

M.A./MBA (USA)

Global Leadership Master

Content per Course: Real-World and Management Project Integration¹

The following course outline gives you an understanding about each courses' contents, learning outcomes and major graded assignments. This will help you develop a first understanding of the bigger picture of each course.

COURSE 1: Economics

Course Description

Knowledge of the fundamental concepts of finance, financial accounting and economics, including opportunity cost, the time value of money, and financial analysis. An investigation of financial decision making as it applies to business, government, and not-for-profit organizations. Emphasis is on the application of financial and nonfinancial information to a wide range of management decisions, from product pricing and budgeting to project analysis and performance measurement. Students will learn applications for a variety of decision-making tools (such as break-even analysis, activity-based costing procedures, linear programming, discounted cash flow techniques, and the balanced scorecard. Contemporary managerial techniques will be explored such as target costing and kaizen costing as a means of improving operational efficiency and economies.

Applicable Industry Skills

- Budget development and tracking
- Investment justification and required return computations
- Risk analysis and associated return requirements
- Ability to understand major financial statements
- Integrate concept of economic value added and accounting value to be able to implement modern accounting systems as well as MRP and CRM systems

COURSE 2: Methods of Empirical Social Research

Course Description

This is a foundational course with great relevance for the entire program. It initiates the scientific elaboration of the management project. The students will learn foundations of empirical social research such as qualitative and quantitative research, assessment and referencing of sources. They will apply this

¹ Courses not listed in the following overview (law and competency development) do not have a planned management project or other sort of planned work related real-world integration.

knowledge by establishing the most relevant aspects of a research paper reflected in the management project's definition of problem, question and goal.

Applicable Industry Skills

- Ability to research reliable data and information
- Distinguish reliable from unreliable data and information
- Narrow down complex business challenges to their most important essence

At the end of this course, the students document their learnings in the form of a graded "Management Project Paper" (MPP). The paper is systematically developed throughout the 5 weeks of this course so that the workload is spread across the course. The Management Project Paper 1 (MPP1) is the management project's definition of question, scope and SMART goal.

COURSE 4: Project Management

Course Description

This course focuses on one of the major growth areas in the field of management; project management. Projects are defined as temporary endeavors undertaken to create a unique product or service. The course points out that recent interest in project management is based on recognition that many organizational tasks do not fit neatly into business-as-usual. The significant differences between project management and general management are overviewed. The three interrelated objectives of budget, schedule, and specifications are also introduced. This course will present a management perspective on the analysis and improvement of processes in both manufacturing and service operations. The course emphasizes scheduling various projects and concludes with a discussion of monitoring control and learning from projects. The course will also cover benchmarking, quantitative analysis and the voice of the customer. The design of the course involves case discussion, lectures, and problem solving as the primary vehicle for learning. In addition, various projects will be analyzed. The class will use computer tools to track projects.

Applicable Industry Skills

- Budget development and tracking
- Project charter creation and leadership support plan
- Risk analysis and associated plans for mitigation
- Ability to build and analyze project plans
- Gain or add to proficiency in utilizing software to track projects
- Define project management within the program focus of leadership and innovation
- Build, work with and lead/manage teams
- Advanced understanding of the management project's characteristics

COURSE 6: Entrepreneurial Innovation – Organizational Creativity, Discovery and Innovation

Course Description

This is a multi-disciplinary course focusing on the creative process as it affects the managing and leading of knowledge workers. The course will examine the processes involved in creativity, discovery, and innovation and explore the motivations involved in innovation both internal to the individual and external

to the organization. Course content will draw on psychology, marketing, management, general business, fine arts, philosophy, and leadership disciplines with the intent to expose students to the varied approaches and results of the creative process. Students will learn strategies for enhancing creativity and innovation skills through activities and virtual team projects and experiences. Students will study creative minds and organizations and the impact they have on new value creation. This course serves as the program's cornerstone course and as such is designed to be the introductory course in the program.

Applicable Industry Skills

- Students will learn how to evaluate an idea or innovation.
- Students will be able to think more critically and with more depth within a business setting, using analytical thinking.
- Students will be able to help an organization brainstorm and using creative abrasion, intersections, and various other tools contribute to the creativity and innovation of an organization

COURSE 7: Market Analysis – Business Analytics for Managers

Course Description

Though it was once only required of academics, quants and PhDs, the ability to understand, analyze and make decisions based on data has become an imperative skill across all industries and careers. This class has been designed to give the students a base knowledge of Business Analytics through real world application. At the end of the course, students will understand the processes and skills needed by managers to develop Business Requirements, analyze and display data for decision making, and drive organizations toward data centric processes.

