

Università
della
Svizzera
italiana

MASHLM
Humanitarian
Logistics and
Management

The way forward for your humanitarian career.



“**MASHLM** is a part-time program
for full-time humanitarians.
The courses are practical and
bridge the gaps between
strategy, tactics, and operations.”



Prof. Paulo Gonçalves,
Founder and Director MASHLM

THE WAY FOWARD FOR YOUR HUMANITARIAN CAREER

EXECUTIVE MASTER IN HUMANITARIAN LOGISTICS AND MANAGEMENT

MASHLM is designed for humanitarian professionals who want to enhance their careers and advance in the key areas of supply chain management, process and project management, strategic management, and humanitarian action.

This one year program is conducted in 6 one-week sessions in Lugano, Switzerland.

The part-time format allows you to earn your Master's degree while working full-time.

OUR VISION

To **become** the premier educational program that supports the global humanitarian community to improve its understanding of the challenges and opportunities in humanitarian emergencies.

To **help** practitioners and organizations improve their performance in humanitarian operations.

OUR MISSION

To **engage** in humanitarian teaching and educational services, applied humanitarian research, and policy development.

To **provide** humanitarian organizations with the tools and methods that allow them to improve the quality of their operations.

To **develop** and implement high quality applied research impacting the humanitarian sector.

WHY THE MASHLM?

We combine theory and practice in 3 ways to generate real impact.

- | The use of advanced tools and methods applied to practical humanitarian challenges.
- | The focus on implementation of relevant theory to improve practice.
- | The learning across projects, organizations, and experienced participants.

As a participant of MASHLM you benefit from:

FORMAT: You continue to work full time while earning your degree.

IMPACT: You can immediately apply the tools and methodologies learned in class. You learn key skills through real-world humanitarian challenges.

FUTURE: You gain core skills that employers need. MASHLM students have been rewarded with greater responsibility, promotions, and career advancement.

NETWORK: You are welcomed into our global community made up of your peers and faculty from all over the world, from a wide range of organizations. You can tap into this network to bring a global perspective to your humanitarian issues.

FACULTY: You work in small groups with experts and scholars from leading universities and humanitarian organizations including MIT, Georgia Tech, USAID, and the Red Cross.

LEAN SIGMA SIX: You earn a Lean Six Sigma (LSS) Green Belt CERTIFICATION in addition to your Master (MAS) degree.



Anne Ukwuague

MASHLM 2015

United Nations Children's Fund (UNICEF), Nigeria
Logistics Officer – Surge Operations

“I am conceptualizing the start-up of schools in rural areas and introducing humanitarian and logistics studies in universities. I would never have thought of all these if I did not pass through MASHLM.”

Anne's work was featured in UNICEF's
Nepal Earthquake: Six Months Review.

MASHLM PARTICIPANT PROFILE

MASHLM classes are filled with professionals from all over the world working in multiple fields within the humanitarian context including logistics, procurement, operations, procurement, HR, ICT, child protection and transportation.

Their diverse cultural backgrounds, wide ranging professional experience, and passion for the learning provide a unique learning environment.

Each class is made unique by your presence, your experience, and what you bring to the discussions.



Alfred Kashweka

MASHLM 2014

Save the Children UK, Nigeria
Senior Procurement Expert

*"I feel more strategic.
Now I'm capable of handling
any complex situation
in the humanitarian sector."*

YOUR CHALLENGE IS OUR EXPERTISE

As a **humanitarian or logistics** professional, your challenges in supply chain management and humanitarian actions are our field of expertise.

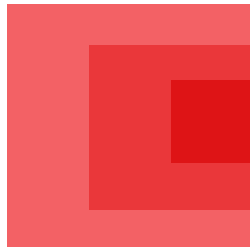
Our goal is to enable you to continuously improve your organization's standards by providing proven tools and methods to positively impact the quality of your operations.

Our core academic areas are developed with an experienced faculty from top universities such as MIT and Harvard, and from renowned organizations such as the Red Cross and UN.

Previous participants from UNICEF and United Nations have consistently reported how our program was beneficial for their daily challenges and for their career.

The HUMLOG Institute in Finland has awarded the best Master Thesis of the year to 6 of our MASHLM Alumni.

Therefore, we guarantee that, as an humanitarian or logistics professional, you will greatly benefit from this transformative experience at the MASHLM.





Soheib Elsheikh A Bagi

MASHLM 2017

UNICEF, Sudan

IT Solutions and Services Division

Supervisor evaluation:

“Since Soheib started this course in Switzerland, he has developed even more in his technical and management skills. I strongly believe that this course will be of immense benefit to the staff and even more to the organization and its mandate.”

Ibrahim Conteh, Chief of Field Office
and former supervisor.

A DYNAMIC AND INNOVATIVE CURRICULUM

Your real world humanitarian challenges are addressed in the classroom by expert professors and experienced peers providing you a balanced mix of academic and practical teaching.

