

Università
della
Svizzera
italiana

Faculty
of
Economics

Faculty
of
Communication
Sciences

Master of Science in Marketing

2017/18



Marketing.

Organisations and businesses that seek success endeavor to serve their clients and customers effectively. Since firms depend on customers and suppliers for the resources needed to carry out their business it is critical that management builds and sustains relationships with customers and suppliers. The management of these relationships is critical for the development of any business. It is one of the key tasks of marketing and requires an effective understanding of how relationships work and will involve most management positions within the company.

Awarded Degree

Master of Science in Communication and Economics, Major in Marketing

Application Deadline

April 30th / June 30th depending on the nationality of the applicant.

Tuition fees per semester

Residents CHF 2'000.- / international CHF 4'000.-

Duration

4 semesters (2 years) - 120 ECTS

Scholarships

Fondazione per le Facoltà di Lugano

CHF 4'000.-

Contacts/information

www.mktg.usi.ch

studyadvisor@usi.ch

Goals and Contents

The programme is designed to develop participants' analytical and decision-making skills grounded in a solid knowledge of best management practices and a rigorous methodological approach. In particular it develops the capability to analyse and interpret markets as well as the ability to conceive and put into practice effective solutions that a company can adopt in dealing with various marketing situations. For this purpose traditional teaching is integrated with more active teaching methods, consisting of discussion of case histories, role-playing, business games, and work on individual and group projects.

The programme stretches over two years (120 ECTS credits) and is structured to allow students to personalise their study curricula following their individual interests. In the first semester students attend general management classes in order to acquire a broad knowledge of management. The second and third semesters are dedicated to core courses and electives.

Students are required to take core courses in key marketing topics and methodologies, and to complete the curriculum with electives. They can also acquire minors in four areas such as: Digital Marketing-Digital Communication, Content Design, Public Communication and Corporate Social Responsibility. During the last semester students work in teams on a field project and write up their master's thesis.

Language

This programme is entirely held in English. Applicants who are not native English speaker or whose first degree was not taught in English, must supply an internationally recognised certificate to demonstrate a C1 level on the Common European Framework of Reference for language learning (CEFR).

Student profile and admission requirements

Bachelor's degree in Social Sciences granted by a recognised university. Candidates must have acquired basic concepts of management, economics, marketing and statistics corresponding to introductory courses on Bachelor level, in order to follow the programme effectively. Further information for applicants graduating from a University of Applied Sciences is available online:

www.mktg.usi.ch/admission

Career opportunities

Graduates from this programme will acquire competencies to meet the requirements of a professional career in companies of different size. The programme seeks to prepare participants to assume general management positions or to take up specialised positions such as product and marketing managers. Graduates may also take up professional positions in marketing research and communications.

Contacts

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Study Advisory Service

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Study programme

First semester	Principles of Economics	3.0	
General management 30.0	Strategic Marketing	6.0	
	Organizational Behavior	6.0	
	Corporate Strategy	6.0	
	Accounting	6.0	
	Essentials of Finance	3.0	
Second semester	Consumer Behaviour	6.0	Electives (24 ECTS) Students are required to choose courses for 24 ECTS among a wide range of elective courses or among core courses offered in other USI's Master programmes. The choice of specific elective courses allow students to obtain 'minors'. See next page for details.
Core courses 18.0	Integrated Marketing Communication	3.0	
	Business-to-Business Marketing	3.0	
	Service Marketing	3.0	
	Purchasing and Supply Chain Management	3.0	
Third semester	Marketing Research	6.0	
Core courses 18.0	Distribution Management	3.0	
	Marketing Strategy and Planning	3.0	
	Communication Law	1.5+1.5	
	Data Analysis	3.0	
Fourth semester	Field Project	12.0	
Capstone work 30.0	Thesis	18.0	

Please be aware that slight changes in the study programme may occur.

Electives and minors

During the second and third semesters, students are required to earn 24 ECTS of elective courses. Students can choose the courses they are interested in, among (a) elective courses offered in four distinctive minors, (b) other electives and (c) core courses offered in other USI's Master programmes. Students can decide to obtain one or two 'minors' by taking all courses listed in the minor(s) of their choice. Every 'minor' consist of four courses of 3 ECTS for a total of 12 ECTS.

