

Università
della
Svizzera
italiana

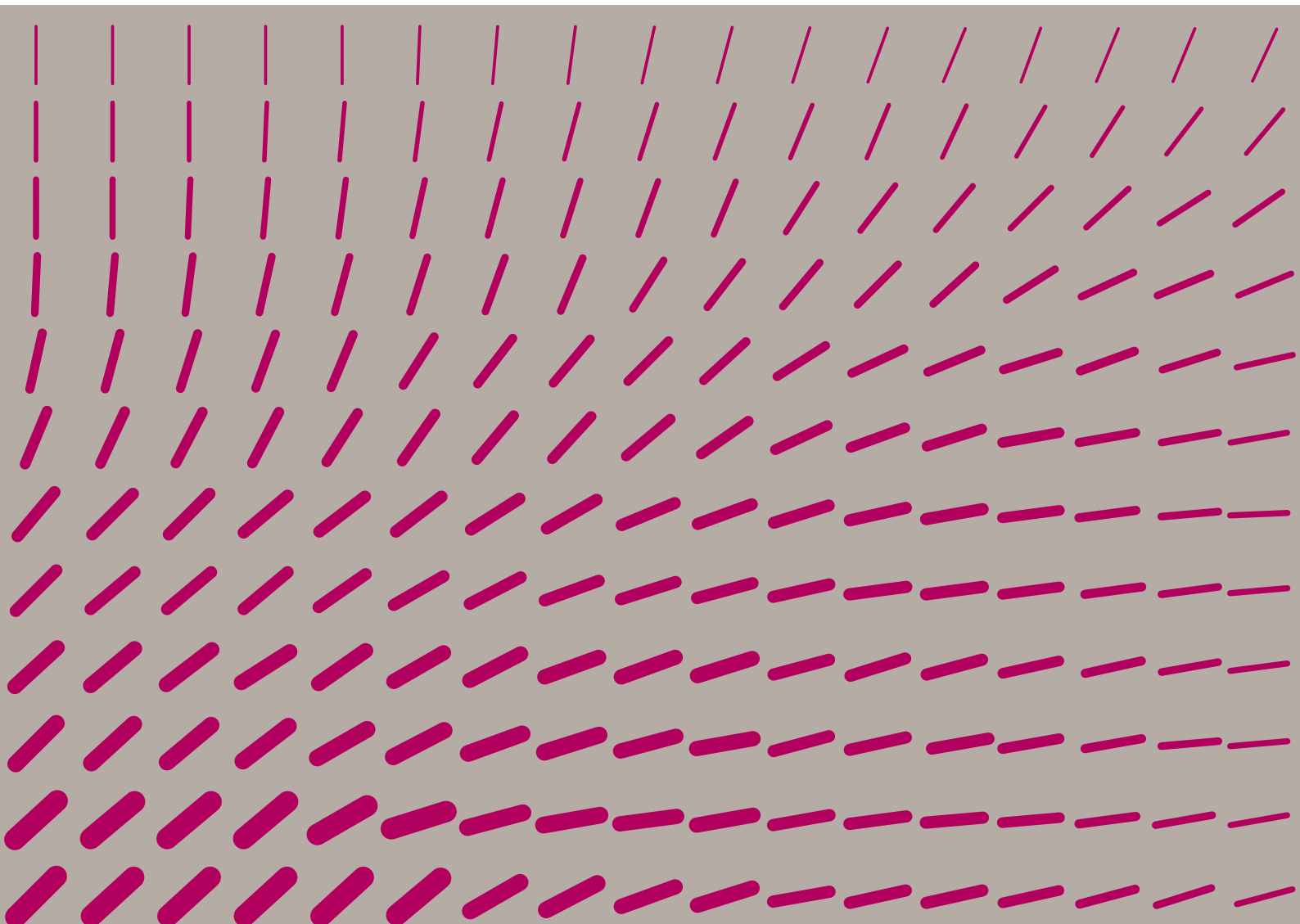
In cooperation with
UCLAAnderson
School of Management

A joint program with



CAS Certificate of Advanced Studies

Communications Management in a Complex Environment



Welcome

The complexity of the business environment, characterized by increasing uncertainty and ambiguity, growing interconnections, and faster dynamics, requires specific communication strategies. Designed for mid-career managers operating in communication-intensive functions (corporate communication, marketing, human resources, compliance), the *CAS Communications Management in a Complex Environment* program is offered by the Faculty of Communication Sciences of the Università della Svizzera italiana (USI). The certificate provides a unique opportunity to delve deeply both conceptually and experientially into the communication challenges of today's complex business world. Held in three campuses around the world, participants will study with peers enrolled in the MSc in Communication Management of Singapore Management University (SMU), enjoying a privileged setting for cross-cultural exchange.

