

## Core Curriculum Overview

### Business & Society

The course gives an introduction into the ethical dimension of management. It deals with two main questions: a) the role of ethics within an organisational context and b) the role of the corporation within society. Especially in the context of a globalising business environment, these questions are becoming more and more important. The course helps you to broaden your filter of world perception and increases your set of alternatives in organisational decision-making. It also strengthens your capacity to know yourself by introducing you to practices of mindfulness. Self-knowledge is the fundament of effective ethical responsibility in organisations and in society.

### Business Economics

This course provides a broad review of microeconomic and macroeconomic principles. Topics include the supply-and-demand analysis of movements in competitive markets, the study of firm behaviour in a competitive or monopolistic framework, an introduction to the interpretation of macroeconomic data, the analysis of long-run and short-run determinants of macroeconomic output, price level and exchange rates, and basic game theory. At the end of this course, you will have acquired the tools necessary to interpret economic indicators and to understand the economic environment beyond mere preconceptions, allowing you to make better informed managerial decision.

### Data Analytics

The aim of this course is to enhance your data analysis and model-building skills, but not to transform you into expert management scientists or statisticians. By the end, you should have mastered a set of skills which will enable you to approach a large range of problems in a more structured way. Equally important, you should become informed and critical users of quantitative tools developed for you by others, whether by in-house specialists or external consultants. You should have gained the confidence to look behind your numbers at the underlying assumptions, and challenge these where appropriate.

### Digital Innovation and Transformation

Over the past decades, a number of innovative companies have made headlines because of their ability to leverage digital technologies to change how business gets done in their respective industries. While Amazon, Airbnb, or Warby Parker each are well-known examples of the digital innovation movement, more and more industries are on the verge of digital disruption. This development is further accelerated by specific characteristics of digital technologies that impact and transform organisations and the environments they operate in. This course introduces you to the fundamental interplay of innovation, transformation, and strategy in a digital context. This course provides important insights into the implications of various aspects of digitalisation for an organisation from a strategic general management perspective. This will enable participants to partake in exploring the potentials and challenges of digital technologies and data for organisations. Through discussions of real business cases across various types and firms and sectors (D2C, platform businesses, subscription models) the course will provide participants with foundational analytical skills and conceptual frameworks to understand how to leverage digital technologies at the strategic level to drive innovation and transformation in organisations.

## Entrepreneurship

The purpose of the entrepreneurship module is to provide you with the essential knowledge required to identify, evaluate and develop new venture projects that create value in start-up/early stage ventures and entrepreneurially-minded organisations. The course integrates many of the disciplines in the EMBA programme and you will successively look at the notion of opportunity, the key components of a business proposal/plan and issues related to the development and financing of new ventures or internal organisational projects. The course includes articles, presentations, case discussions, and a group project.

## Sustainability Innovation

The course is designed to equip you with the tools and insights needed to drive meaningful change within your organisations. Through real-world examples, including those that are misleadingly labeled as sustainable innovations, you will explore the pitfalls of greenwashing. You will learn how innovation can address grand challenges and be utilized as a means to an end. By working on projects, you will develop sense-making skills to identify sustainability issues and create actionable solutions. The course will challenge the conventional business case approach, highlighting its limitations in addressing sustainability. You will gain valuable insights and applications through interactive sessions, discovering how to effectively implement sustainable innovation and create lasting impact within your businesses and beyond.

## Finance Fundamentals

The finance industry represents a significant share of the gross domestic product, providing a very large number of services ranging from credits to the providing of sophisticated financial instruments to hedge risks. Understanding its logic is central to successfully manage companies. The goal of the course is that you understand the basics of financial markets as well as fundamental concepts of finance such as the time value of money, capital budgeting techniques, net present value, and the trade-off between risk and return.

## Financial Accounting

During this module, you explore the nature and use of financial reporting for business entities. The underpinning conceptual framework is that of “decision usefulness”; i.e. that the primary purpose of financial reporting is to provide useful information to those who supply funds. The legal and regulatory frameworks within which such information is produced are reviewed, as are the strengths and limitations of published financial statements. Our approach is based on the following ideas: you adopt a user perspective, rather than a producer one, because most of you will become users of financial statements, internal (managers, executives) or external (investors, analysts, consultants...), rather than preparers of financial statements.

Examples are drawn from companies using either International Financial Reporting Standards, IFRS (used in over 100 countries worldwide) or US Generally Accepted Accounting Principles (GAPP). While some differences exist and are mentioned, both are based on what we would call Anglo-American accounting principles. National GAAP vary significantly from one country to the other and are beyond the scope of this course.