(a) Elective Courses Offered in four distinctive minors:	Minor in Digital Marketing or in Digital Communication	Information Management and Retrieval Usability and Webanalytics Digital Marketing (3 ECTS) or Digital Corporate Communication Online Communication Design	3.0 3.0 3.0 3.0
	Minor in Corporate Social Responsibility	Corporate Social Responsibility Global Corporate Communication Corporate Governance Communication and Marketing Ethics	3.0 3.0 3.0 3.0
	Minor in Content Design	Improving Discourse Quality in Organizations: Evaluation and Redesign Media Genres and Formats Multimodal Rhetoric Transmedia Narratives	3.0 3.0 3.0 3.0
	Minor in Public Communicationy	Mandatory: Fundamentals in Public Communication Social Marketing Argumentation in Public Communication E-Government Public Policy Analysis Intercultural Communication Comparative Public Administration	3.0 6.0 3.0 3.0 3.0 3.0 3.0
(b) Other Electives (Examples):		Cause-related Marketing Advertising and Branding Sales Management International Marketing Strategic Brand Management Pricing	3.0 3.0 3.0 3.0 3.0 3.0
(c) Core Courses Offered In Other Usi's Master Programmes (Examples):		Corporate Identity and Image Sponsoring and Partnership Management Human Resources Management International Business	6.0 3.0 3.0 3.0

First semester

General Management

Accounting

The course develops around three main topics:

- Financial accounting and financial statements;
- Financial statements analysis;
- Performance management.

The teaching methods include formal lectures as well as discussions of cases. The course provides the theoretical foundations and the main concepts of accounting together with opportunities of applying them to case discussions and exercises.

At the end of the course, students will:

- Master the techniques and main principles of financial accounting;
- Understand and interpret financial statements;
- Know how to design performance measurement and control systems according to strategic and organisational choices;
- Understand the logic and development of profit planning;
- Know the role and relevance of multidimensional performance measurement systems.

Corporate Strategy

This course focuses on business strategy, examining issues central to long and short-term competitive position. We will explore a variety of conceptual frameworks and models to analyse and gain insight into how to achieve or sustain competitive advantage. This journey starts by analysing the impact of the internal context (resources and capabilities) on firm performance and subsequently analysing the external environment influence on a firm's performance. After covering both the external and internal perspectives, we bring these concepts together to discuss firm level competitive advantage. This first part of the course focuses on single business or business unit strategy and will take up the first ten weeks. The final weeks explore corporate or multi-business strategy and international strategy.

Essentials of Finance

At the end of this course, students should:

- Be able to interpret a company's financial statements, at least in broad terms;
- Understand where the company's value comes from;
- Understand the principles for determining the value of shares and other financial assets;
- Understand the concept of informational efficiency;
- Understand the debate between the proponents of the Efficient Market Hypothesis and the Behavioral Finance school.

Organizational Behavior

Organizational behavior is a course in applied behavioral science which brings insights from economics, psychology, and sociology to bear on a variety of issues that are central to our capacity to understand and manage business companies and other complex organizations. Topics covered include theories of motivation and incentives, business decisions, group processes, organizational design and organizational culture.

Principles of Economics

The course presents the main concepts of Economics, at an introductory level. It covers both Microeconomics and Macroeconomics issues, related to the economic method, demand and supply, elasticities and their applications, national income, inflation, money, growth, unemployment and trade.

Strategic Marketing

Strategic Marketing seeks to build a strategic framework of integrating business objectives, strategies, positioning and activities necessary for effective marketing implementation. The marketplace is in a constant state of change and it is critical that marketers understand the changes taking place and are able to develop marketing activities to pursue opportunities and minimize threats.

- To provide an overview of strategic marketing while highlighting some of the recent developments and directions;
- To explore the impact of marketing decisions on the economic and financial performance of the company;
- To provide practical application of concepts learned to the circumstances of a marketing strategy using simulation Mark-strat3 and case studies.

Second semester

Core Courses

Consumer Behaviour

The starting point for this course is that consumers define themselves by what they buy, and, vice versa, they buy based on how they define themselves. We build on cognitive and social psychology to understand better the processes underlying this conundrum. We do this primarily to influence what consumers buy, so as to make informed decisions as marketers in a business (for profit) context. The emphasis is on linking deep theoretical insight with practical application, and as such the course provides both the tools and the context for exercising these tools.

Integrated Marketing Communication

The communication environment has become characterised by an explosion in alternative media and other technology-based channels and techniques for targeting consumers. Firms have experienced increasing scepticism regarding the effectiveness of traditional mass media advertising. Top management increasingly demands accountability concerning the effectiveness and efficiency of marketing communication expenditures. Simplistically defined as "speaking with one voice" in all marketing communications and media, the IMC concept recognises the environmental changes of market demassification and media fragmentation. IMC focuses on the use of the traditional marketing communication tools of advertising, personal selling, public relations, sales promotion, and direct marketing together with new media in a way that promotes both synergy and a continuing dialogue with the consumer as an individual.

Business to Business Marketing

Most business transactions take place between companies and customers that are businesses and other organisations, and not between companies and individual consumers or families. The scope of this course is to explore the workings of industrial or business markets where customers are businesses and other organisations, and what peculiarities there are when it comes to marketing. In particular participants will learn:

- How to assess business markets, understand customer needs, and interpret the dynamics of business markets;
- How to conceive and put into practice effective solutions to problems that arise in relationships with customers;
- How to develop market strategies and organise the company for effective performance.

