

Università
della
Svizzera
italiana

Faculty
of
Economics

Master of Science in Management

2017/18



Management.

The Master in Management is designed to provide graduates from a wide variety of backgrounds with the necessary skills and tools for navigating modern business organizations and for successfully starting a professional career in management or consulting.

Awarded Degree

Master of Science in Economics, Major in Management

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.mmg.usi.ch

studyadvisor@usi.ch

Goals and contents

The core courses of the programme focus on developing a comprehensive understanding of general management. The elective courses deepen the acquired knowledge towards the development of a profile sensitive both to the opportunities of global markets and to the interest of local communities. The programme encompasses theoretical and practical elements, allowing students to be acquainted with advanced management theories and to effectively apply them to business-related decisions. The goal of the programme is to build a thorough understanding of the management processes that lie at the core of business organizations. It is also intended to develop the skills necessary to operate successfully in different types of businesses, from start-ups to multinational companies, as reflected in courses like Project Management, Entrepreneurship or International Business. Moreover, because most business tasks are increasingly interdisciplinary and team-based, the programme trains students to work in groups and at the intersection of different scientific fields. A variety of teaching methods is used, including lectures, case studies, group work or games. Moreover, the programme contains an outstanding component, the field projects, in which students conduct real consulting projects for real companies. All teaching methods emphasize an interactive approach and an ongoing dialogue between students and teachers, and also stimulate productive exchanges among peers. This approach is facilitated by the favorable student-professor ratio that represents a unique value added of Master in Management.

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 granted by a recognised university. Further information for applicants graduating from a University of Applied Sciences is available online:

www.mmg.usi.ch/admission

Contacts

USI Università della Svizzera italiana

Study Advisory Service

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Study programme

First semester	First Degree in Economics or Management 30.0	Essentials of Corporate Finance	6.0		
		Organizational Behavior	6.0		
		Industrial Organisation	6.0		
		Strategic Marketing	6.0		
		Corporate Strategy	6.0		
	First Degree in any other Subject 30.0	Accounting	6.0		
		Corporate Strategy	6.0		
		Managerial Economics 1	6.0		
		Organizational Behavior	6.0		
		Strategic Marketing	6.0		
Second semester	Core Courses 21.0	Managerial Economics 2	3.0		
		Research Methods	3.0		
		Entrepreneurship: Theory and Practice	3.0		
		Human Resources Management	3.0		
		Operations Management	3.0		
		Applied Statistics	6.0		
	Electives 6.0-12.0	Entrepreneurship: Writing Business Plans	3.0		
		Organizational Learning	6.0		
		Mergers and Acquisitions	3.0		
		Managing Family Enterprises	3.0		
		Decision Making	3.0		
		Innovation	3.0		
		Competitive Intelligence	3.0		
		International Business	3.0		
		Consumer Behavior	6.0		
		Third semester	Core Courses 9.0	Managerial Economics 3	3.0
				Business Dynamics	3.0
				Business Analytics	3.0
			Electives 18.0-24.0	Project Management	3.0
Analytical Thinking	3.0				
Negotiation	3.0				
Organization and Social Networks	3.0				
Communication and Marketing	3.0				
Ethics	3.0				
Organizational Design and Change	3.0				
Data Analysis	3.0				
Digital Marketing	3.0				
Corporate Governance	3.0				
Six Sigma	6.0				
Applied Social Entrepreneurship	6.0				
Fourth semester	Capstone Work 30.0	Field Project	12.0		
		Thesis	18.0		

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

First semester

First Degree in Economics or Management

Essentials of Corporate finance

The course provides a framework for understanding and analyzing investment and financial decisions of corporations. Lectures and readings provide an introduction to present value techniques, capital budgeting, company valuation, capital structure decisions, corporate cost of capital, initial and seasoned equity offerings. The goal is to provide students with a solid understanding of the theories underlying the investment and financing decisions of the firm as well as with the practical skills needed to solve real-life cases.

