

**Master in Marketing and
Transformative Economy (MMTE)**



Università
della
Svizzera
italiana

Third semester 2027



MMTE Class meeting
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MMTE Programme Structure

SEMESTER I	SEMESTER II	SEMESTER III	SEMESTER IV
CORE COURSES	CORE COURSES	SPECIALISATIONS	WORK EXPERIENCE
MARKETING AREA - Orthodox and Critical Perspectives in Marketing - Digital Challenges in Marketing and Big Data - Qualitative Marketing Research and Data Analysis - Marketing Metrics and Social Impact Measurement - Business Communication Laws in the Digital Age	MARKETING AREA - Post-Growth Marketing - Business Markets and Industrial Relations - Critical Consumer Behaviour - Market System Dynamics - Quantitative Marketing Research and Statistical Data Analysis	SPECIALISATION AREAS - Customer Experience & Value - Visual & Material Culture - Crossmedia, Transmedia, & Multimodal Communication - CSR & the Common Good - Organisation & HR Management - Strategy & Entrepreneurship - Cinema & Audiovisual Futures	CAPSTONES Field Project (recommended)
		OR	OR
			Internship (upon request)
			PROFESSIONALISATION Professionalising Courses (skills)
			OR
			Master Thesis
EDUCATION		PROFESSIONALISATION	

If you stay in USI...