Service Marketing

More than half of the GDP of developed economies originates in the service sectors. Furthermore, most businesses contain elements of service. The production process and the market relationships for services differ in several aspects from those for tangible goods. That poses some specific problems in marketing and management of services that will be exposed and discussed in this course.

The course revolves around three main themes:

- Peculiarities of service processes;
- Managing service quality and relationships;
- Organisational aspects of marketing in service companies.

Purchasing and Supply Chain Management

Purchasing is a strategic function in companies. On average more than the 50% of a company's total costs of the product concerns purchasing costs. It is a well-recognized fact that a company depends on a multitude of relationships with suppliers that are both source of costs and source of important knowledge and resources. This course is designed firstly to provide the conceptual frameworks and methodological tools to gain understanding of how companies operate within "supply chains", that are complex networks of relationships with other companies that all concur in creating value for end-users. Secondly the course stresses the relevance of purchasing management and suggests main managerial tools to design and handle efficiently and effectively relationships with suppliers. The conceptual content of the course will be applied to empirical analysis concerning a variety of industries and companies. The course will combine interactive lecture and case studies' analysis. Students will be sporadically required to give short presentations on selected topics of the course or discuss a case study.

Third semester

Core Courses

Marketing Research

The course introduces students to the general marketing research process and provides a broad overview over some of the most common research methods in marketing. After an introduction into empirical research, we discuss how to set up a research process around a problem statement, and how to carry out subsequent field research in order to obtain relevant primary and secondary data. We discuss different survey designs, questionnaire development, interview techniques, focus groups, observational data and experiments. At the heart of this course are the typical qualitative and quantitative research methods, with a focus on quantitative approaches such as conjoint analysis, factor analysis, and cluster analysis. As we take an applied perspective, we will further emphasize practical application of the theoretical knowledge through exercises and discussions with guest speakers from the industry.

Distribution Management

Distribution includes all of the activities that are involved in getting an offering to end-users. It confronts firms with major challenges and requires them to design, develop, maintain, and manage effective distribution systems to achieve sustainable competitive advantage. This course will provide an understanding of key issues in distribution management and covers four major themes. First, this course focuses on basic ideas and concepts underlying the distribution of offerings and distribution management. Then, it presents approaches to analyze the needs of upstream and downstream members of distribution channels and relevant decisions when designing distribution strategies. Following on, it discusses characteristics of some of the most common distribution structures and strategies and compares them with emerging distribution systems to identify opportunities for improvement, in accordance with dynamic business environments. Finally, this course presents key factors for effective channel relationships and distribution management.

Marketing Strategy and Planning

This course is meant as a "capstone" course. It considers some key marketing strategy issues facing organisations in depth and more critically. The course focuses on the main steps of the strategic market management process, with a particular emphasis on alternative strategies and outcomes. Both the traditional customer-centred view and the value-based views

Communication Law

of marketing are considered. A critical approach is employed to discuss enduring controversies in marketing strategy and planning. Through this course, students will refresh their awareness of key marketing tenets, acquire an advanced knowledge of marketing strategy, develop relevant analytical skills, be able to think critically about marketing strategy, and be able to make strategic decisions to deal with specific business situations.

The press and broadcasting law module will deal with freedom of the press, pluralism and media concentration, rights and obligations of journalists, editorial secrecy, interviews, and the status of broadcasting. The protection of privacy and reputation module will deal with information duties (in particular ad hoc publicity), personality rights (in particular the right to one's own image, consent and newsworthiness), defamation and calumny, remedies against privacy infringements (in particular the right of reply), attacks in media and on social networks, unloyal and untrustworthy behavior of the employee (in particular surveillance). The marketing law module will deal with advertising (in particular comparative advertising and aggressive marketing), intrusive techniques (in particular spamming), radio and tv commercials, unfair competition, customers profiling and data mining, sponsoring. The intellectual property module will deal with copyright, trade mark (and domain names) and patents.

Data Analysis

The goal of the course is to make students familiar with statistical data analysis - the art of examining, summarising and drawing conclusions from data. This includes the organisation of a coherent database and its use to produce statistical summaries and inference. Statistical software is essential in this respect. It lets the researchers focus on thinking about problems rather than being engaged with computational details. The course introduces students to the use of the SPSS statistical software. The software environment is explored from the data entry to the handling of the SPSS output. The course builds on students' knowledge of introductory level statistics, such as frequency, distribution and correlation and introduces new topics like hypothesis testing on means, percentage and regression, multiple regression, logistic regression, factor analysis and cluster analysis.