Organizational Behavior

Organizational behavior is a course in applied behavioral and social science that examines the factors influencing individual, group, and firm behavior. Topics covered include preferences, motivation, incentives, social networks, social influence, intergroup collaboration and conflict, and organizational structure and change. The general objective of the course is to provide the conceptual tools for enhancing managerial judgment and for supporting strategic thinking about a wide variety of individual and team decisions within organizations.

Industrial Organization

The course presents an introduction to the modern theory of Industrial Organization. In most markets the assumptions of perfect competition are not met. We will work to understand the working of industries with limited competition and its implications both from a theoretical and a practical point of view. Aspects considered include basic monopoly and oligopoly theory; price competition; cartels; mergers and acquisitions. The final part of the course introduces the main concepts used in the analysis of regulation of network industries.

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.

Corporate Strategy

- Objectives:
- 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 Markstrat3 and case studies.

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.

First Degree
in any other
Subject

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.

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Managerial Economics I

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Managerial economics is the application of microeconomic theory and methodology to problems faced by decision makers in the private, public and not-for-profit sector. The course provides the essential tools to analyse the strategic behaviour of firms in an uncertain economic environment defined in terms of market structure, customers behaviour, and regulation. These tools assist managers in efficiency allocating scarce resources, planning corporate strategy, and executing effective tactics.

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Second semester

Core Courses

Research Methods

This course aims at providing students with relevant knowledge that they need to apply:

- In the upcoming field projects,
- In their Master's dissertation, and
- In relevant situations during their working career.

The course will focus on everything that exists around statistics and that is needed to successfully conduct and understand an empirical study. This means that the theoretical foundation of empirical studies will be discussed as well as sampling, questionnaire construction, and experiments in management research. However, also techniques of qualitative empirical studies will be a subject of this course. This means that students will be confronted with different types of qualitative interviews as well as different techniques of analyzing qualitative data.

Applied Statistics

This course is designed to serve as a bridge between more theoretical basis in statistics and practical work with real, large-scale data. Although the focus is mainly on datasets relevant to management and policy research, the skills taught in the course are broadly transferrable across subject areas in statistical, social, and general economic frameworks. The course provides a broad overview of the many aspects of survey research methodology including sampling, simulation techniques, forecasting, multivariate regression. Excel is chosen as main tool of data analysis in its standard version as well as using PHSTAT2, an add-in that makes using Excel easier for statistical operation.

Entrepreneurship: Theory and Practice

This course is addressed to students interested in exploring the challenges of entrepreneurship, both in SMEs and in larger organizations. The course will provide an insight into the entrepreneurial process and in particular:

- The challenges of getting into business;
- The challenges of booshing the business;
- The challenges of deciding whether to re-invest or exit;
- The challenges of keeping the entrepreneurial spirit in large organizations.

The overall objective of this course is to make the students aware of the opportunities offered by an entrepreneurial career, but also of the requirements of such a career, in terms of personal preparation and process orientation.

Managerial Economics II

This course is a laboratory of Applied Microeconomics for research in the field of Industrial Organization. The main objective is to learn to apply microeconomic analytical tools and empirical methods to the analysis of various issues in industrial organization. Several network industries will be explored. Particular attention will be paid to the electricity and Telecom sectors. The course will focus on the following issues: economic characteristics of natural monopoly, institutional reforms, regulation and deregulation, corporate finance and investment analysis. The course stresses applied aspects, which means that a set of analytical tools will be provided for the students throughout the lectures. The applied nature of the course is achieved by turning theory into practice while discussing papers and real cases.

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.

Operations Management

This course addresses the management of operations in manufacturing and service organizations. Our objective is to introduce students to concepts and techniques related to the design, planning, control, and improvement of manufacturing and service operations. Managing operations effectively requires both strategic and tactical skills and is one of the most critical aspects of an organization. Effective and efficient utilization of resources by an organization determines its success in the long run and operations management is a means to achieve this end. This is especially true today, when we see that significant competitive advantages accrue to firms that manage their operations effectively. The course covers topics in the areas of process analysis, inventory management, demand forecasting, capacity management, and supply chain management. While the primary objective of this course is to familiarize students with the basic concepts, techniques, methods, and applications of operations management, it will provide students with an understanding of operations and the role that they play within an organization.

