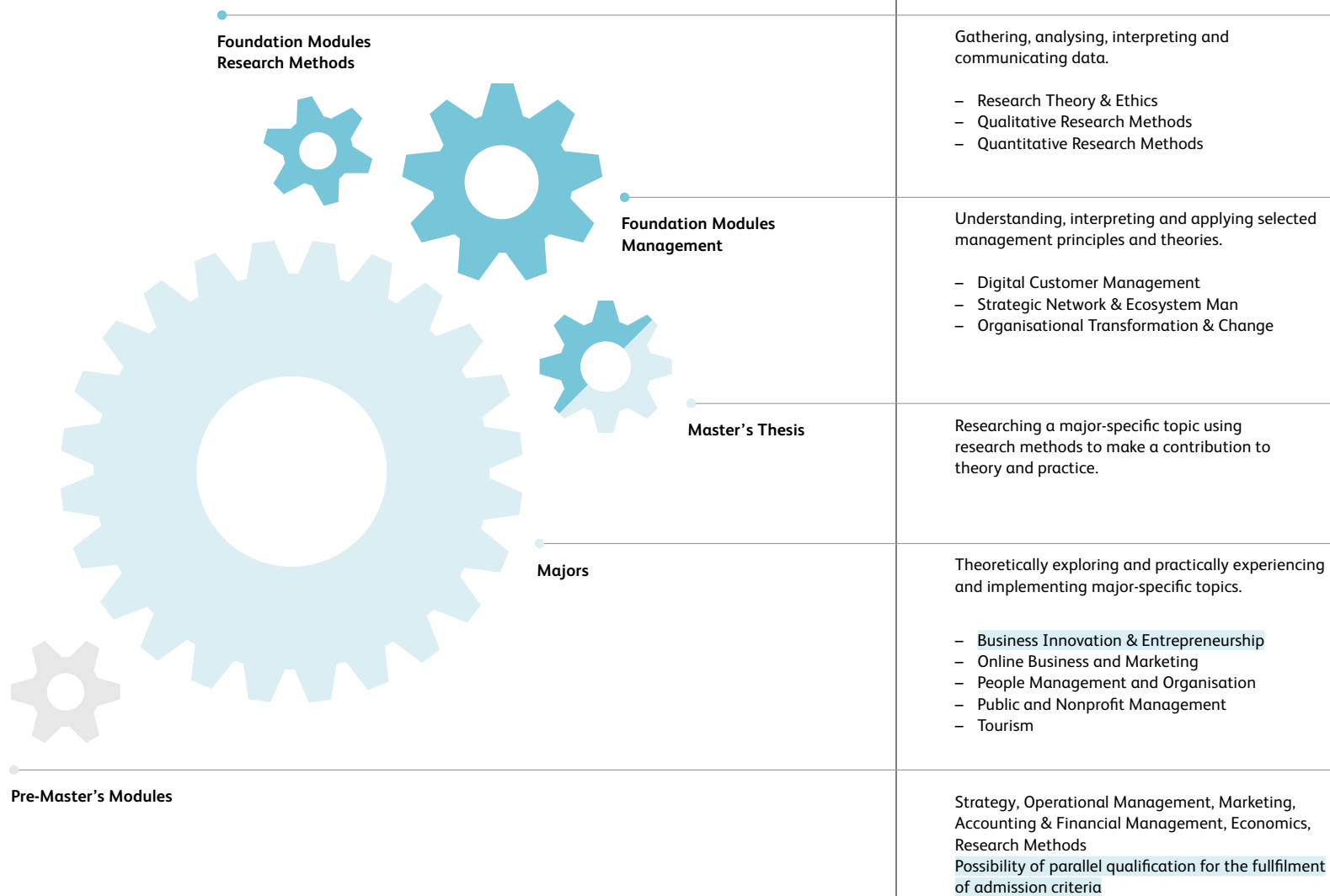
Flexibility is a top priority in the MSc Business Administration. If you have any questions, the programme heads, the lecturers and our Secretariat always have an open ear for you.

10. Perfect location 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 3 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 taught 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 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.

“Emmi always needs entrepreneurial employees who invigorate the market with innovations and further develop the business. That’s why I’m delighted that the Lucerne University of Applied Sciences and Arts offers exactly such master’s courses.”