Sessions take place at the Lee Kong Chian School of Business at SMU, University of California, Los Angeles (UCLA) Anderson School of Management, and USI Università della Svizzera italiana. At SMU, participants will investigate the specificities of the Asian context and their implications for communication. Specific management topics relevant for understanding the challenges of the current business environment are addressed during the UCLA session, providing the framework to fully appreciate the role of communication today. Finally, at USI, participants will zoom in on topics that are instrumental for successfully navigating today's environment. In particular, the dynamic nature of today's complex environment requires constant change management, a strong and sophisticated approach to branding that allows for interaction with a diverse array of stakeholders, and an understanding of the legal implications of a (digitally) interconnected world.

The CAS program delivers a balanced mix of academic teaching, combining theory with practice. Guest speakers and field visits complement the class activities. By encouraging participants to share their professional experience, the program provides a highly interactive learning environment. The professors' objective is to bring these experiences together, challenge the classroom discussion with new ideas, and provide frameworks that help participants analyze strategic issues and make sense of complexity.

The *CAS Communications Management in a Complex Environment* program takes place mostly during the summer, from the end of May to the end of September, allowing participants to optimize their time away from the office.




Prof. Francesco Lurati
Program Director
Università della Svizzera italiana

Quick facts

Number of contact days 22.5 (compatible with a 100% occupation)	Credits 17 ECTS
Locations and dates / Singapore (May 29-June 3, 2017) / Los Angeles (July 18-28, 2017) / Lugano (September 22-30, 2017)	Diploma awarded Certificate of Advanced Studies Università della Svizzera italiana, Faculty of Communication Sciences
Max class size 25	Tuition fee CHF 14'700

The program

The kick-off session will take place on April 29, 2017. The format of the session will be communicated to participants closer to the date.

Session 1: Singapore May 29-June 3, 2017	Session 2: Los Angeles July 18-28, 2017	Session 3: Lugano September 22-30, 2017
		
Societies, communities and governments across Asia	Fostering perceptions of fairness in complex organizational decision-making	Brand management
Leading organizations across cultures	Decision making in negotiation	Change management
Application sessions: communication planning in Asia	Global human resources management	Communication law
	Complexity and dynamism in the global economy	
	Corporate governance to improve an organization's ability to make the right decisions	
	Integration sessions: connecting management challenges to communication	

For detailed course descriptions, please visit <http://www.emscom.usi.ch/cas/curriculum> (desktop landing page)

Learning outcomes

Participants will learn how to:

- / understand the corporate and communication strategic challenges organizations face in today's complex world
- / appreciate the complexity generated by a multicultural environment
- / devise appropriate communication strategies to address the complex business environment
- / design effective brand strategies that allow effective communication across all stakeholder groups
- / design strategies of change for internally planned and externally imposed organizational changes
- / deal with legal issues raised for companies in the digital age

Pre-readings, tests and course papers

Each course requires some pre-reading to ensure that all participants are on the same page and to guarantee a high level of engagement and an interactive learning experience. The sessions at SMU and UCLA each require a course paper, due one month after the end of each session. The session at USI is followed by three written tests, taking place online on Saturday and Sunday one week after the end of the session.

Tests and papers are designed so that participants can demonstrate their ability to apply concepts instead of requiring details to be produced from memory. The tests are open book, meaning that a variety of sources, including course texts, can be consulted. Tests thus reflect a more realistic professional approach to solving a problem.

An engaged and international faculty

The faculty members are accomplished executive instructors with extensive experience in academia and knowledge of best practices in the world of business. They bring the latest theories, models, and strategies in communications and general management to the program. Their diverse international backgrounds are a key ingredient of the program's dynamic environment.