Electives and Minors

(a) Elective Courses offered in four distinctive Minors:

Minor in
Corporate Social
Responsibility

Corporate Social Responsibility

The role of corporations in society has been discussed for many decades. In the light of globalization corporations are becoming more and more transnational and the question of their responsibilities has been raised and discussed. In addition, climate change and unethical behavior (even if not against the law) as well as human rights discussions have influenced the debate. Along with the shift from a mere shareholder point of view to a more integrative stakeholder point of view social and environmental responsibilities and the idea of sustainable development have entered the scene. On the one hand the rule of thumb is: "Do no harm". On the other hand, corporations are seen also as answer to the problems by living up to their social and environmental responsibilities. The overarching concept to address the role of businesses in society is called Corporate Social Responsibility (CSR). The course discusses – with a particular focus on communication – latest trends in standardizing and reporting CSR, in implementing CSR e.g. in supply chains, the role of the consumer and the thread of greenwashing and last but not least the philosophical foundations of CSR and business ethics.

Global Corporate Communication

Despite the increased interaction among countries of the world, there is a paucity of systematic research on the way public relations (communication management) is conducted by organizations of different types (corporations, NGOs, government agencies) in different parts of the world. Although this course is titled "Global Corporate Communication," the class shall assess international communication management not just by corporations but by governments and non-profits as well. Although public relations scholarship started at least in the early part of the 20th century in some of the Western developed nations, and public relations like activities can be traced back to pre-biblical times, it is only in the past few years that public relations practitioners and scholars have begun to emphasize the importance of viewing public relations practice from an international perspective. This has been greatly necessitated by the rapid globalization that has taken place since the final decade of the previous millennium. In the past 15 years or so, a few studies have emanated from different

regions of the world focusing attention, among other things, on the inadequacies of an ethnocentric approach to public relations practice and scholarship. This course seeks to provide students with insights on the generic principles that one can use to understand public relations practice globally. These principles were developed on empirical evidence from practice in the US, UK, and Canada and therefore are deemed normative for the rest of the world until empirical evidence can be gathered from many regions of the world. Even so, they have proven useful in setting global communication strategies for organizations. The cultural differences that influence how these principles are applied in different parts of the world shall be explored in this class. These factors are: the political system, economic system, media system, culture (both societal and organizational) and activism. In so doing, this course seeks to offer students the opportunity to develop research programs for their Master's theses that would also contribute to building this young body of knowledge. To that end, this course also seeks to encourage critical thinking that will advance pedagogical discussions to advance scholarship in this area.

Communication and Marketing Ethics

The course starts with a very brief introduction into ethics, either refreshing basic knowledge for those who already had ethics in school or on BA level, or familiarizing those with the philosophic sub-discipline of ethics, who have not yet encountered academic reasoning about normative questions. Equipped with a basic understanding of the distinction between 'moral' and 'ethics', participants get to know the most important ethical approaches: Virtue Ethics, Deontology, Utilitarianism and – given the background of the communication sciences department – Discourse Ethics. In a next step on a more general level ethical issues in the communication process are discussed such as freedom of expression, conflict of interest, gatekeeping. On a more communication theoretical level communication ethics is introduced on the levels of a. agents, b. message, c. medium, and d. receivers and situations. Once equipped with the theoretical foundations the course in the second part applies ethics theory on specific (corporate) communication and marketing contexts: We will discuss journalism ethics in theory and practice, ethical dimensions of new technology, ethical issues in public relations and marketing, advertising ethics, corporate social responsibility communication and greenwashing and finally on a more general level media violence discussing the responsibility for protecting minors. The third part of the course relates to new and emergent topics and challenges regarding communication and marketing ethics: Among the most recent examples are ethical views on dynamic pricing, predictive algorithms or communication of product responsibility discussing the role of certificates/labels. The course builds on ethical theory and case studies and most importantly classroom debates. Next to the topical adoption of the course also individual, organizational and societal-macro implications are discussed.

Corporate Governance
(institutional aspects)

This course is meant to cover the major areas of corporate governance, including an overview of key corporate governance matters; the duties and responsibilities of directors, including non-executives; the evolution of corporate law; executive pay; earnings management; the significance of institutional investors for corporate governance; the legal control of insiders; and takeover bids. An important goal will be to familiarize students with the economic environment, legal rules and challenges of corporate governance reform. Emphasis will be given to the contemporary debates over the failure of boards to protect the interests of minority shareholders, the limitations of executive compensation policies, and the declining importance of the market for corporate control to restrain managers. The course will encourage students to use various analytical tools to deal with key governance issues that face managers, directors, and investors.

