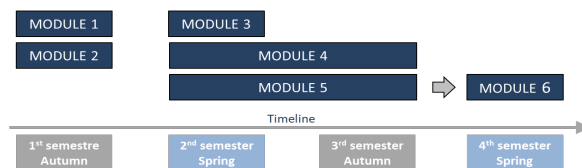


**MSc Management**

Orientation : Strategy, Organization and Leadership (SOL)

120 credits ECTS

Study Plan 2024-2025

**Structure of the Master**

Courses	Professors	Semesters				ECTS	Language	Types of Evaluation	Exam duration
		1 <sup>st</sup> sem Autumn	2 <sup>nd</sup> sem Spring	3 <sup>rd</sup> sem Autumn	4 <sup>th</sup> sem Spring				
<b>MODULE 1: Average set (≥4.0) of compulsory courses - 18 credits ECTS</b>									
Statistical Methods for Management - <i>all orientations</i>	Boldi M.-O.	●				6	E	VCN + ENEP	120
Strategic Management - <i>SOL/BEE orientations</i>	Amer Maistriau E.	●				6	E	ENEP	120
Organizational Theory and Decision Making - <i>SOL/BEE orientations</i>	Grieder M.	●				6	E	VCN + ENEP	120
<b>MODULE 2: Average set (≥4.0) of restricted elective courses - 12 credits ECTS</b>									
Genes, Populations and Evolution - <i>BEE orientation</i>	Lehmann L.	●				6	E	O	15
Data Science in Business Analytics - <i>BA orientation</i>	Shemendyuk A.	●				6	E	VCN	N/A
Optimization Methods in Management - <i>BA orientation</i>	Oeuvray R.	●				6	E	E	120
Marketing Science - <i>MKT orientation</i>	Clegg M.	●				6	E	VCN + ENEP	120
Strategic Marketing - <i>MKT orientation</i>	Engeler I.	●				6	E	VCN + ENEP	120
<b>MODULE 3: Restricted elective courses - 6 credits ECTS</b>									
Grand Challenges Strategy Project	Haack P.		●			6	E	VCN	N/A
Innovation Strategy Project ( <i>for SOL orientation only</i> )	Queiros R.		●			6	E	VCN	N/A
Strategy Development Project ( <i>for SOL orientation only</i> )	TBD		●			6	E	VCN	N/A
Sustainability Strategy Project	Aeschlimann S./Fischer C.		●			6	E	VCN	N/A
<b>MODULE 4: Optional courses - 18 credits ECTS</b>									
Advanced Project Management & Outsourcing in a Digital Era	Bienz P.		●			6	E	VCN	N/A
Innovation Law	Junod V.		●			3	E	VCN	N/A
Bargaining and Negotiations	Efferson C.		●			6	E	VCN + ENEP	120
Social Well Being	Petersen F.		●			6	E	VCN	N/A
Advanced issues in International and European Tax Law	Danon R.			●		3	E	E	120
Entrepreneurship, Innovation and Control Systems	Davila A.			●		3	E	VCN	N/A
La recherche dans tous ses états	Preissmann D.			●		3	F	VCN	N/A
Normes comptables internationales (IFRS)	Bianchi A.			●		3	F	ENEP	120
Strategic Pricing	Christen M.			●		3	E	VCN	N/A
Module 4 can be any course listed above and any course listed under Module 5 of other orientations (and that are not listed below). Company projects for other orientations are not open unless otherwise stated in SOL and BEE curriculums.									
<b>MODULE 5: Optional courses in the orientation - 36 credits ECTS</b>									
<b>SUBMODULE 5.1: Strategy (select at least 6 ECTS)</b>									
Advanced Strategy	Khan U.		●			6	E	VCN	N/A
Environmental Crisis and Societal Change	Palazzo G./Vedjovsky B.		●			3	E	VCN	N/A
International Strategy	Zanarone G.		●			6	E	VCN	N/A
Management of AI in Organizations	Shrestha Y.		●			6	E	VCN + ENEP	60
The Management of Risk, Reputation and Legitimacy	Haack P.		●			6	E	VCN	N/A
Applied Corporate Strategy	Poylo M. / Borghi G. / Barras N.			●		3	E	VCN	N/A
Business and Society - Corporate Sustainability	Philippe D.			●		6	E	VCN	N/A
Digital Strategies and Innovation	Missonier S.			●		6	F	VCN + ENEP	60
Entrepreneurship and Strategy (limited to 60 students)	Tsukanova T.			●		6	E	VCN	N/A
Human Decisions-Making and the SDGs	Vogt S.			●		6	E	VCN + ENEP	120
Social Innovation Lab (Limited to 15 students)	Romon Carnegie E.			●		3	F	VCN	N/A
Social Norms Change	Vogt S.			●		6	E	VCN	N/A
Strategic Management Control Systems	Davila T.			●		6	E	VCN	N/A
Strategy of Innovation	Peukert C.			●		3	E	VCN	N/A
Stratégies légales internationales I	Steinmann Th.			●		3	F	O	12
Stratégies légales internationales II	Steinmann Th.			●		3	F	O	12
Strategy in Digital Markets	Peukert C.			●		6	E	VCN + ENEP	60