Mark Chong
Singapore Management University, SG

Application sessions



Leslie de Chernatony
Aston Business School, UK and USI Università della Svizzera italiana, CH

Brand management



Christopher Erickson
UCLA Anderson School of Management, US

Decision making in negotiation



Janis Forman
UCLA Anderson School of Management, US

Integration sessions



Gonzalo Freixes
UCLA Anderson School of Management, US

Corporate governance to improve an organization's ability to make the right decisions



Philippe Gilliéron
Université de Lausanne, CH

Communication law



John Hayes
Leeds University Business School, UK

Change management



Uday Karmarkar
UCLA Anderson School of Management, US

Complexity and dynamism in the global economy



David Lewin
UCLA Anderson School of Management, US

Global human resources management



Samson Lim
Singapore Management University, SG

Societies, communities and governments across Asia



Hwee Hoon Tan
Singapore Management University, SG

Leading organizations across cultures



Maia Young
UCLA Anderson School of Management, US

Fostering perceptions of fairness in complex organizational decision-making

For faculty bios, please visit <http://www.emscm.usi.ch/cas/cas-faculty> (desktop landing page)

An international program on three continents

To provide participants with a truly global perspective and the best international education possible, USI cooperates with two renowned business schools: UCLA Anderson School of Management and Lee Kong Chian School of Business at Singapore Management University. Sessions in Lugano, Singapore and Los Angeles are one to two weeks long.

USI Università della Svizzera italiana (USI), Lugano

Established in 1996 and part of the Swiss university system, USI is an international and multicultural university, with more than half of its students and professors coming from abroad. Its Faculty of Communication Sciences, which offers this Certificate of Advanced Studies, presents degrees at all levels of higher education: Bachelor, master, and doctoral programs are rounded off with lifelong learning curricula tailored for mid-career professionals. Located in Lugano, and in view of its geographic, political, and cultural position, USI acts as a bridge between Northern and Southern Europe, contributing to an ongoing dialogue and exchange between diverse scientific and cultural traditions.



Singapore Management University (SMU), Singapore

The country's first publicly funded autonomous university, SMU is rising to become the Southeast Asian hub for business research and management. Its Lee Kong Chian School of Business is a dynamic Asian business school with about 3,000 students and more than 100 full-time faculty members with postgraduate degrees from renowned universities around the world. SMU offers a number of undergraduate, master, executive, and doctoral programs. The unique location gives participants the opportunity to explore the leading hub in Asia for business, innovation, technology, and entrepreneurship and to gain insights into a region characterized by a diverse landscape of cultural practices, social structures, and political and economic systems.



The University of California, Los Angeles (UCLA), L.A.

UCLA is one of the oldest members of the University of California system and the most selective public university in the US. Founded in 1935, its Anderson School of Management has consistently been ranked a first tier business school, in both United States and international rankings, with faculty members globally renowned for their teaching excellence and research in advancing management thinking. California has always been known as an incubator of new ideas, new products and entrepreneurial spirit and Los Angeles emerged as a leading business, trade, and cultural center – a creative capital for the twenty-first century nurturing that spirit.



Registration

Target audience

This program is designed for mid-career managers operating in communication intensive functions (corporate communication, marketing, human resources, compliance). Candidates are highly motivated, energetic, and open-minded managers. Candidates are chosen both for the contribution they can make to the class and their potential to become truly global knowledge leaders with an integrated view of communication and management.

Admission

To be admitted to the CAS, candidates need:

- / A bachelor's or a master's degree (applications based on professional qualifications may also be considered)
- / A minimum of five years of relevant work experience in communication, advertising, or marketing
- / Leadership capability or potential

Admission deadline

The application deadline is April 15 of each year. As the program operates on a rolling admission policy, candidates are advised to start the application process as early as possible to secure their place.

Application package

You can request the application form at ilaria.juon@usi.ch or download it directly from our website: <http://www.emscom.usi.ch/cas/enrol-now>

Accommodations in Lugano, Singapore, and Los Angeles

The Università della Svizzera italiana is available to recommend accommodation options in Lugano, Singapore and Los Angeles, making sure that the participants are conveniently located within a short distance from the campuses.

Disclaimer

USI Università della Svizzera italiana makes every effort to ensure the accuracy of the content of this brochure, but reserves the right to make changes to the program and the content of the brochure at any time without prior notice.

Brochure version November 2016

Tuition fee

The total tuition fee for the CAS amounts to CHF 14'700, split into two installments. This sum includes:

- / Teaching and class activities
- / Test fees
- / Certificates of attendance from SMU and UCLA
- / Lecture materials (excluding books)
- / Company visits
- / Luncheon sessions with guest speakers
- / Coffee breaks

Cancellation policy

Should a participant withdraw before April 15, 2017, payment of 25% of the tuition fee is required. After this time, full payment of the tuition fee is required.

In the event of an insufficient number of applicants, USI reserves the right to cancel the program by April 15, 2017. In that case, the contract between the candidate and USI is voided.

Language of instruction

English

Program completion

To obtain the Certificate of Advanced Studies, the participant is required to pass all assessments and have a minimum of 80% presence in class.

Contact

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CAS Communications Management in
a Complex Environment
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