Minor in
Digital Marketing
or in Digital
Communication

Information Management and Retrieval

Since mid-1990s the Internet and more specifically the Web have had a tremendous impact on information management. More recently we have witnessed a transition from the unidirectional forms of communication in the Web 1.0 to the more participatory types of interaction in the Web 2.0. There is now a widespread opinion that the Web will soon undergo a further crucial change to what is often called the Web 3.0 or, more accurately, the Web of Data or Semantic Web. The general idea is to make all sorts of data available on the Web, that can be directly accessed and processed not manually by human beings (as is mainly the case with the current Web), but automatically by software applications. While this transition is only in its initial stage, we can expect that it will deeply affect all types of activities involved in areas like corporate communication, marketing, media management, public administration, healthcare, and so on. Semantic Technology (i.e., the type of technology involved in the Web of Data) is rooted in the conceptual modeling methods developed in the field of Artificial Intelligence since the late 1960s. By now such methods have reached a high level of maturity and have been extensively standardized by the W3C (the World Wide Web Consortium), thus making practical applications feasible.

Usability and Webanalytics

The course deals with the relationship between hypermedia products (e.g.: websites, mobile apps) and their users, analyzing effectiveness/efficiency/user satisfaction: usability, as well as actual usages: webanalytics. Usability will be approached taking into account both expert inspections as well as user testing, dealing in particular with such tools as heuristics and user scenarios. Also eye-tracking techniques will be presented and

Digital Marketing

discussed. Webanalytics will consider several online communication outlets, ranging from websites and mobile apps to Facebook pages/groups, videos, Twitter, newsletters etc. The course will also present a holistic model, encompassing both usability and webanalytics, called UsERA, and based on Austin's model of communication.

This course is designed as an introduction to the rapidly evolving world of marketing in a digital environment. It blends theory with an applied perspective. The course content is structured into three parts starting with paid media, followed by owned, and earned media (i.e. social media). The overall emphasis will be on paid media. The objectives of this lecture will be mainly met through lectures, text readings, practical exercises, and in-class discussions

Digital Corporate Communication

New communication technologies and media platforms such as social networks, microblogs, video-sharing sites, geo-location services, accessible also via mobile devices (tablets and smartphones), are transforming the media landscape but also the way we develop interactions, tell our stories and build relationships in organizations and markets. This course will examine the impact of this transformation on our possibility to communicate, and to co-create value with customers, employees and the other stakeholders in the organization.

Online Communication Design

The course analyzes the very concept and practices of design of hypermedia. It covers the full project lifecycle, from the very initial stages of user requirements elicitation and engineering, up to the definition of information architecture, design, and prototype production. Different strategies of user requirements' elicitation will be presented, ranging from more formal ones – interviews, focus groups, etc. – up to more creative ones, entailing co- or participatory-design. In particular, a model called URL: User Requirements with Lego will be presented and discussed. The role of communication will be particularly emphasized, stressing how inadequate communication exchanges might be at the very origin of project failures.

**Improving
Discourse
Quality
in Organization:
Evaluation
and Redesign**

The main objective of this course is to provide students with hands-on experience in designing a number of key genres of written communication in media and business as well as introducing them to selected methods for evaluating and redesigning their own writing. The course will set out from a team assignment where students develop their own ideas for a Web 2.0-based start-up company and write up a concise business plan, a job description and a press release within the theoretical frameworks of financial communication, human resources and crisis management respectively. The main focus is on exploring and applying a range of empirical methods for text-, reader- and expert-focused evaluation that will help the teams to redesign their original texts. The course calls for a re-appraisal of the complex discursive processes underlying text (both production and consumption) and shows a strong interest in ethnographic approaches drawing on field data (incl. interviewing and computer-based writing process analysis), where writing is directly linked up with (multiparty) oral and online interaction.

**Media
Genres
and
Formats**

The rise of format programming has had an enormous impact on the media in the past few decades. Since the 1990s, formats have come to dominate TV schedules and have become symbolic of the way the media are changing in the face of the digital revolution. Formats have been developed as global businesses in the cut-throat environment of international media sales. Formats include game shows, factual entertainment programmes and drama. This course will provide a comprehensive introduction to the rise of TV formats from the 1950s until the present day and will also examine current trends in television-making especially with the advent of the internet and growth in digital channels. The course will examine the range of issues related to formats at pre-production, production and post-production stages. We examine especially how the television industry is adapting to the digital era and the key role of TV formats in that economic and social development.

**Multimodal
Rhetoric**

The course offers a rhetorical approach to effective multimodal communication, looking in particular into the integration of visual rhetoric (moving and static images, including graphics) and verbal rhetoric (spoken and written words, including text layout). Students will be introduced to the persuasive design of multimodal messages through a rich palette of case studies: online newspapers' "front page" organization, advertising (print media, TV and Web), corporate financial reporting and corporate social responsibility reporting (print and web based). Students will learn to look at multimodal content with a rhetorical/design attitude asking why they are constructed in a certain way. Moving from cross-modal processes of meaning construction (e.g. visual and

verbal metaphor) and of discourse organization (narrative, argumentation), the course defines a set of basic persuasive design prototypes. Prototypes are then considered within contextualized rhetorical strategies adapted not only to the audience, but to all the relevant organizational stakeholders and to material constraints.