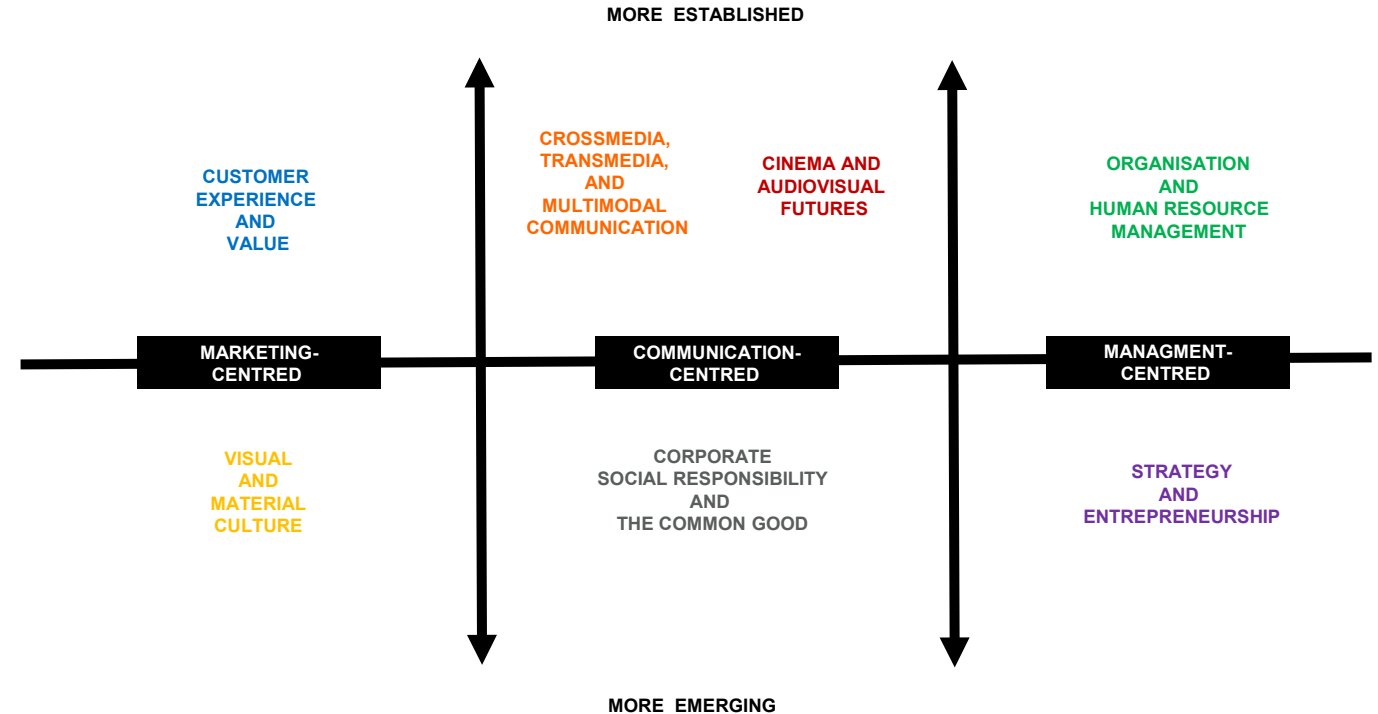
Specialization options

How to earn a specialisation?

- Undertaking a specialization is **not mandatory**
- **Recommendation to undertake one** - in order to maximize your CV's readability and attractiveness for the job market.
- **Specialisation areas** range from established to emerging, and spanning from more marketing-centred to more communication-centred, and to more management-centered.

Seven specialisation areas:

- Each area is worth 18 ECTS and is composed of courses that do not overlap.
- The remaining 12 ECTS can be chosen from courses offered in other thematic areas or from the list of recommended courses.



Customer Experience and Value



Specialization area #1

Customer Experience and Value

Description

Since its foundation, marketing has placed the creation of value for the customer at the centre of its process. What does customer value mean? What types of offers can a customer receive? How does sales and retailing affect the value perceived by the customer? And how do neurosciences help us understand the customer? This thematic area aims to answer these central questions, differentiating between product, service, and experience, considering go-to-market strategies, and placing neuromarketing alongside cultural marketing perspectives.

Related professions

Market Analyst; Data Analyst; Brand & Sales Insight Manager; Loyalty Marketing Manager; Product Manager; Assistant Buyer; Category Manager; Trade Marketing Manager; Customer Experience Designer

Customer Experience and Relationship

Management - 6 ECTS

Customer Value and (Post)ownership - 3 ECTS

Go to Market - 6 ECTS

Neuromarketing - 3 ECTS

Visual and Material Culture



Specialization area #2

Visual and Material Culture

Description

Since the 80s it has been accepted that consumption does not only serve to fulfil functional needs. If we no longer live in a product economy, how can we qualify the economy within which marketing operates? How do the signifiers of consumption work and how are they circulated across touchpoints? How do the media industry and marketing relate to each other in a market increasingly centred on narrative content? This thematic area aims to answer these central questions, relating the economic sphere of the market to that of social life. Advertising and its representations, branding and creativity, commercial, musical, informative, and entertainment content are the eclectic resources today's marketing managers must master.

Related professions

Junior Consultant; Hybrid Designer Researcher; Design Entrepreneur; Entrepreneur Market Analyst; Brand Manager; Communication Manager; Data Analyst; Brand & Sales Insight Manager.

Consumer Culture - 6 ECTS

**Advertising and
Consumer Representations - 3 ECTS**

Transmedia Narratives - 3 ECTS

**Brand Management: Strategic Design and
Creative Applications - 6 ECTS**

Crossmedia, Transmedia, and Multimodal Communication



Specialization area #3

Crossmedia, Transmedia, and Multimodal Communication

Description

Relying upon an interpretation of companies as networks of conversations with multiple stakeholders and audiences, this thematic area addresses the emerging challenges of today's communication and its fragmentation around the multiple touchpoints punctuating the stakeholder-company relationships. How do the multiple off- and on-line media operate? What is the role of traditional and new media? How can managers design meaningful content for a variety of publics? Courses contrast a crossmedia perspective, which leads to considering how the same communicative content must be adapted to different media/touchpoints, to a transmedia perspective, which instead explores how the communicative content can be split and dispatched across various media. Last, the thematic area covers the multimodal (e.g. verbal and visual) nature of today's contents and its effects.

Related professions

Market Analyst; Communication Specialist; Public Relations Specialist; Special Events Planner; Marketing; Copywriter; Media Planner; Media Buyer; Media Relations Manager; Government Affairs Manager; Social Media Manager; Content Media Manager; Digital Marketing Assistant; Web Marketing Manager; E-commerce Assistant.

