

Center for Human Resource Management (CEHRM)  
Learning Goals 2020  
16.11.2020

Program	A: General discipline-specific competencies	B: Generic competencies	C: Particular contents, skills	D: Relationship to possible areas of employment
<b>BA in Economics and Management</b>	<p>Students</p> <ul style="list-style-type: none"> <li>• know the main theories and content of the Management of Human Resources as well as the forms in which these are applied in practice;</li> <li>• can analyse and evaluate current developments from a business administration perspective in a justifiable way;</li> <li>• are familiar with sound scientific/scholarly methodological procedures;</li> <li>• can apply scientific tools.</li> </ul>	<p>Students</p> <ul style="list-style-type: none"> <li>• can process pre-structured information alone or in a group;</li> <li>• plan their own learning, and evaluate their own learning progress;</li> <li>• can present scientific issues and findings both in writing and orally.</li> </ul>	<p><b>Human Resource Management</b> (BA, lecture): Students learn the basics of the management of human resources such as motivation, team dynamic or work design. Furthermore, they apply the acquired knowledge in three case exercises and gain practical insights from three guest lectures from practice.</p> <p><b>Practice-oriented management processes with examples from HRM</b> (BA, seminar): heuristic decision-making processes, project planning by means of sub-processes, concept work individually and in teams, presentation and analysis skills, integration of business planning and research findings, application of HRM expertise.</p> <p><b>Leadership</b> (BA, lecture): leadership in theory and practice, expectations of leadership from the next generation, the business world, academics and the public sector; what does leadership need to be in the 21<sup>st</sup> century.</p> <p><b>Organization and Change Management</b> (BA, lecture): Basics of organizational design, organizational behaviour and change management; fostering systemic thinking, problem solving and social intelligence.</p>	<p>Students</p> <ul style="list-style-type: none"> <li>• are capable of taking over professional tasks which require independence, responsibility, and analytical care;</li> <li>• are capable of continuing their studies at the Master level.</li> </ul>

			<p><b>Theses:</b> Gaining knowledge in a focal area of human resource management, applying and developing basic research skills including use of theory and literature, analytical skills, writing skills, knowledge on empirical methods, demonstrating abilities for self-management and independent work.</p>	
<p><b>MA in Economics and Management</b></p>	<p>Graduates</p> <ul style="list-style-type: none"> <li>• can generate and understand original research questions relevant to practice;</li> <li>• can carry out research and relate it methodologically to existing research.</li> </ul>	<p>Graduates</p> <ul style="list-style-type: none"> <li>• can independently structure their studies and process new knowledge in an autonomous way;</li> <li>• can develop their social skills, and</li> <li>• can participate in a scientific/scholarly discussion and make their own contributions.</li> </ul>	<p><b>People Analytics</b> (seminar): Gaining expertise in a yearly changing focal area (e.g., remote work) and gaining and applying know-how of all relevant steps of people analytics including project and research planning, protecting data and meeting ethical standards, designing and conducting surveys, cleaning and analysing data, visualizing and communicating results to practitioners. (project management skills, conceptual skills, analytical skills, ethical thinking, communication skills, team work).</p> <p><b>HR Lab</b> (seminar): Students learn problem-solving competence to solve practical HR questions by developing structured ideas for scientific, evidence-based solutions and planning and conducting an applied project work (project management skills, presentation skills, team work and social skills, professional competence, communication skills).</p> <p><b>Strategic HRM</b> (lecture): analysing, reflecting and planning of strategic HRM activities while considering internal and external business environment (critical analysis skills, teamwork, problem solving skills, social skills, professional competence, writing skills).</p> <p><b>Theses:</b> Adding to knowledge in a focal area of human resource management, applying and developing advanced research skills including combining theory and literature in new ways, analytical skills, writing skills, advanced knowledge on empirical methods, demonstrating abilities for self-management and independent work.</p>	<p>Graduates</p> <ul style="list-style-type: none"> <li>• are capable of taking over management positions and arriving at strategic decisions in selected areas;</li> <li>• are capable of continuing their studies at a Doctoral level.</li> </ul>
<p><b>Doctorate PhD</b></p>	<p>Doctoral students</p> <ul style="list-style-type: none"> <li>• can conceive, implement, and adapt a research process with scientific integrity;</li> </ul>	<p>Doctoral students</p> <ul style="list-style-type: none"> <li>• can present and discuss their research field to the international scientific community as well as</li> </ul>	<p><b>Internal Doctoral Research Seminar in HRM:</b> presentation and discussion of own and others research projects (research skills, writing skills, critical analysis, advanced knowledge on empirical methods, feedback skills).</p>	<ul style="list-style-type: none"> <li>• Graduates of Doctoral programs are capable of taking over management</li> </ul>

