

Valid from 2025.FS

Module description: Agile and Innovation Methods	
Module Code	w.MA.XX.AIM-PiE.22HS
ECTS Credits	6
Language of Instruction/Examination	English
Module Description	Studies have shown that banks still lack the power to innovate - an issue that does not only affect Swiss banks. Banks do act, but they are either too slow, rely too much on technology, or fail to establish a different culture, which means they lack a so-called learning culture. In addition, digital advances and customer expectations of excellence are forcing banks to optimize their products to be as customer-friendly and cost-effective as possible, whether it is the user interfaces (GUI) in mobile banking or the underlying processes (e.g., onboarding and loan processes). The main issues are innovation, speed, and customer focus. To address them, banks are turning to methods already known from other industries, such as design thinking, agile development, the creation of new business models, and an entrepreneurial mindset. These topics are the focus of this module and are necessary for the future development of products, services, and organizational forms for financial service providers.
Organizational Unit	Institut für Wealth & Asset Management
Module Coordinator	Christoph Künzle
Deputy Module Coordinator	Michaela Tanner
Program and Specialization	<ul style="list-style-type: none"> Banking and Finance (PiE)
Legal Framework	Academic Regulations MSc in Banking and Finance dated 29.09.2011, Appendix to the Academic Regulations for the degree program in Banking and Finance, first adopted on 28.08.2012
Module Category	Module Type Compulsory
Prerequisite Knowledge	Knowledge of banking Some project management knowledge
Contribution to Program Learning Objectives (by the concerned Module)	<ul style="list-style-type: none"> Professional Competence Methodological Competence Social Competence Self-Competence
Contribution to Program Learning Objectives	Professional Competence <ul style="list-style-type: none"> Knowing and Understanding Content of Theoretical and Practical Relevance Apply, Analyze, and Synthesize Content of Theoretical and Practical Relevance Evaluate Content of Theoretical and Practical Relevance Methodological Competence <ul style="list-style-type: none"> Problem-Solving & Critical Thinking Scientific Methodology Work Methods, Techniques, and Procedures Information Literacy Creativity & Innovation Social Competence <ul style="list-style-type: none"> Written Communication Oral Communication Teamwork & Conflict Management Intercultural Insight & Ability to Change Perspective Self-Competence <ul style="list-style-type: none"> Ethical & Social Responsibility Learning & Change

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Module Learning Objectives	Students... <ul style="list-style-type: none">• become familiar with innovation methods for banks.• learn to apply these methods to practical use cases.• understand the differences between agile transformation and digital transformation.																																															
Module Content	<ul style="list-style-type: none">• Design thinking as a customer-centric and iterative method for solving complex problems and developing new ideas• Design thinking as a method to solve specific problems in the service and product delivery of banks• Application of the six-step cycle of design thinking to a concrete problem statement in the financial world• Agile ways of organization as a requirement for the VUCA world and digitalization• Agile approaches in banking and finance - Swiss and international banks• Scrum - the best-known agile method• Differences between agile and classical project management approaches• Leadership and teams in agile environments• Case studies - transforming banks into agile organizations																																															
Links to other modules	This module is linked to the following modules:																																															
Digital Learning Resources	<ul style="list-style-type: none">• Reader• Practice and Application Exercises (with Key)• Case Studies (with Key)																																															
Methods of Instruction	<ul style="list-style-type: none">• Application Tasks• Case Studies• Project Work• Lecture• Exercises• Interactive Instruction• Problem-Oriented Teaching		Social Settings Used: <ul style="list-style-type: none">• Group Work• Individual Work• Pair Work																																													
Type of Instruction	<table><tr><td></td><td>Classroom Instruction</td><td>Guided Self-Study</td><td colspan="2">Autonomous Self-Study</td></tr><tr><td>Lecture</td><td>56 h</td><td>-</td><td colspan="2"></td></tr><tr><td>Excercise</td><td>-</td><td>30 h</td><td colspan="2"></td></tr><tr><td>Project Work</td><td>-</td><td>94 h</td><td colspan="2"></td></tr><tr><td>Seminar</td><td>-</td><td>-</td><td colspan="2"></td></tr><tr><td>Total</td><td>56 h</td><td>124 h</td><td colspan="2">0 h</td></tr></table>					Classroom Instruction	Guided Self-Study	Autonomous Self-Study		Lecture	56 h	-			Excercise	-	30 h			Project Work	-	94 h			Seminar	-	-			Total	56 h	124 h	0 h															
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Classroom Attendance Requirement	100% Most of the work consists of graded group assignments, so 100% attendance is expected. One unexcused absence will be tolerated. Students who are absent more often than that will need to present a medical certificate.																																															
Compulsory Reading																																																
Recommended Reading																																																
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