Social Media Management - 6 ECTS

Online Communication Design - 3 ECTS

The Platform Society - 3 ECTS

Transmedia Narratives - 3 ECTS

**Advertising and
Consumer Representations - 3 ECTS**

Corporate Social Responsibility and the Common Good



Specialization area #4

Corporate Social Responsibility and the Common Good

Description

Companies do not operate in a vacuum. Whom are their activities and behaviours affecting? How are communication processes contributing to personal and collective wellbeing? Which tensions derive from the business-ethics dyad? How does responsibility unfold in profit and not-for-profit contexts? This thematic area integrates companies' different internal and external stakeholders, their continuous complex conversations, and the evolving expectations that shape society and its norms. Today's companies must prove they contribute to the common good to ensure legitimacy. To succeed, marketing managers need bold philosophical, conceptual, and instrumental tools to act profitably and responsibly.

Related professions

Compliance Manager; Corporate Identity Manager; CSR & Sustainability Specialist; Well-being Specialist; Junior Consultant; Charity Sector Marketing Specialist; Corporate Recruiter.

Customer Value and (Post)ownership - 3 ECTS

Communication and Marketing Ethics - 3 ECTS

Business Ethics - 3 ECTS

Social Marketing - 6 ECTS

Intercultural Communication - 3 ECTS

Organisation and Human Resource Management



Specialization area #5

Organisation and Human Resource Management

Description

What does it mean to organise a team or an activity? How do people act in organisational contexts? What is leadership and how can it be developed and deployed? Concerned with organising and decision making, this thematic area aims at improving future managers' capabilities in handling, leading, and motivating people, learning from previous experiences, increasing the rationality of decisions, and not being fooled by the seemingly obvious, though highly questionable, outcomes of management. From a marketing viewpoint, organisational skills are especially relevant to support internal marketing strategies (e.g. employee engagement plans, employer branding), team management (e.g., in sales), and management by objectives.

Related professions

Employer Branding Specialist; Recruitment Marketing Specialist; Recruitment Consultant; Corporate Recruiter; Corporate Identity Manager; Trade Marketing Coordinator; Project Management Coordinator; Project Analyst; Project Manager.

Organizational behavior – 6 ECTS

Business Ethics - 3 ECTS

Negotiation - 3 ECTS

Project Management - 3 ECTS

Diversity and Inclusion - 3 ECTS

Strategy and Entrepreneurship



Specialization area #6

Strategy and Entrepreneurship

Description

Today's markets are increasingly disrupted by technological change and social and demographic transformations that require continuous and systematic business model innovation. How can managers act more entrepreneurially when approaching daily business? How can business and social innovation coexist? What are the core competencies to lead new and innovative enterprises? This thematic area combines training in strategic management aimed at growing entrepreneurial attitudes and processing skills. These core competences are reinterpreted and enriched through the lenses of business ethics and operationally translated into negotiation, project management and business plan writing skills.

Related professions

Junior Business Analyst; Junior Consultant; Product Strategist; Junior Innovation Consultant; Innovation Project Manager; Project Analyst; Project Management Coordinator; Business Development Coordinator.

Corporate Strategy - 6 ECTS

Negotiation - 3 ECTS

Social Innovation - 3 ECTS

Business Plans and Business Models - 3 ECTS

Applied Digital Entrepreneurship - 3 ECTS

Cinema and Audiovisual Futures



Specialization area #7

Cinema and Audiovisual Futures

Description

How will cinema and moving images evolve in the years to come? What are the novel methods to operate in the audiovisual context? This thematic area explores various contemporary forces shaping cinema and audiovisual culture. Courses will incorporate historical, industrial, and aesthetic appreciations of cinema as well as new forms of interactive and networked media that have moved into the mainstream. The thematic area offers unique opportunities for students to put their insights into practice by producing their audiovisual essays and engaging with the Locarno Film Festival as a local cinematic institution with a global reach. In doing so, the thematic area provides fresh engagements with cinema and audiovisual media to thoroughly grasp their roles in future society and culture.