Marc Heim, Head of the Swiss Division, Emmi Group



From an innovative product/service idea
to a successful market launch

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	Entrepreneurial Management* 6 Credits	SME Consulting 6 Credits
3 rd semester	Business Innovation & Design 9 Credits	Law, Finance, Digitalisation & Ethics for Entrepreneurship 6 Credits	
4 th semester	Entrepreneurial Action 3 Credits	Study Week 3 Credits	Leadership & Management Simulation 6 Credits

Please note: This graphic shows the programme with a September start.
The programme design is slightly different for a February start and very different over 3 semesters. Credits = ECTS credits (1 credit = 30 hrs of student work)

Qualitative Research Methods 3 Credits	Quantitative Research Methods 3 Credits	Research Theory & Ethics 3 Credits
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Preliminary Study for the Master's Thesis 3 Credits

Master's Thesis 12 Credits

- * or an elective module from a different Major:
- International Festival & Events Management combined with Sustainable Tourism Management
 - Social Entrepreneurship (incl. a study trip abroad)
 - Digital Transformation in Society & the Economy
 - People Management and Digital Transformation

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

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 managers to initiate and successfully lead projects and leverage value from the results. In this module the basic concepts involved in quantitative methods and applied data analysis, as well as with the SPSS software are applied. In the classroom the contents and techniques are introduced. In tutorials these are practised using case examples. Quantitative methods are a means to an end to discover well-founded answers to practical questions.

3 Credits, 1. 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

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

“Our company Inside Labs is always looking for personalities who contribute with innovative ideas and an entrepreneurial spirit. I also did this major myself.”



Michael Krähenbühl,
Digital Experience
Architect | Partner, Inside
Labs

SME Consulting

Working in small groups, the aim of this module is to win an SME for a consulting project and to develop a task together with this company. This project is then turned into a consulting commission and based on this a result is delivered for the benefit of the SME. Students are expected to use their persuasive and presentation skills in the course of their project.

6 credits, 2nd semester

Entrepreneurial Management (elective module)

Entrepreneurship is also a feature of the corporate world. In this module, the special features of “intrapreneurship” – i.e. entrepreneurship in a company – are applied. The challenges of such tasks in large companies are characterized by a combination of management and entrepreneurial tools. This combination is deepened and reflected on with contributions from visiting entrepreneurs.

6 credits, 2nd semester

Business Innovation & Design

The agile lean start-up approach forms the basis of this module. In groups students develop their own innovation or start-up projects and gradually bring them to market maturity by means of regular discussions with potential customers. The aim is to experience the innovation and start-up process as realistically as possible in order to be able to successfully manage it later as a manager.

9 credits, 3rd semester

Law, Finance, Digitalisation & Ethics for Entrepreneurship

Parallel to the start-up module “Business, Innovation & Design”, related entrepreneurial skills are taught in depth. The focus is on the acquisition of an in-depth knowledge of “entrepreneurial tools”. If necessary, external experts will be involved to exemplify entrepreneurial action.

6 credits, 3rd semester

Entrepreneurial Action

The aim of this module is to promote and implement a self-selected concept from the modules “SME Consulting”, “Applied Research Project”, “Entrepreneurial Management” or “Business Innovation & Design” as a piece of individual work. Here, the continuation, as well as the practical implementation of the project, are the focus of the module and will be the subject of the coaching offered.

3 credits, 4th semester

Leadership & Management Simulation

In this module the challenges of leadership are applied in a practically oriented manner and comprehensively reflected on. Complex management situations are integrated under time pressure into simulations. Finally, it is important to reflect on and concretize corresponding lessons for participants’ professional and personal futures.

6 credits, 4th semester

Study Week

Before and during the Study Week, skills learned in this and other modules are applied in an intercultural environment. Specifically, tasks are tackled and solved to the benefit of start-ups or SMEs, also in other countries. At the same time, excursions to notable locations in the respective region, with accompanying guidance by leading local personalities, will be organised.

3 credits, 4th 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

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: A bachelor's degree with at least a foundation knowledge of Business Administration. It is possible to catch up on this knowledge before or during your master's studies



Possibility to study at a university abroad for one semester on exchange or for a second master's degree



An internationally recognised qualification: Master of Science (MSc) in Business Administration



A working or family commitment alongside your studies is possible:

- up to 20 % for studies over 3 semesters
- up to 60 % for studies over 4 semesters
- up to 80 % for studies over 8 semesters



Preparation for management and entrepreneurial roles with leadership responsibility



- Standard programme: 4 semesters (also possible in 3, max. 8)
- 2,700 hours
- 90 ECTS credits



- Language of instruction: English or German
- Case studies from international companies and SMEs



- In-person teaching on Mondays & Tuesdays (exception: some block courses & seminars)
- Start: mid-September & mid-February



Total tuition-fee costs for 4 semesters: c. CHF 3,200.– (excl. teaching materials, obligatory events complementary to the programme and examination fees of c. CHF 5,000.–)

Lucerne School of Business

Master's Secretariat
Zentralstrasse 9
6002 Luzern

T +41 41 228 41 30
master.wirtschaft@hslu.ch
hslu.ch/bie-e



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