**Transmedia
Narratives**

From publishing to television, from music and radio to cinema and advertising, from the Web to videogames, contemporary media industry pays a growing attention to transmedia narratives: far from being a completely new phenomenon, present-day transmedia storytelling rely on an increasing "convergent media environment", where different media link each other and where consumers are often involved in an active and participant manner. The course addresses both the category of narrative and "transmediality" from a theory and history framework, looking at fictional and non-fictional narratives. Having discussed the defining features of narratives and the role of narrative experience in the definition of cultures, identities and communities, the course examines how narrative experience can be translated and transferred across different media and, above all, how it can be developed and projected since the beginning across different media, considering the constraints and opportunities of each one. On this basis, the course approaches the strategic design of transmedia narratives and the management of a transmedia franchise.

Minor in Public
Communication

Mandatory:

**Fundamentals
in Public
Communication**

The increase in the production, storage, use and dissemination of information by public institutions has led to a similar increase in the expectations of citizens in their roles as both providers and receivers of this information. In this context, the communication of public sector institutions has taken an increasingly important role in the relationships between all societal stakeholders. This course will focus on these specificities in addressing the realities of administrations, governments as well as non-profit and international organisations in their communication strategies. The focus will be both Swiss and international. A first section of the course will introduce the fundamentals of communication and as they have developed and are now implemented in the public sector. A second section will address three of the main aspects of communication: institutional communication, internal communication and crisis communication. A third section will focus on the specific tools of communication (public relations, publicity, etc.), as well as on the evaluation of their success.

Courses to be chosen by the student:

E-Government

The course examines main opportunities offered by new technologies for governments' action. The use of the Internet and other communication technologies in order to provide information and services to citizens, businesses, and other public organizations will be discussed, along with the implications for government efficiency, transparency, communication, service delivery and engagement with citizens. It will also tackle how international organizations and NGOs could leverage on ICTs.

Public Policy Analysis

Public policies are of paramount importance in our western societies. They reflect State's priorities, they offer public administration with guidelines for their actions and they establish a strong relation between the people and their government. As such, public policies exist in multidimensional realities that are often hard to grasp. On one hand, scholars seek to understand what shapes these public policies and explain why they take the form they do. On the other hand, other scholars focus their attention on public policies' impacts on the society, as well as their outputs. This course intends to develop students' knowledge of public policy processes as well as their policy analysis skills and capacities. First, students will acquire a theoretical background that is essential to analyze any public policy. Second, they will learn the basic elements that shape public policies, in particular actors and institutions. Third, students will look into public policy processes and be exposed to three different analytical approaches namely: agenda setting model, cognitive models, and policy cycles. These approaches are based on the theoretical background that will have been previously presented and they encompass the basic elements students will have previously viewed. Finally, students will learn how to appreciate and assess a public policy using sound public policy evaluation techniques.

Argumentation in Public Communication

In public communication, most activities and interactions (oral and written) are characterized by argumentation, as actors are committed to be accountable for their decisions and give reasons for their claims. Argumentation in Public Communication (3 ECTS) is specifically focused on the argumentative discussion as a means to resolve disagreement through reasonable dialogue; taking into account that well-conducted argumentative interactions ideally increase the quality of communicative exchanges, as they allow avoiding conflict and manipulation. This course will equally provide students with theoretical and methodological tools to identify different types of argument schemes that can be used in support of a given standpoint, thus providing more robust instruments of analysis and design of communicative interventions in the field of public communication. This course adopts a bottom-up approach, based on the analysis of empirical data (documents, oral discourses) in the field of public communication and on the design of argumentative (oral or written) discourse in specific situations

relative to public communication and administrative rhetoric. Students will learn both to analyse and to design argumentative texts (oral or written), focusing on a delicate balance between the critical requirement of resolving disagreement in a reasonable fashion and the attempt to persuade others and win one's cause. Classes will allow significant space for students' discussion, group-work, and guided controversy in order to see how argumentation works in practice. Within the general framework of public rhetoric, a special accent will be placed on two key issues: conflict resolution in (public) organizations and argumentation in Swiss semi-direct democracy.

Comparative Public Administration

Institutional frameworks, both administrative and political, have a strong influence on the way institutions define, implement and communicate on elements of public policy and management. These frameworks vary from one institution to the other, and from one national setting to the other. It is to this more international approach that this class will focus on. This course addresses the shape and impact of seven representative institutional frameworks on public communication. This shall be done from a comparative approach notably vis-à-vis the Swiss administrative system. The countries/institutions have been selected due to their representativity as well as their overall role as partners of Swiss administrative and political institutions (Italy, Germany, France, USA, Canada, India, China). The specificity of this class will be the participation, for the presentation and discussion of each national models, of either an academic, a politician or a civil servant from the given analysed institutional framework. The objective is to enable student to decipher/analyse both the construction and the communication of public policies by non-Swiss institutions.

