

UNIVERSITY OF  
LUCERNE

FACULTY OF ECONOMICS AND  
MANAGEMENT

# CAS AND MAS IN HUMANITARIAN LEADERSHIP



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The MAS in Humanitarian Leadership is an opportunity for managers at all levels to learn from peers and leading scholars in the field. This programme enables valuable insights on how to improve individual leadership skills and elevate a team's performance. Personally, the MAS has inspired me to strive for continual improvement as a manager in my day-to-day work.

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Håkon Jakob Røthing  
MAS in HL graduate and Head of  
Operations at Norwegian Red Cross



# CAS in Leading by Example

## Humanitarian Leadership

<b>Target Audience</b>	Staff members of the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), or National Red Cross / Red Crescent (RC/RC) Societies.
<b>Degree</b>	Certificate of Advanced Studies in Leading by Example of the University of Lucerne
<b>Governing Body</b>	Faculty of Economics and Management
<b>Academic Director</b>	Prof. Dr. Martina Caroni, LL.M. (Yale), Tenured Professor of International, Constitutional, and Comparative Law; Prof. Dr. Bruno Staffelbach, President of the University of Lucerne; Professor for Business Administration
<b>Partner</b>	International Committee of the Red Cross (ICRC)
<b>Scope</b>	10 ECTS points, distance learning and block course
<b>Duration</b>	30 weeks
<b>Next Start</b>	On request, multiple courses per year
<b>Registration Deadline</b>	On request
<b>Entry Requirements</b>	Working contract with the ICRC, IFRC, or a RC/RC society
<b>Fees</b>	On request
<b>Location</b>	Online
<b>Description</b>	<p>This course covers the following topics:</p> <ul style="list-style-type: none"><li>– Reflective and Double-Loop Learning for Leaders (Self-Awareness)</li><li>– Responsible, Collaborative, and Authentic Leadership</li><li>– Values and Motivational Drivers</li><li>– Resilience and Humanitarian Ethics</li></ul> <p>Participants will:</p> <ul style="list-style-type: none"><li>– be able to influence their workplace as a role model by virtue of leadership skills, attitudes, and behaviour.</li><li>– be able to take responsibility as a leader.</li><li>– acquire knowledge linked to different facets of multidisciplinary responses.</li></ul>
<b>Contact</b>	Thomas Knobel   <a href="mailto:thomas.knobel@unilu.ch">thomas.knobel@unilu.ch</a> +41 41 229 58 74   <a href="http://www.humanitarianleadership.ch">www.humanitarianleadership.ch</a>





# CAS in Leading High-Performing Multidisciplinary Teams

## Humanitarian Leadership

<b>Target Audience</b>	Staff members of the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), or National Red Cross / Red Crescent (RC/RC) Societies.
<b>Degree</b>	Certificate of Advanced Studies in Leading High-Performing Multidisciplinary Teams of the University of Lucerne
<b>Governing Body</b>	Faculty of Economics and Management
<b>Academic Director</b>	Prof. Dr. Martina Caroni, LL.M. (Yale), Tenured Professor of International, Constitutional, and Comparative Law; Prof. Dr. Bruno Staffelbach, President of the University of Lucerne; Professor for Business Administration
<b>Partner</b>	International Committee of the Red Cross (ICRC)
<b>Scope</b>	10 ECTS points, distance learning, and block course
<b>Duration</b>	30 weeks
<b>Next Start</b>	On request, multiple courses per year
<b>Registration Deadline</b>	On request
<b>Entry Requirements</b>	Working contract with the ICRC, IFRC, or a RC/RC society; CAS in Leading by Example of the University of Lucerne passed
<b>Fees</b>	On request
<b>Location</b>	Online
<b>Description</b>	<p>This course encompasses the following topics:</p> <ul style="list-style-type: none"><li>– Effective Teams</li><li>– Diversity and Inclusion</li><li>– Team Dynamics</li><li>– High Performing Teams in the ICRC</li><li>– Leading my Team</li></ul> <p>As main objectives, participants will learn to:</p> <ul style="list-style-type: none"><li>– understand how diverse and multidisciplinary teams work.</li><li>– increase their competence, and commitment to lead effectively performing teams.</li></ul>
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# CAS in Leading Complex Operations and Transformations

## Humanitarian Leadership

<b>Target Audience</b>	Staff members of the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), or National Red Cross / Red Crescent (RC/RC) Societies.
<b>Degree</b>	Certificate of Advanced Studies in Leading Complex Operations and Transformations of the University of Lucerne
<b>Governing Body</b>	Faculty of Economics and Management
<b>Academic Director</b>	Prof. Dr. Martina Caroni, LL.M. (Yale), Tenured Professor of International, Constitutional, and Comparative Law; Prof. Dr. Bruno Staffelbach, President of the University of Lucerne; Professor for Business Administration
<b>Partner</b>	International Committee of the Red Cross (ICRC)
<b>Scope</b>	10 ECTS points, distance learning, and block course
<b>Duration</b>	30 weeks
<b>Next Start</b>	On request, multiple courses per year
<b>Registration Deadline</b>	On request
<b>Entry Requirements</b>	Working contract with the ICRC, IFRC, or a RC/RC society; CAS in Leading High-Performing Multidisciplinary Teams of the University of Lucerne passed
<b>Fees</b>	On request
<b>Location</b>	Online
<b>Description</b>	<p>This course covers the following topics:</p> <ul style="list-style-type: none"><li>– Strategy and Strategic Thinking</li><li>– Change Management and Transformation</li><li>– Partnership and Networking</li><li>– Organisational Resilience</li></ul> <p>Concerning learning objectives, this course focuses on:</p> <ul style="list-style-type: none"><li>– strengthening participants' strategic mind-sets.</li><li>– increasing participants' abilities to lead transformation.</li><li>– understanding how to turn challenges into opportunities.</li></ul>
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# MAS in Humanitarian Leadership

<b>Target Audience</b>	Staff members of the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), or National Red Cross / Red Crescent (RC/RC) Societies.
<b>Degree</b>	Master of Advanced Studies in Humanitarian Leadership of the University of Lucerne
<b>Governing Body</b>	Faculty of Economics and Management
<b>Academic Director</b>	Prof. Dr. Martina Caroni, LL.M. (Yale), Tenured Professor of International, Constitutional, and Comparative Law; Prof. Dr. Bruno Staffelbach, President of the University of Lucerne; Professor for Business Administration
<b>Partner</b>	International Committee of the Red Cross (ICRC)
<b>Scope</b>	60 ECTS points; 3 CAS courses, MAS module, and master thesis. All courses include a blend of self-learning, group work, and block course.
<b>Duration</b>	3 years
<b>Next Start</b>	February 2026
<b>Registration Deadline</b>	September 2025
<b>Entry Requirements</b>	Working contract with the ICRC, IFRC, or a RC/RC society; CAS in Leading Complex Operations and Transformations of the University of Lucerne passed; Higher education degree, applications without a university degree are possible on request.
<b>Fees</b>	9500.– for the Master Module and Thesis
<b>Location</b>	Online
<b>Description</b>	<p>'Leading into the Emerging Future' is the central theme of the MAS in Humanitarian Leadership. Participants learn to build a strategic mindset to make sound decisions and lead effectively, particularly in complex and uncertain situations.</p> <p>The MAS thesis allows participants to:</p> <ul style="list-style-type: none"><li>– prove their scientific knowledge and specialise in a leadership topic</li><li>– translate their learning into research</li><li>– contribute to the body of knowledge regarding leadership in the humanitarian sector.</li></ul>
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