



Faculty of Economics & Management

INFORMATION ON THE DEGREE PROGRAMME

MAS in Effective Leadership



In collaboration with the
Swiss Armed Forces College

MAS in Effective Leadership

Contemporaries in business, public administration and the non-profit sector find themselves confronted by challenges of an increasingly demanding nature. The world is more and more volatile, uncertain, complex and ambiguous (VUCA), which demands greater competence from leaders. Foremost, leaders are expected to deliver practical and clear solutions, making purposeful use of all information available under substantial time constraints. The success or failure of any mission is largely dependent on the people involved; therefore, human factors merit careful attention.

Traditional leadership training courses often concentrate on administrative aspects and on understanding day-to-day operations (finances, controlling, marketing, macro and microeconomics, etc.). They rarely address highly relevant themes belonging to stringent situations. These themes include decision making, human factors and information management. The «Master of Advanced Studies in Effective Leadership» («MAS in Effective Leadership») fills this gap by training the leadership skills required in situations with an acute need for action.

The «MAS in Effective Leadership» combines a scientific foundation with proven methodology through a partnership between the University of Lucerne and the Swiss Armed Forces College (SAFC). Focused on teaching the content of military leadership training, the «MAS in Effective Leadership» is thus ideal for reserve officers as well as for participants from a non-military background.

The «MAS in Effective Leadership» differentiates itself from other degree programmes with the following unique features:

- Focus on exacting, high-intensity situations;
- Practical positioning through training partnerships and hands-on application of theoretical content through exercises;
- Acquisition and consolidation of ability to form elaborate and justifiable decisions;
- Focus on leadership as an instrument for delivering effects;
- Continuous course enhancement in step with science and practice.

Goals and benefits

The added value for participants is summarised as follows:

- When confronted with a lack of information, students are provided with skills to deliver effective solutions to complex problems within a given timeframe.
- Personal and professional growth through the combination of academic research (University of Lucerne) and hands-on application (SAFC), an ideal platform for understanding leadership in exacting situations.
- Enable participants to identify personal potential for development via a unique practical exercise conducted over several days.

Target group

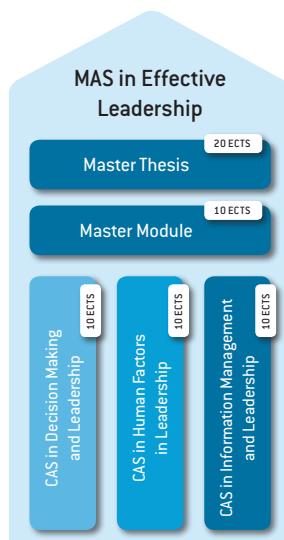
The «MAS in Effective Leadership» is aimed at experienced decision-makers in business, public administration and the non-profit sector. This target group operates in a dynamic environment often confronted with periods of high intensity (project management, incident management, highly complex problems under time pressure, etc.). Applications from leaders with successfully completed tertiary education qualifications from a university, a university of applied sciences or a university of teacher training are welcome.

Upon submission of a dossier, the board of the programme will determine eligibility of applicants without tertiary qualifications (sur dossier admission). All candidates must have the required language skills (one of the Swiss national languages, plus English).

Structure and Content

The «MAS in Effective Leadership» consists of three certificate courses («CAS in Decision Making and Leadership», «CAS in Human Factors in Leadership» and «CAS in Information Management and Leadership») plus a master module, which builds on the content of the certificate courses. The master module combines the content of the individual certificate courses with interdisciplinary work. Content is merged through participation in a practical simulation exercise over multiple days.

Students may undertake certificate courses in any order.





CAS in Decision Making and Leadership

The «CAS in Decision Making and Leadership» deals with decision making in rigorous, high-intensity situations. Together with SAFC, the course provides training using practically proven, well-established decision making methodology. It also transmits the scientific basis of leadership and decision making, enabling students to analyse and further develop their own decision making behaviour, as well as that of others. The course is supplemented with modules on multilateral decision making (negotiations and dialogue) and decision making in the context of change.

CAS in Human Factors in Leadership

The «CAS in Human Factors in Leadership» addresses the role of human factors in exacting leadership situations. The aim of this course is to understand the impact of human factors in exceptional leadership situations. This includes human factors in high reliability organisations, including examination of interpersonal and group dynamic processes. Complementary subjects, such as diversity, motivation, interpersonal conflict and context-related human resources processes, supplement the course.

CAS in Information Management and Leadership

The «CAS in Information Management and Leadership» deals with information management in rigorous, unclear situations. Students will consider the concept of information from different perspectives and connect observations with leadership situations. Methods of dealing with uncertainty and complexity will be trained with reference to examples of similar situations. The course looks at the entire lifecycle of information and highlights the value of «learning organisations» in contexts characterised by a lack of clarity and complexity.

Course Management

Course Management:

A board made up of an equal number of representatives from the University of Lucerne and the SAFC leads the course. The members of the board are:

- Prof. Dr. Bruno Staffelbach, Rector and Full Professor at the University of Lucerne
- Major General Daniel Keller, Commandant of the Swiss Armed Forces College

Programme Management:

Reto Wegmann, Programme Director



Final qualification

Candidates who complete all modules and successfully submit a master thesis will earn a «Master of Advanced Studies in Effective Leadership of the University of Lucerne», worth 60 ECTS credits.

Completion of an individual certificate course leads to a «Certificate of Advanced Studies» of the University of Lucerne, worth 10 ECTS credits.

Course fees and admission

The cost of each CAS is CHF 11,500.– [including examination and diploma fees], plus CHF 6,000.– for the Master Module, including master thesis. Candidates who register for the entire programme from the outset will pay a total of CHF 36,000.–. The fees are inclusive of course literature, access to the electronic learning platform OLAT and all administrative services.

Fees do not include travel, food or accommodation. Students who attend the «CAS in Decision Making and Leadership» during 2018 will be offered an exclusive opportunity to register for the MAS after completion of the «CAS in Decision Making and Leadership» at the reduced total price of CHF 36,000.–.

Participants with prior military training may be partially exempt from modules offered with the Swiss Armed Forces College. The conditions for exemption and the volume of exemption may differ between the individual CAS courses (final decision upon course admission). Please refer to the information on each CAS for more detailed explanations. There are no exemptions for the master module or master thesis.

Application and further information

Please contact the Programme Director for further information:
effectiveleadership@unilu.ch.

www.effectiveleadership.ch