Organizational Learning

This course will consist of the presentation of concepts of organizational learning and the discussion of practical cases. It aims at exploring the different ways in which organizations learn from past experiences and change themselves accordingly. Since decisions on important organizational changes can be undertaken successfully only if the organizational members are willing and able to learn from prior experiences, they need to overcome their (quite natural) resistance to change. Therefore several different approaches to organizational learning and change, as well as considerations concerning the management of employees during change processes will be discussed. Also internationalization of companies leads to opportunities for and constraints of organizational learning. The course will therefore also discuss various approaches to the management of subsidiaries in different countries. Finally, learning is also necessary in leadership, i.e. the ability to communicate and motivate organizational members for change needs to be acquired in learning processes. This course will therefore, as a final step, also look at learning steps that successful leaders have to take.

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.

Entrepreneurship: writing business plans

This course offers participants the opportunity to learn to develop and evaluate business plans. The course is built on the knowledge already acquired by a student of the Master in Management and it simulates an entrepreneurial experience. Students are required to develop business plans for two different start-ups: one for a manufacturing company and the other in a services company.

Managing the Family Enterprise

Why are some organizations more successful than others in dynamic markets - i.e., markets in which the competitive landscape shifts quickly and unexpectedly, and change must be promoted to survive? In other terms, in the competitive process, why do some organizations fail while others succeed? These are some of the central questions of the strategic management field of research and practice. This course aims at addressing strategic management issues within a family business context. The family enterprise is a predominant form of business organization which plays a crucial role in today's economy and social well-being. It is estimated that family organizations, in various nations around the world, account for 65% to 90% of all businesses and there is great evidence that this phenomenon will grow over time. Our objective is to strengthen students' awareness of the significance, diversity, and complexity of family businesses; to develop their understanding of the distinctive advantages of and unique challenges facing family businesses; to enhance their ability to understand perspectives of different stakeholders in family firms and develop strategic solutions to improve family business performance; and to apply their business skills to address an issue or problem facing an existing family business. Practical implications for family business management are offered. In particular, effective resource management, including knowledge management and resource shedding, is central to enable a family organization to have a sustainable competitive advantage over time. However, since feelings and emotions are very intense in family firms, family involvement in the business strongly influences resource-management processes in positive and negative ways.

Innovation

Today's world is one of rapid change -technological, social, economic and political. Organisations, large or small, must respond to these changes in order to survive. The most successful organisations, however, are those which exploit and even create change. This course aims to expose students to the importance of linking creativity and innovation to strategy. It provides the tools and techniques that enable entry level managers to assist in the development, implementation and management of technology strategy and innovation at the business and corporate levels, in order to meet the competitive challenges of the knowledge-driven world economy.

Decision Making

The course provides an introduction to the main issues of managerial decision-making and learning. The aim is that after the course you will:

- Improve your decision making skills;
- Be able to understand the basic concepts and frameworks of decision theory.

The course is structured around the following topics:

- Decision making under certainty;
- Limitations to rationality;
- Decision making under risk;
- Decision making under uncertainty;
- Learning;
- Intuition.

Mergers and Acquisitions

The course is centered on the strategic management of M&A. The course will address the following issues:

- Strategic analysis to support M&A decisions and process.
- Structure and management of an M&A deal;
- Strategic challenges of post merger integration process.

The course is based on case discussion and in-class assignment.

Competitive Intelligence

Competitive intelligence is the continuous monitoring of rival's business models and performances and the analysis of competitive dynamics evolution in a certain industry. Information collected through competitive intelligence activities are used by top management to support strategic decision making. The course is centered on techniques and tools to support competitive intelligence analysis. The course is based on case discussion and group-works on empirical issues.