Related professions

Communication Specialist; Audiovisual Content Media Manager; Creativity Strategist; Social Media Manager; Public Relations Specialist; Special Events Planner.

Digital Screen Futures: Transformation and Innovation in Cinema and Media - 6 ECTS

Video Essay for Communications, Culture and Society - 6 ECTS

The Platform Society - 3 ECTS

Cinema and Visual Arts - 3 ECTS

+ 12 ECTS

The remaining 12 ECTS can be chosen from:

- Courses offered in other thematic areas
- The list of recommended courses
- Other electives offered by USI

Analytical Thinking - 3 ECTS

Argumentation in Conflict Resolution - 3 ECTS

Communication Strategies in Financial Disclosure - 3 ECTS

Enterprise Resource Planning - 6 ECTS

Industrial Organization - 6 ECTS

Online Communication Design - 6 3ECTS

User Experience Design - 6 ECTS

...and courses from the other thematic areas

Recommendations

How to choose the right specialisation?

- Select specialisation area in line with
(1) your background competences (education + personal interests); and
(2) your professional goals.
- **Create a mix** of established and less-established courses.
- **Identify 2-3 professional roles** that you are especially interested in for your professional future and select courses that will help establish the skills necessary to apply for these positions (yet, also make sure you have a professional path that is suitable for them).
- **Allow yourself a treat!**
If you have a curiosity, why not to select a course satisfying it (with no further professional consideration)?



If you go elsewhere...



Exchange programmes in Switzerland and abroad

The Master in Marketing and Transformative Economy encourages its students to explore their personal interests and career opportunities via a number of modes, including among others an exchange semester. Currently, MMTE students can choose among structured or unstructured exchanges in Switzerland and abroad to undertake in their third semester of the programme.

1

Structured exchange programme

2

International exchange

3

Swiss mobility

Structured exchange programmes



Option #1

Structured exchange programmes

What is a “structure exchange”?

- Structured exchanges are “pre-arranged” exchange programmes, where the students follow a pre-established study plan without the need to deal with the overlaps or conflicts between the courses provided in USI and those of the host university.
- As such, the courses included in the structured exchange programmes are pre-approved by both Universities, saving students’ time and efforts.
- Moreover, through the selection of a small number of renowned universities, structured exchanges provide MMTE students with a chance to undertake high-quality specialisations in close affinity and/or complementarity with the MMTE study programme.

To access MMTE’s structured exchange programmes, students must have an average grade above 7,5

Southern Denmark University (SDU), Odense, Denmark



- **Brand Management and Marketing Communication**

Mandatory:

[Advanced Brand Management](#) (10 ECTS)

[Advanced Marketing Communication](#) (10 ECTS)

One course chosen from:

[Behavioural Economics](#) (10 ECTS)

[Corporate Governance and Business Ethics](#) (10 ECTS)

[Doing Business in Emerging Markets](#) (10 ECTS)

[Marketing across Cultures](#) (10 ECTS)

- **Global Marketing and Consumer Culture**

Mandatory:

[Marketing across Cultures](#) (10 ECTS)

[Doing Business in Emerging Markets](#) (10 ECTS)

One course chosen from:

[Innovation Management](#) (10 ECTS)

[Advanced Brand Management](#) (10 ECTS)

[International Business Strategy](#) (10 ECTS)

[International Strategic Partnerships](#) (10 ECTS)

- **Market Anthropology**

Mandatory:

[Science, Technology and Society](#) (10 ECTS)

[Marketing across Cultures](#) (10 ECTS)

[Doing Business in Emerging Markets](#) (10 ECTS)