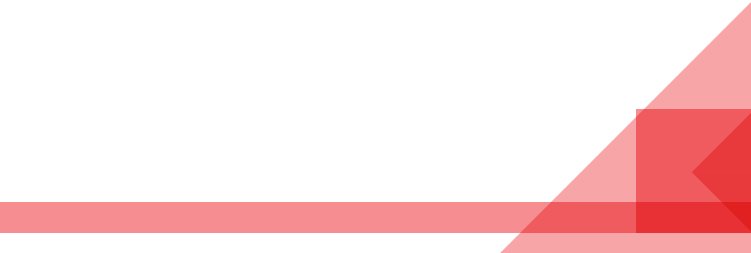
Games, seminars, simulations, case studies, and projects complement traditional lectures.

Upon completion, you will be awarded an Swiss Master of advanced Study degree and a Lean Six Sigma Green Belt from the Università della Svizzera italiana.

AN INTERNATIONAL FACULTY

Our faculty at MASHLM come from all over the world.

Their diverse cultural backgrounds, professionalism, and passion for the program unite to create an unparalleled learning experience.



MASHLM PROGRAM

Supply Chain Management	Supply Chain Principles System Dynamics & Operations Supply Chain Mngt. Optimization Models Transportation Mngt. Procurement
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Process and Project Management	Project Management Principles Project Strategy & Scenario Planning Process Management and Lean Six Sigma Disaster Risk Reduction
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Strategic Management	Strategic Planning Project Development Managerial Accounting Crisis Information Management
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Humanitarian Action	Introduction to Humanitarian Action Legal Aspects Needs Assessment Monitoring & Evaluation Fundraising Security Simulation in Delivery of Humanitarian Assistance
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Research Methods	Research Methods I Analytical Thinking Research Methods II Statistics
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Thesis	Applied Master Thesis
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Abdul Zia Noori

MASHLM 2015

Aga Khan Foundation, Afghanistan

Deputy Director Operations

“To be recognized as a professional or to compete for jobs in Afghanistan or globally, you need to have a degree, and the MASHLM degree gives me the confidence to do so. You have to work on your capacity, you have to keep learning.”

BLOCK 1

Objectives

This block aims at familiarizing participants with the environment in which international Humanitarian Action takes place, as well as with the range of humanitarian institutions and their relations with various categories of stakeholders. It also covers the operational and strategic aspects of all the elements or components of the logistics process from a Supply Chain Management perspective. It includes as well Transportation Management and Procurement, exploring transportation issues and presenting analytical and managerial approaches to address the issues, and positioning transportation as a key component in the overall supply chain.

Courses

| Humanitarian Action
| Supply Chain Principles
| Transportation Mngt.
| Procurement

Block 1	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
	Sun	Mon	Tue	Wed	Thu	Fri	Sat
	26-Aug-18	27-Aug-18	28-Aug-18	29-Aug-18	30-Aug-18	31-Aug-18	1-Sep-18
Orientation		Beer Game	Humanitarian Action	Supply Chain Principles	Supply Chain Principles	Supply Chain Principles	Procurement
		Humanitarian Action				Transportation Management	
		Tutorial with PhD students	Seminar		Tutorial with PhD students		

BLOCK 2

Objectives

This block covers the basic principles and advanced methods of Project Management for managing complex projects. It also exposes you to the principles of Process Management which will help you understand, analyze, improve and manage processes in Humanitarian Logistics.

Two major approaches for process improvement emerged separately in the 20th century and have come to be known as “Lean” and “Six Sigma” methodologies. Lean improvements focus on process speed and waste removal, while Six Sigma focuses on the removal of process defects for quality improvements and the reduction of process variability.

Courses

| Project Mngt.
| Process Mngt.
| Lean Six Sigma

Block 2	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
	Sun	Mon	Tue	Wed	Thu	Fri	Sat
	14-Oct-18	15-Oct-18	16-Oct-18	17-Oct-18	18-Oct-18	19-Oct-18	20-Oct-18
	Project Management Principles	Project Management Principles	Proj. Mngt. Principles	Process Management	Process Management	Lean Six Sigma	Lean Six Sigma
			Process Management		Lean Six Sigma		
		Tutorial with PhD students	Seminar		Tutorial with PhD students		

BLOCK 3

Objectives

This block covers Strategic Planning, which examines concepts, tools, and processes for planning and executing an organization's strategy, the "big-picture" approach to making decisions and allocating resources to achieve long-term goals related to its mission. It also includes Analytical Thinking and Thesis Methodology, both aiming at transferring the basic knowledge on conducting empirical research. Participants should be able to conduct an empirical research project by themselves. Lastly, Scenario Planning is a discipline that examines concepts, tools, and a method for conducting scenario analysis, defining strategic project objectives and project strategy, and allocating resources to a portfolio of strategic projects.