	<ul style="list-style-type: none"> <li>can undertake original research which expands existing knowledge through substantial research contributions and in accordance with standards of internationally peer reviewed publications;</li> <li>can solve complex problems and critically reflect on scientifically relevant issues.</li> </ul>	communicate their research field to the general public.	<b>Lucerne Research Seminar:</b> presentation and discussion of own and others research projects (research skills, writing skills, critical analysis, advanced knowledge on empirical methods, feedback skills).	<p>tasks at the highest level.</p> <ul style="list-style-type: none"> <li>Graduates of Doctoral programs are qualified to pursue an academic career.</li> </ul>
<b>MAS in Humanitarian Leadership</b>	<p>Graduates</p> <ul style="list-style-type: none"> <li>know the key theories of modern management and apply leadership skills to operate positively in complexity and uncertainty.</li> <li>can relate these models and skills to their own practical experience and develop new solutions based on scientific findings.</li> <li>set an example for others by developing their leadership and management mind-set, attitudes, behaviors, allowing them to work effectively in a diverse team and assume growing responsibilities.</li> <li>optimize capacity and flexibility in complex operations at present and in the future. They lead change and transformation in line with organizational strategy.</li> <li>learn to build a strategic mindset to take decisions and lead effectively, particularly in complexity and uncertainty.</li> </ul>		<p><b>CAS Leading by Example:</b> How to be an effective leader, basic leadership and motivation theories. In particular:- Reflective Learning for Leaders (Self-Awareness), Responsible Leadership, Collaborative Leadership, Creative Leadership, Motivational Drivers, Resilience.</p> <p><b>CAS Leading High Performing Multi-disciplinary Teams:</b> How to enable collaboration and organize a team, basic leadership and collaboration theories. In particular: Effective Teams, Diversity and Integration, Team Dynamics, High Performing Teams in the ICRC, Leading my Team.</p> <p><b>CAS Leading Complex Operations and Transformation:</b> Basic knowledge in strategic HR management, organizational theories, change management. In particular: Strategy, Strategic Thinking, Change Management and Transformation, Partnership and Networking, Organizational Resilience.</p> <p><b>MAS in Humanitarian Leadership:</b> "Leading into the Emerging Future" is the central theme of the MAS Module. In particular: Legacy; Humanity and Leadership; Ethics, Values and Principles; Future of Work; Scenario Thinking; Digitalization; Leading Virtual Teams; Decision Making in Complex Times.</p>	Program graduates are capable of taking on leadership positions in international humanitarian organizations.
<b>MAS in Effective Leadership</b>	<p>Graduates</p> <ul style="list-style-type: none"> <li>find effective solutions for complex leadership problems in exacting, high-intensity situation;</li> </ul>		<b>CAS in Decision Making and Leadership:</b> Decision Making in exigent situations. The course teaches a proven methodology to make decisions (with SAFC) and	Program graduates are capable of taking on leadership positions in

	<ul style="list-style-type: none"> <li>• apply theoretical and train practical content through exercises;</li> <li>• acquire and consolidate the ability to make elaborate and justifiable decisions;</li> <li>• understand the influence of human factors on exacting leadership situations and derive consequences for their own actions;</li> <li>• can explain the problem of missing or uncertain information and know measures to cope with these circumstances;</li> <li>• judge their own performance in a multi-day simulation exercise and formulate own development opportunities.</li> </ul>	<p>introduces scientific basics on leadership, decision making, multilateral decision making and change.</p> <p><b>CAS in Human Factors in Leadership:</b> Human factors on individual (like biases and positive psychology), team (as in team performance and collaboration) and organizational / social (like diversity and selection) levels.</p> <p><b>CAS in Information Management and Leadership:</b> Exploration of the term “information”, concept to cope and uncertainty, the influence of new technologies, and the use of information as leadership tool.</p>	<p>demanding high-intensity contexts.</p>
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