4 spots reserved for MMTE



Imperial College Business School, London, UK



Some examples: *

Code	Description
BUSI70023	Consumer Behaviour
BUSI70031	Design Thinking for Innovation*
BUSI70040	Family Business
BUSI70075	Strategic Sales Management*
BUSI70005	Advanced Corporate Finance*
BUSI70011	Business Analytics
BUSI70060	Management, Strategy, and Innovation in FinTech
BUSI70073	Project Management A

*Courses are defined on yearly basis

3 spots reserved for MMTE



***For specific questions and inquiries about exchange with Imperial – email ksenia.silchenko@usi.ch

International exchange programmes

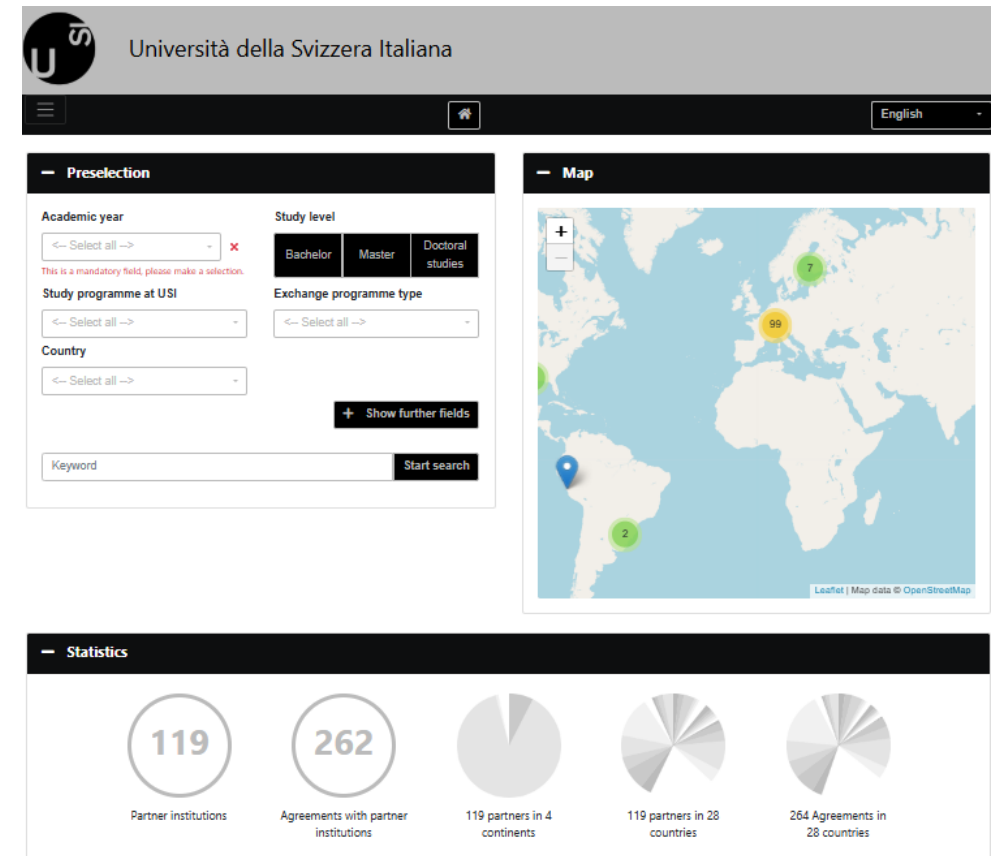


Option #2

International exchange programmes (SEMP and bilateral agreements)

What is an “international exchange programme”?

- International exchange programmes entail students to make **an independent choice** of the University for an exchange semester from the list of USI partner universities, followed by **definition of a study plan** to follow while abroad.
- The proposed study plan needs to be approved by the Master’s Director, while USI’s International Relations Office and the MMTE Coordinator provide information and support throughout.
- Students are free to choose from either recommended or other options from the extensive list of USI partners. However, the choice is subject to approval by the Master’s Direction based on the proposed study plan (i.e., learning agreement).



Swiss Mobility



Option #3

Swiss mobility programme

What is a “Swiss mobility”?