SUBMODULE 5.2: Organizational behaviour (select at least 6 ECTS)										
Group Processes	Krings F.			●			6	E	VCN	N/A
Managing People: Organizational Design, Change, and Performance	Dietz J.			●			6	E	VCN	N/A
Power and Leadership	Tur B.			●			6	E	VCN	N/A
Simple Rules for Leadership and Strategy: a Practical Approach	Marewski J.			●			6	E	VCN	N/A
Evidence-Based Management	Dietz J.				●		6	E	VCN + ENEP	120
Heuristic Decision Making Strategies	Marewski J.				●		6	E	VCN	N/A
Human Behavior and Evolutionary Inference	Efferson C.				●		6	E	VCN	N/A
Leadership Development	Bendahan S.				●		3	E	VCN	N/A
Managerial Decision Making	Hoffrage U.				●		6	E	VCN	N/A
Unethical Decision Making – Advanced	Hoffrage U./Palazzo G.				●		3	E	VCN	N/A
Unethical Decision Making – Basics	Palazzo G./Hoffrage U.				●		3	E	VCN	N/A
MODULE 6: Master thesis - 30 credits ECTS										
SUBMODULE 6.1: Writing a thesis										
The Art of Writing a Master's Thesis	Philippe D.				●		3	E	VCN	N/A
SUBMODULE 6.2: Master thesis										
Thesis (Research or Internship)	Choose your thesis director					●	27	E/F	M	N/A

#### Thesis Information

1. Internships must be full time or at least 80% for a minimum of 12 weeks.
2. Only students having acquired 90 ECTS credits from Modules 1 to 5 are allowed to present their thesis.
3. [Research thesis guidelines here.](#)
4. [Internship thesis guidelines here.](#)

#### Legend:

ECTS: Credits

Language: Teaching language (F: French; E: English)

Type of Evaluation: E: Examen écrit; ENEP: Examen numérique en présentiel; O: Examen oral; VCN: Validation continue notée; M: mémoire; VCN+E: Validation continue notée et examen écrit; VCN+O: Validation continue notée et examen oral; VCN+ENEP: Validation continue notée et examen numérique en présentiel

Exam duration: per minute (N/A: non applicable; TBD: to be determined)

MKT: Marketing orientation

BEE: Behavior, Economics and Evolution orientation

BA: Business Analytics orientation

SOL: Strategy, Organization and Leadership orientation

#### General Information:

1. [Read the 2024-2025 Study Regulation](#)

2. Courses are delivered face-to-face on campus

3. Students can change orientation as long as they have completed the 12 credits ECTS of Module 2 corresponding to the new orientation. The request must be sent by email to [hecmaster@unil.ch](mailto:hecmaster@unil.ch) by the end of the first week of the spring semester (1st academic year).

4. The pandemic has shown us that circumstances beyond our control may require us to make the following adjustments to study plans during the academic year:

- possibility to switch from one teaching mode to another (face-to-face <-> distance learning, synchronous <-> asynchronous, switch to co-modal teaching where it was not foreseen at the beginning).
- adaptation of assessment without leading to derogations from the study regulations (oral <-> written, examination <-> validation, individual work <-> group work, practical work <-> theoretical work, in-person assessment <-> online assessment, etc.)
- alternative or shifted modalities for courses, internships, practical work, fieldwork and camps that could not take place or courses that could no longer take place in the form initially planned.

Students are invited to consult regularly the study plans, syllabi and their email.