

## 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

How do you turn ideas into real opportunities in a world where AI accelerates innovation? This intensive venture lab gives executives a practical framework to design, test, and scale new business initiatives. Participants explore three strategic pathways: build AI-driven ventures, scale innovation within their organisation, or acquire and grow existing businesses. Through a hands-on, studio-style approach, AI is integrated throughout the entrepreneurial process, from opportunity validation and experimentation to financing strategy and organisational design.

Blending proven entrepreneurial methods with rapid application, the module helps you move from concept to execution. You will leave with a clearer venture strategy, practical tools to evaluate opportunities, and a validated project that can support new ventures or internal innovation initiatives.

## 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

Accounting is “the language of business.” It is spoken by managers, employees, investors, financial analysts, internal and external auditors, supervisory boards, management accountants, bankers and other decision makers with whom managers regularly interact. It is widely agreed that future business leaders need to understand this language in order to be able to interpret and use financial statements and other accounting information for internal management purposes (e.g. planning, directing, controlling) as well as corporate communication purposes (e.g. capital markets, banks, rating agencies). If you want to compete in this arena, it will be useful for you to acquire a working knowledge of accounting. This class is targeted to participants having little, if any, background in financial accounting.

## 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

This course provides a quantitatively oriented introduction to operations management, with a focus on understanding and managing processes, capacity, variability, and supply chains. Students will analyse the fundamental relationships between inventory, throughput, and cycle time, explore how demand and process variability affect operational performance, and apply these insights through case discussions, simulations, and interactive games. Building on these foundations, the course examines strategies for managing variability in supply chains and places particular emphasis on sustainable supply chain management, highlighting the trade-offs between efficiency, resilience, and sustainability in operational decision-making.

## 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.

## 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.