Intercultural Communication

This course will advance understanding of key concepts and theories applicable to current intercultural situations, relations, and debates in national and international contexts. We will examine culture, multiculturalism, diversity, ethnicity, cultural citizenship and other related concepts. Readings will extend and illustrate these concepts with case studies of interactions in institutional, interpersonal and mediated settings. Lectures and discussions will focus on issues that are currently debated in many places and sometimes spark intense disagreement or controversy. We will explore these from different angles to understand why individuals and groups disagree and how to enhance engagement. Students will be challenged to think outside of the dominant norms and disagree in the spirit of critical exploration.

Social Marketing

This course is designed to provide students with an understanding of the principles, practices, and evidence in social marketing. Social marketing focuses on creating social change and social innovation through behavior change communication, policy, and environmental changes. It addresses health, environment, political, sustainability and other social issues. In this course,

students gain understanding of social marketing from a theoretical perspective. Students also learn to apply what they learned, moving from theory to practice, gaining experience and competences in doing social marketing research and practice. Key concepts, conceptual frameworks, and theories in social marketing and their implications on social issues will be examined through a problem-centered approach to learning. Students will be faced with real-life social issues and will learn to use social marketing to address them. They will learn from theory and case histories to understand problems, identify strategies for improving these issues and develop critical thinking on social marketing principles and practices. Students will work both individually and in groups to critically analyze problems and potential solutions. Teams will share processes, challenges, changes in thinking, and outcomes throughout the course, and receive feedback from instructors and peer groups.

(b) Other Electives (Examples)

Sales Management

This course focuses on the management of the commercial processes in companies, in particular on the evolution of the role and nature of the sales function.

The objectives are:

- To give students the tools and the know-how necessary for understanding and managing the sales function and activities within a company;
- To stimulate and develop the ability to analyse sales management problems through the application of analytical and decision-making models and tools to case studies, simulations and individual and group projects.

Cause-Related Marketing

Cause-related marketing refers to a type of marketing that benefits both for profit and non-profit organizations. The term is sometimes used more generally to refer to any type of marketing effort for social and charitable causes. The purpose of this course is to offer an overview of marketing social/charitable causes and to explore their impact and influence on society from both a macro (societal) and a micro (firm/consumer) perspective. Special emphasis is placed on a multi-stakeholder and consumer behavior/consumer psychology perspective so that the wide range of competing interests and forces can be identified and analyzed. This course is meant to provoke deeper thinking on marketing issues facing social and cause marketers. The subject matter of the course is both conceptual and decision oriented.

International Marketing

In most industry sectors, competition is international today. International marketing and sales strategies offer potential for revenue growth, economies of scale and other key economic objectives. But while fascinating success stories exist, many companies have experienced how difficult it is to enter foreign markets. International activities require an in-depth analysis of market conditions and customer value perceptions. Based on this analysis, core decisions concern the questions of which markets to enter and in which order to enter them. Moreover, the activities in the individual country markets and regions need to be coordinated. Consequently, the course will first discuss the challenges of developing international markets and of conducting international market research. It then presents approaches to strategic market entrance decisions. Finally, it focuses upon the implementation of the strategic decisions through organizational design and the marketing mix. A specific focus is set upon the challenges but also opportunities that the rising importance of corporate social responsibility expectations from various stakeholder groups present for companies operating at an international level.

Advertising and Branding

The course is concerned with building, measuring and managing brands over time, and with how to leverage advertising and the other elements of the marketing communications mix to build and strengthen brand equity. Firms are increasingly becoming aware that one of their most valuable assets is the brand associated with their products and services. Creating strong brands that deliver customer value, and maintaining and enhancing the strengths of those brands over time, are management imperatives. Implementing efficient and effective advertising strategies is a crucial part of this process and while many fundamental concepts in advertising remain unchanged, the online world also provides novel ways for companies to build brand equity. In this course we look at both fundamental and enduring principles of brand advertising and novel ideas in online branding.

