



MAS Innovation in Social Responsibility

Innovation for organizations that want to change themselves and the world

Organizations today face a paradox: Challenges are growing. Resources are becoming scarcer. And yet, innovation is needed more than ever before.

How can new solutions to complex societal challenges be developed without losing sight of one's own values?

The MAS in Innovation in Social Responsibility demonstrates how innovation can succeed in organizations committed to social responsibility. This MAS program was specifically designed for organizations that are committed to social responsibility and wish to further develop this commitment within their industry.

Practical. Reflective. Effective.

The Reality Facing Many Organizations

Many organizations are familiar with this situation: Good ideas emerge—but they often get stuck in day-to-day operations.

Innovation is desired, but there is often no clear process for how it can be generated and implemented. Projects start with great motivation but lose momentum in the day-to-day routine. Teams work with dedication but are under pressure from time and resource constraints. There is often little room for innovation projects alongside day-to-day business.

At the same time, the need for new solutions is growing—whether in social services, the healthcare sector, international collaborations, or economic innovation processes.

Markets are changing faster, technological developments are accelerating, and societal expectations of organizations are rising. Issues such as sustainability, social responsibility, and new forms of collaboration are increasingly becoming strategic concerns.

Innovation is increasingly emerging at the intersections between business, civil society, and the public sector. Organizations that can shape such collaborations often develop particularly sustainable and effective solutions.

This is precisely where this MAS program comes in.

What Makes This MAS Special

Many innovation programs originate in the startup or corporate world. This MAS was developed specifically for organizations with a social mission. It connects several levels:

- Innovation
- Developing new solutions to complex challenges.
- Responsibility
- Integrating values, ethics, and sustainability.
- Impact

Many organizations today are seeking new ways to combine economic success with social responsibility. Innovation arises not only from new products or technologies, but also from new forms of collaboration, sustainable business models, and an organizational culture that fosters creativity, learning, and responsible action.

Implement projects that actually make a difference.

Learn about innovation where it happens: in practice. At the heart of the MAS program is your own innovation project. During the program, you will develop and implement an innovation drawn from your professional context. This could be a new social initiative, an innovative health program, an organizational development process, or a new form of collaboration within an organization or between organizations.

You will be supported throughout this process by:

- Coaching
- peer consultation
- practice-oriented methods
- experienced faculty
- By the end, you'll have not only a diploma—but a real-world innovation.

Who This MAS Is For

For people who want to make a real difference in organizations, such as:

- Leaders in social organizations
- Project Managers at NGOs
- Healthcare professionals
- Foundation executives
- Staff members at development organizations
- Consultants and coaches in the nonprofit sector
- Innovation managers in companies
- Leaders in transformation and sustainability processes
- CSR or sustainability managers in companies

For people who want to combine innovation with social responsibility

Program Structure

The MAS is thus specifically designed for individuals from diverse organizational contexts—including social organizations, NGOs, and healthcare institutions, as well as companies—who wish to combine innovation with social responsibility. It is precisely at the intersections of these different perspectives that particularly creative and effective solutions often emerge.

The MAS consists of three CAS modules and a master's thesis.

CAS 1 (15 days)

Innovation and Social Responsibility— Understanding the Big Picture.

- Innovation and Sustainability
- Sustainable Development Goals (SDGs)
- Inner Development Goals (IDG)
- Ethics in Innovation Processes
- Organizational Sociology
- Resilience and Learning in Crises
- Coaching and Peer Counseling

CAS 2 (15 days)

Individual Innovation and Self- Management—Innovation Starts with Ourselves.

- Personal Innovation Competence
- Self-Management and Attitude
- Mindfulness and Resilience
- Crisis Communication
- Psychological Safety
- Facilitating Change Processes

CAS 3 (15 days)

Organizational Innovation – Embedding Innovation in Teams and Organizations.

- Developing a Culture of Innovation
- Positive Psychology in Organizations
- Innovation in Teams
- Team Management System (TMS)
- Project Planning (ZOPP)
- Measuring Impact and Evaluating Innovation
- Leadership in Innovation Processes

Program Format

The MAS is designed as a part-time hybrid program. The course blocks are structured to begin in person on a Sunday afternoon and end on a Tuesday at noon. This allows for two days of interactive workshop sessions using creative teaching methods, without requiring participants to dedicate their free time or work hours exclusively to the program. In addition, a one-day online project is scheduled for each module, which takes place online on Saturdays.

Each CAS can also be booked individually. Participants earn 15 ECTS credits and develop their own practical project under the guidance of instructors.

Location Stelserhof,
Switzerland Program Director and
Faculty Program Director Prof. Dr.
Andreas Schrenk Faculty, among others
Prof. Dr. Volker Schulte
Prof. Dr. Christoph Steinebach
Susanne Hübenthal, B.Sc. in Business Psychology,
EMBA, PFF-HF, M.Sc. in Psychology student
Kathrin Gass, MBA

Start of the next program

CAS 1 April – November 2027
CAS 2 December 2027 – June 2028
CAS 3 September 2028 – February 2029

Costs

Total MAS: 26,280 CHF (including supervision of the master's thesis)
Individual CAS: 8,400 CHF (excluding lodging costs)

Interested?

Admission is based on a personal interview with the program director. Schedule an informational meeting

Contact: academy@traf.ch

One final note: If you were to launch an innovation in your organization—what would it be? The MAS could be the place where it begins.

So: Book an information session.
Apply soon.

If you want good ideas to become reality, here are four examples:

Many organizations want to develop new projects, drive innovation, or try out new ways of collaborating. But there's often a long road between a good idea and successful implementation. Here are four typical situations:

An NGO wants to launch a new educational project

An international NGO has been successfully working in the field of education for years. But the challenges on the ground are changing rapidly. Digital learning formats, new target groups, new partnerships—so much is possible, but where to start? The organization needs not only ideas but also a structured innovation process that involves teams and develops projects sustainably.

A health organization is planning an innovative prevention program

A health organization wants to develop a new prevention program. The topic is relevant, and motivation is high—but: Which target groups should be reached? How will the project be structured? How can its impact be demonstrated? In this context, innovation means not only creativity but also professional project development and evaluation.

A Foundation Seeks New Forms of Collaboration

A foundation supports social projects but is increasingly realizing that individual organizations can no longer tackle major challenges on their own. New forms of cooperation, network structures, and joint innovation projects are needed. But such processes require people who can facilitate and shape innovation.

A company develops innovation with a social impact

A medium-sized company wants to place greater emphasis on social responsibility in the future, in addition to economic success. Now the management is asking: Which innovations create not only economic benefits but also social value? How can employees be more closely involved in innovation processes? How can a culture of innovation be developed that combines creativity, responsibility, and collaboration?

This is exactly where the MAS comes in

The **MAS in Innovation and Social Responsibility**
supports specialists and managers in

- develop innovative projects
- shape change processes
- to engage teams in innovation
 - demonstrate impact

And above all: to transform ideas into real innovations.



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