Consumer Behavior

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.

Third semester

Core Courses

Business Dynamics

Business Dynamics helps participants learn to use system dynamics tools and techniques so that they can begin to develop a dynamic view of strategy. Participants are taken through every phase from strategy development to implementation. Teaching will include methods ranging from traditional lectures to workshops and case studies. Frequent group work sessions will offer plenty of opportunities for learning from peers as well. By the end of the course, students will have a better understanding of the complexities of dynamic strategy and will be familiar with the best and latest tools for strategy design and implementation. The course content covers feedback mapping, archetypes, and building and using simulation models. The emphasis will be on developing the skills to create simulation models of business situations to help managers make better decisions when faced with uncertainty. Material will be distributed when needed.

Business Analytics

This course will show you how to analyze a surprisingly wide array of business planning and decision problems using spreadsheet models. In the modeling approach, we seek to describe the essential structure of a decision problem in terms of objectives, decision variables, uncertainties, outcomes, choice criteria, and feasibility. Powerful and easy to use spreadsheet tools have been developed to assist in this process. Modeling will be approached as a conceptual and analytical activity to help managers deepen their understanding of the issues they face, identify intelligence gaps, overcome limitations in judgment, and gain insights in the trade-offs inherent among competing solutions to a problem. The material is approached from a managerial rather than technical perspective, that is, with a focus on how to apply decision technology, and how to interpret the results for guiding management action.

Managerial Economics III (Introduction to Antitrust Economics)

This course provides a comprehensive and applied introduction to antitrust economics. We will use basic economic models and thoughts to understand the foundation and practical application of the current regulatory framework towards antitrust. As such, we will also study the theoretic and quantitative tools used for the investigation of mergers, price fixings, vertical restraints and the abuse of dominance. Students are advised to bring along familiarity with the principles of microeconomics, industrial organization, and game theory.

Organization and Social Networks

This course focuses on the conceptual and analytical tools that define the field of social network analysis in organizations. The course starts by introducing the basic theoretical and conceptual background of social network research, the fundamental ideas of a network approach, and discusses its many domains of empirical application. The course then proceeds to examine the basic analytical concepts needed to describe and understand the structure of social networks across various levels of analysis. Some of the main areas discussed include network data collection and visualization, community detection, and statistical testing of network hypotheses. Substantive topics covered include how networks affect attitudes, preferences and behavior of people in organizations. By the end of the course, students will acquire the basic skills needed to map out networks of social, economic and communication relations, diagnose features of networks that might help or hinder individual or team performance, and be able to recognize and describe the main features of network structure. Class time is allocated equally to methodological and substantive issues, with each substantive topic tied to specific analytical strategies. The course consists in a mix of lectures, hands-on computer exercises, and interactive examples based on the analysis of real-life relational data. In the computer laboratories, the emphasis will be on the analysis of social networks in structured social and economic settings such as, for example, business companies, and other formal organizations

Analytical Thinking

This course aims at bringing students into a position in which they will not take every empirical or statistical result for granted. This will be accomplished (almost completely) without mathematics – just with analytical and logical thinking. Moreover, I will also cover in this course some important topics related to the writing of a Master Thesis. Oftentimes we are confronted with seemingly clear empirical facts that we interpret as obvious causal relations between two or (very rarely) more empirical factors. For example: an increase in revenues of a firm after the change of a CEO will usually be causally related to the CEO-change. The higher rejection rate for women who apply for admission at a university, on the other hand, will usually be interpreted as a discriminatory act of the university. But: is this really the case? Or do we have to look for different causes of these relations? Indeed, there exist many statistical pitfalls and fallacies that we usually tend to overlook, or are even unaware of, in everyday life. Very often these pitfalls exist because we do not take the influence of randomness into account. This course wants to uncover these pitfalls and fallacies and help future managers, not to get misled by seemingly obvious results. This course fully aims at sharpening the analytical capabilities of students which should help them making better decisions in their professional life with the help of several experiments in which the students participate. We will also

discuss, the different aspects of an empirical study that need to be taken into account when writing a Master thesis.