Strategic Brand Management

Brand marketing is of considerable interest to managers, consultants and academics. Some of the reasons for this include the significant worth of this intangible asset, its value as a strategic device, as a basis for recruiting and aligning staff and for encouraging long term repeat buying behaviour. Brand managers used to place considerable emphasis on differentiating a unique offering through a welcomed promise that met the opportunities presented by market gaps. However, managers now recognise the importance of their employees in delivering the brand promises. As such firms are adopting a more balanced perspective, directing branding activity both inside and outside their organisations. This elective will adopt both an internal and external perspective on strategically building brands. One of the challenges managing this intangible asset is that there are diverse views about the nature of brands and thus one theme of this course is enabling students to appreciate these interpretations

along with their implications for coherently delivering a brand promise. The importance of emotion and authentic experiences will be addressed as contributors to sustainable success. Being able to justify a price premium and a future income stream necessitates understanding the topic of added value which will be explored. Brand building involves long term investment to meet a stretching brand vision, adopting a pan-company outlook, understanding core competencies, identifying and prioritising opportunities, engaging staff commitment and leveraging advantages from a unique organisational culture. As such this elective will adopt a strategic approach, showing how this can be used to build and sustain brands, drawing on several disciplines. It will conclude by discussing how creativity can be used to leverage small budgets to capitalise on brand opportunities.

Pricing

Price management is a direct driver of companies' economic performance. Many managers see it as the most important among marketing instruments. Price management comprises a variety of individual tools and levers that need to be used in a coordinated manner. The course defines the scope and challenge of price management, discusses customers' price behaviours (price search, price evaluation, reactions to prices etc.), discusses what managerial activities are required in an active price management approach, and focuses upon various strategic issues related to pricing.

(c) Core Courses offered in other USI's Master Programmes (Examples):

Corporate Identity and Image

The identity of a firm can be considered as important a resource as its financial, human or technological resources. In fact today organizations often offer the same products and services and often even communicate in the same way. Therefore, what the organization is – its 'raison d'être' – becomes the ultimate differentiating factor, which makes the company unique. Managing company identity is thus a necessity. In this regard, identity and image are closely connected making corporate communications an evolved corporate function which contributes to the defining of strategies and to the alignment of resources. The purpose of this course is to help students understand how and why management of identity and image are an important part of corporate strategy, and to give students the theoretical and analytical tools necessary to the task.

Sponsoring and Partnership Management

The lecture for Master students shall cover different approaches to the planning, negotiation, implementation and control of different sponsorship and partnership forms and strategies in the sports, entertainment, cultural and media field. Other areas are not a priority; taking into consideration that more than 95% of the sponsorship money is invested in these areas. Participants acquire an understanding of the key concepts, fundamental principles, best practice examples and actual theories. The lecture provides insights into different approaches such as strategic corporate philanthropy, commercial sponsorships, affinity and cause-related marketing, celebrity endorsement, marketing partnerships and media partnerships using integrated advertisements, product placements, editorial partnerships etc. The students will also get insights into different contract structures, the entertainment media market, the latest marketing trends in the media and entertainment industry, efficiency and effectiveness models, success factors, a management frame for organizing sponsorships and controlling methods.

Human Resources Management

This course provides student with a basic knowledge of the main HR processes (recruitment, development, compensation, talent management), which affect people management in an organization. Specifically, we illustrate how HR strategy and operational activity are connected to overall organizational business goals, and what role is assigned to line managers in talent development. By the end of the course the students will be able to:

- Evaluate the alignment between business and HR strategy;
- Analyze the major HR practices within an organization;
- Understand the relationship between line management and HR professional roles in people management and talent development;
- Identify the explicit or implicit people strategy adopted by an organization.

International Business

This course aims to form students' knowledge in the area of International Business. Specifically students will develop capabilities to identify, frame and understand problems related to the management of international operations. Throughout the course issues are discussed in both theoretical and practical terms to stimulate students to relate models and concepts with practical situations. By the end of the course the students will be able to:

- Discuss implications of globalization and cultural differences;
- Understand the implications of operating across national borders;
- Compare different internationalization processes;
- Describe how firms operate in different markets;
- Analyze different international strategies and organizational structures;
- Evaluate and criticize different leadership and control models;
- Describe the specificity of different functions and units within the international firm;
- Understand the basis for the competitive advantage of international firms.

Fourth Semester

Capstone Work

Field Project

During the fourth semester, students are asked to carry out a consulting project for a client company. Students choose from among a list of projects selected by their tutors within the topic areas covered in the programme. Students are expected to base their work and their recommendations to the client organisation on sound research, using the methodologies learned in the third semester. Students work in teams and are tutored by faculty members who support them in managing their contacts with the company, in developing the project and in preparing the final report and the presentation to the client. During the field project period, teams attend research laboratories to present and discuss the intermediary results of their consulting activity with the members and tutors of other teams.

Thesis

The Master's thesis is an academic piece of work that should provide an original contribution to the body of corporate communication knowledge. Such a contribution can be either theoretical or empirical, but should always build on a solid research effort, and on the use of appropriate concepts, methods, and tools acquired during the programme. Faculty members support and coach the participants during their work with the Master's thesis. This can be started during the third semester, but should be completed by the end of the fourth semester of the programme.

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Faculty
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Master of Science
in Marketing

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