Courses

| Analytical Thinking
| Strategic Planning
| Scenario Planning

Block 3	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
	Sun	Mon	Tue	Wed	Thu	Fri	Sat
	2-Dec-18	3-Dec-18	4-Dec-18	5-Dec-18	6-Dec-18	7-Dec-18	8-Dec-18
	Lean Six Sigma Presentations	Analytical Thinking	Strategic Planning	Strategic Planning	Strategic Planning	Scenario Planning	Scenario Planning
Analytical Thinking	Thesis Methodology	Scenario Planning					
Tutorial with PhD students		Seminar		Tutorial with PhD students			

BLOCK 4

Objectives

This block introduces you to System Dynamics modeling with an emphasis on supply chain management issues. You will learn to visualize supply chains and other systems in terms of the structures and policies that create dynamics and regulate performance. The Statistics course familiarizes participants with statistical theory, tools, and methods required for business systems analysis and improvement, emphasizing their application in real life situations.

With Managerial Accounting you will learn financial and managerial accounting, by gaining experience with the basic terminology and tools to prepare and read a set of financial statements and also, the use of accounting information for internal planning and decision-making.

Courses

| Project Development
| Statistics
| Managerial Accounting
| System Dynamics

Finally, Project Development exposes participants to pressing societal needs, then introduces them to the concepts and techniques associated with human-centered design for social innovation. Through a combination of methods, such as ideation and prototyping students learn to design robust ideas for social innovations.

Block 4	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
	Sun	Mon	Tue	Wed	Thu	Fri	Sat
	3-Feb-19	4-Feb-19	5-Feb-19	6-Feb-19	7-Feb-19	8-Feb-19	9-Feb-19
	Project Development	Project Development	Project Development	Statistics	Managerial Accounting	System Dynamics	System Dynamics
		Tutorial with PhD students				Tutorial with PhD students	
			Seminar				

BLOCK 5

Objectives

This block is designed to familiarize participants with analytical models from Operations & Supply Chain Management that can aid in making distribution and routing decisions such as: Where and when to procure? Where to store? How to transport? It also focuses on modeling and analyzing the trade-offs between cost and speed of delivery and the role of uncertainty.

The Optimization Models course introduces you to the management science techniques for the analysis and improvement of humanitarian systems. The techniques, including linear and integer programming, and goal programming, will be illustrated through examples and case studies derived from humanitarian applications.

Courses

- | Operations & Supply Chain Mngt.
- | Optimization Models
- | Crisis Information Mngt.
- | Needs Assessment

Lastly, Crisis Information Management session explores the main aspects for effective management of information in a crisis, while covering the basic components of Needs Assessment in a humanitarian situation and analytical process to classify the severity.

Block 5	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
	Sun 28-Apr-19	Mon 29-Apr-19	Tue 30-Apr-19	Wed 1-May-19	Thu 2-May-19	Fri 3-May-19	Sat 4-May-19
	Proj. Development Presentations	Operations & Supply Chain Management	Operations & Supply Chain Management	Optimization Models	Optimization Models	Optimization Models Crisis Information Management	Crisis Information Management + Needs Assessment
		Tutorial with PhD students		Seminar		Tutorial with PhD students	

BLOCK 6

Objectives

This final block is designed to provide participants with background on the humanitarian system and the tools and approaches required to deal with the changing nature of humanitarian preparedness and response in the field and at headquarters.

With a core focus on vulnerability, participants will apply and critically review emergency-oriented approaches to risk, and compare and contrast these with developmentally-oriented understandings and tools.

Courses

| Disaster Risk Reduction
| Legal Aspects
| Monitoring and Evaluation
| Fundraising
| Security
| Simulation in Delivery of Humanitarian Assistance

Block 6	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
	Sun 25-Aug-19	Mon 26-Aug-19	Tue 27-Aug-19	Wed 28-Aug-19	Thu 29-Aug-19	Fri 30-Aug-19	Sat 31-Aug-19
	Disaster Risk Reduction	Disaster Risk Reduction	Disaster Risk Reduction Legal Aspects	Monitoring and Evaluation Fundraising	Security	Simulation/ Delivery of Humanitarian Assistance	Simulation/ Delivery of Humanitarian Assistance
		Tutorial with PhD students		Seminar	Tutorial with PhD students		

ACADEMIC TITLES

Master of Advanced Studies in Humanitarian Logistics and Management Swiss MAS degree | 60 ECTS

1 year part-time program

6 one-week blocks

Tutorial sessions | Seminars | Network

Tuition Fee

CHF 18,000

Diploma of Advanced Studies | DAS | 30 ECTS

Flexible part-time study program

3 one-week blocks

Tuition Fee

CHF 14,000

Certificate of Advanced Studies | CAS | 10 ECTS

Full-time program

1 one-week block

Tuition Fee

CHF 5,000

Applications are open for 2018-2019.

For more information go to www.mashlm.usi.ch
or contact us: mashlm@usi.ch



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