## Leadership

The aim of this module is to provide you with solid scientific knowledge and to help you develop as a leader by enhancing your skills. You will discover the leadership behaviors that drive the best outcomes, developing them within yourself while gaining a deep understanding of power dynamics and how to effectively leverage them. You will sharpen your communication and interpersonal skills by training to be charismatic and persuasive while at the same time remaining your authentic self. You will learn and practice how to deliver constructive, motivating feedback, how to create an inclusive organisational culture, and how to speak up for your values.

## Leading Organisational Culture & Change

The course provides an introduction into leading organisational culture and change. These two themes guide the structure of the classes. You work on the topics of organisational culture and design. One thrust of these early classes is that there are strong relationships between an organisation's culture, its design and its ability to change. You also learn how to use frameworks and tools to develop a systematic approach towards leading organisational change.

Throughout the course, you employ cases that highlight issues of culture and change in both locally and globally operating organisations. The challenges that global organisations face are often more complex versions of similar problems experienced by locally operating organisations.

The principles of leading organisational culture and change apply to for-profit and not-for-profit organisations.

## Marketing Management

This course will familiarize students with the fundamental concepts of marketing related to the management of a company's offer and its customers, such as the value concept, consumer behavior, segmentation-targeting-positioning, branding, marketing communication, channel design, and product innovations.

A key focus of this class will be digital marketing – an area that has gained more and more relevance in today's world where digital is not only an option but rather a "must-have". The course will discuss the latest insights in this area. Participants will have the opportunity to apply their acquired knowledge in a real case project.

## Negotiation

Strategic preparation, execution and success in high-impact negotiations are very much a cause-and-effect equation. The simple reason is that a negotiator who enters a negotiation with a clear understanding of the objective and a step-by-step guide on how to reach that objective is governed by reason rather than emotions. Internally this allows for a focused execution of the negotiation strategy, externally it is perceived as a sign of confidence and psychological power – the marks of business success.

Many negotiators fail because they allow emotions, lack of clarity and strategic confusion to cloud the negotiation process. Often the simple act of labelling a negotiation as "difficult" or "high-stake" is enough to throw some negotiators off the rationality cliff and jeopardise the chances of reaching executable agreements and compromise the company goals.

The course aims at providing students with the fundamental tools and approaches needed to analyse, implement and evaluate processes for successful negotiation in an international and multicultural business environment.

The course is addressed to business professionals who are required to lead negotiations and navigate complex business situations, particularly with participants coming from different backgrounds, cultures and nationalities.

## Operations & Supply Chain Management

Managing the Operations and the Supply Chain in the most efficient and effective way has always represented one of the main distinctive competences of an excellent company. In the current challenging and complex times, however, this capability is even more crucial and could represent one of the main elements of competitive advantage in some cases or even of survival in other cases. Disruptive and very hard to predict events such as pandemics, wars, geopolitical instability, climate change, etc., on one side, and new disruptive technologies and very stringent sustainability needs, on the other side, are representing today both new challenges to manage and opportunities to exploit that Operations and Supply Chain managers have to cope with in the best way.

Starting from these premises, this course provides a general framework to analyse and understand the main strategic and managerial decisions related to Operations and Supply Chain Management. The relevance of these processes is pointed out in terms both of strategies and best practices and techniques that are necessary for a company to create a competitive advantage within its specific industry.

## Public Speaking & Presence

One of the most important skills that a person can have today is the ability to present and speak well in public. Business people are called on regularly to make presentations to colleagues, clients and the general public. Being able to do so in a confident and engaging manner increases the chances of success for the individual and his or her company/organisation. This course is aimed at familiarising you with key public speaking and providing you with an opportunity to receive personalised feedback.

## Strategic Management

Through readings, discussions and lectures, you are exposed to a wide ranging, up-to-date synthesis of the huge literature on strategic management and to a systematic review of the prevailing views and ideas about the manager as an architect and implementer of a strategy. Terms and concepts are thoroughly explored and applied on the kinds of problems that bear directly on an organisation's success.

Even though emphasis is put on the theory, the orientation of this course is also pragmatic and managerial. Using the case method, you are placed in simulated managerial roles where the concepts of strategy are applied in relevant situations.

## Strategy & Sustainability

The course offers an integrative view of how strategy and sustainability come together and more specifically how economic, social and environmental sustainability considerations are integrated into a company's strategy and operations. You explore and analyse commercial, operational and sustainability strategic challenges in taking the company to the next level of growth.