Project Management

Why do so many projects fail? Why do so many others fail to produce lasting results? Why do so many projects suffer from cost and time overruns? How can firms identify and design high-leverage policies to improve project performance? Due to high cost and time overruns of most projects, however, many organisations struggle to meet customer needs and market potential. Effective project management can provide managers with the appropriate methods and tools to improve their projects. In this course, we will cover three important aspects of project management:

- The theory, methods and quantitative tools used to effectively plan, organise, and control projects;
- Efficient management methods revealed through practice and research;
- Hands-on, practical project management knowledge from optimisation and simulation exercises.

Organizational Design and Change

The course consists of two specific, although related, parts: Organizational design and Organizational change. Organizational design involves the conceptual tools that management can rely upon to control and shape organizational activities. Organizational change involves a wide range of tools that management can deploy to attune organization structure to changing resource environments. This course focuses on developing an understanding of the basics of organizational design, how to adopt appropriate organizational design principles to manage innovation and change, and how to keep organizational structures aligned to increasingly complex and competitive environments. We will explore issues of organizational design and change, and examine their impact on the general process of strategy implementation. As such, the course will balance aspects related to organization design and organizational decisions. Despite its emphasis on theory, the course is accessible to students with no previous background in economics and management. The course builds on examples and case studies about real-world companies in a variety of industries, businesses, and countries. The course engages students in a creative effort to apply empirically supported theoretical principles to actual business examples.

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.

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.

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.

Negotiation

The negotiation process is a part of every manager's day-to-day activities with people inside and outside the organization, people whose cooperation is essential to attain your goals. These negotiation sessions will focus on understanding and developing negotiation as an essential managerial skill. The course focuses on Elements of a Negotiation Model, Principles of Negotiation and Process of Negotiation. During the module, we will concentrate on trying to attain the following objectives:

- To improve your ability to negotiate in competitive as well as collaborative situations.
- To increase your level of awareness of the negotiation process.
- To become familiar with specific concepts and principles that will enhance your negotiation effectiveness.
- To reflect on your personal style and the impact it has on others.

Digital Marketing

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.

Six Sigma

Six Sigma is a methodology and a collection of a plenty of useful tools driven by understanding the customers needs and the disciplined use of facts, data, and statistical analysis to improve and reinvent organizational processes. We will learn goals and key principles for Lean Six Sigma business excellence and explore the Lean Six Sigma huge list of tools.

The goal of this course is:

- To build your understanding of process improvement methods;
- To develop skills and some initial practice using the Six Sigma tools;
- To discuss and receive initial overview on how to use new skills and tools in your working life.

After the initial overview we will dive into core concepts and principles that guide the planning and delivery of a Lean Six Sigma Project. Six Sigma has a very wide collection of tools that can be used in the different phases of a Lean Six Sigma project. We will review most of them according to the use made in the different phases: D (Define) M (Measure) A (Analyze) I (Improve) C (Control).

Applied Social Entrepreneurship

Social innovations include ideas, concepts, processes and organizations that focus on societal needs. Social entrepreneurship can be understood as the process of identifying and starting a new business venture to address a pressing public and societal need. This course starts by exposing students to pressing societal needs, then introduces them to the concepts and techniques associated with human centered design for social innovation. Through a combination of methods, such as ideation, prototyping and applied business modeling, students learn and design robust and sustainable startups. Social entrepreneurship draws on many subjects and requires a multi-disciplinary approach, and a number of possible topics could be covered in class, emphasis will be placed on practical tools that can help the creation and setup of social startups.

Fourth semester

Capstone
Work

Field Project

During the fourth semester, students are asked to carry out a consulting project for a client company. They will work in a project that is related to 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 previous semesters. 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 management 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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