- The Swiss mobility is an unstructured ‘free’ exchange, where students can choose among other Swiss Universities and build their own study plan, subject to approval by the Master’s Director.
- Swiss University partners generally have less strict place limitations and do not require additional administrative hurdles (such as visas or permits), while offering a range of destinations with distinct cultural and linguistic environments.

Swiss Universities

University	Language of Instruction
<u>Universität Basel</u>	English and German
<u>Universität Bern</u>	Primarily German
<u>Universität Luzern</u>	English and German
<u>Universität St. Gallen</u>	English and German
<u>Universität Zürich</u>	English and German
<u>Université de Fribourg</u>	English, French and German
<u>Université de Genève</u>	English and French
<u>Université de Lausanne</u>	English and French
<u>Université de Neuchâtel</u>	English and French

If you opt for an exchange semester...

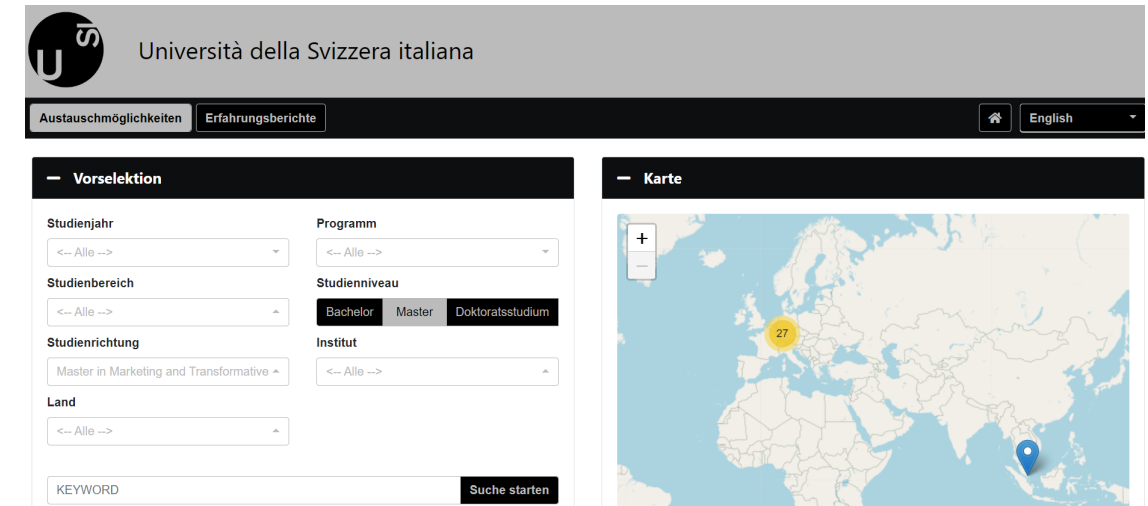
How to choose a destination?

- Narrow down your selection of exchange destinations to **two options** (in order of preference)

Application process step-by-step:

- Submit your application using Mobility Online by **15/01/2027, 23:59** and complete your application by **3/02/2027, 23:59**.
- For your first choice destination – include the list of Master's level courses (30 ECTS in total) that you plan to follow. For your second choice – prepare the course list in advance (and keep it saved and handy).
- During the application and evaluation period, your destination and courses will be subjected to check and approval by MMTE. Applicants will be contacted via Mobility Online for eventual corrections and/or clarifications.
- Placement decisions will be communicated shortly **in the end of February 2026**.

Note that the destination and the list of courses needs to be approved by MMTE



***** Application for a structured exchange with Imperial College London has a different flow and timeline.**

For further info on exchange...

USI International relations pages:

- <https://www.usi.ch/en/university/info/relint/exchange/students>
- <https://www.usi.ch/en/university/info/relint/exchange/partner-universities>



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A dark background with a lit sparkler on the left side, creating a burst of bright orange and yellow sparks that radiate outwards. The sparks are concentrated in the lower-left quadrant and trail upwards and to the right.

MASTER IN MARKETING AND TRANSFORMATIVE ECONOMY

today for tomorrow.