Applicable Industry Skills

Students participating in this course will:

Understand the value of Business Analytics in any organization and be equipped to use, implement, and monitor these analytics.

1. Apply appropriate data, analytics, and visualization tools to assess complex business decisions and outcomes.
2. Be prepared to have cross-departmental conversations on data, data systems, and analytics.
3. Create a basic Dashboard in Microsoft Excel

Improve efficacy of IT heavy projects within an organization with the knowledge of the Software Development Life Cycle (SDLC).

COURSE 8: Applied Research1 – Analysis

Course Description

After defining the question, scope and SMART goal of their management project in course 1, now the students use the learnings from the courses at Post University to refine their management project expertise. Central to this course is an analysis of the management project's internal and external current situation. While the management methods and tools taught during Post University's courses were conveyed on the background of their relevance in management practice and application to daily business,

course 8 leads its students to the application of these instruments under the aspect of management research. Leading research questions are:

- What is the current situation of the chosen management project topic?
- What are its determining aspects?
- What are the framework conditions of this topic?
- What factors influence it in which way?
- What are opportunities, risks, strengths and weaknesses?

Applicable Industry Skills

- Ability to conduct reliable researches in a self-organized manner
- Familiarity with main methods and tools of internal and external researches
- Ability to derive feasible ways to collect and assess information needed for management decisions
- Advanced expertise and knowledge about the management project topic

COURSE 9: Functional Area of Management 1: Strategic Integrated Marketing Communication

Course Description

The marketing mix strategies will be addressed in the context of meeting the business strategy goals. The students will explore the portfolio of marketing mix strategies and learn how to balance them to achieve a long-term differentiation and growth. Product, Place, Promotion and Price strategies will be associated with the various stages of a product life cycle. At the end of the course, each student should be able to formulate the appropriate marketing mix strategies for their choice of a product/service and a specific product life cycle stage. The course will benefit marketing managers and practitioners, as well as others wishing to understand the advantages and use of integrated approach to selecting Marketing Mix Strategies.

Applicable Industry Skills

Students should be able to replicate the compiled proposal in a real-world setting. The idea is that the student will be able to take a product or service offering and develop an integrated marketing communication plan that fits the organization's overall business strategy and falls in alignment with effective and efficient marketing strategies with one consistent message. Other skills gained will be crisis communications, ethics, theoretical frameworks, new age media strategies and how to affect change to brand image.

COURSE 10: Applied Research 2 – Influencing Factors

Course Description

After evaluating the management project's current situation in course 8, this course is an analysis of those factors that are likely to influence the topic in the future. While the management methods and tools taught during the Post University courses were conveyed on the background of their relevance in management practice, this course leads students to the application of these and more instruments under the aspect of management research. Leading research questions are:

- What are the key factors that are likely to influence the management project in the future (next ten years)?

- How are these factors going to evolve?
- How may future scenarios look like?
- Which goals and strategies may be derived?

By adding the perspective of mega trends and their impact on the future of the management project, a new research challenge is introduced. Scientific research is based on findings that can be reproduced and thus verified. Predicting the future leaves this realm of (relative) certainty and leads to the question of how to substantiate "guesstimated opinions".

Applicable Industry Skills

- Consideration of future influences on business for managerial decision making
- Thinking in "bigger-pictures"
- Awareness of methods, chances and limitations of future predictions in business
- Advanced expertise and knowledge about the management project topic

COURSE 11: Applied Research 3 – International Factors

Course Description

Contemporary management and leadership cannot be thought or taught responsibly with an exclusively national focus. While evaluating those factors, which are likely to influence the management project's current situation and its future in MPP2 and MPP3, at least one but most likely several global or international factors must have come up, which are brought about by the ongoing process of globalization. At the core of this module is the leading question: What does globalization mean for leadership and management now and in the near to long-term future? The key questions of this module are:

- What challenges are leadership and management facing in the light of a globalized world?
- Which competencies are required in a leadership position in a globalized world?
- Which personal consequences result for leadership and management in the face of a globalized world?

Applicable Industry Skills

- Understanding of selected international influences on business
- Elaboration of solutions under special consideration of international business requirements
- International expertise on the management project topic

COURSE 12: Objectives & Strategy – Business Strategy & Planning

Course Description

This course focuses on application of key steps undertaken in implementing a strategy planning process in an ever-changing world. It examines and discusses the process, tools and skills that organizations develop and employ throughout the business strategy cycle. Working on their own selected business objects, students will apply the following business strategy planning steps: formulate vision, understand the stakeholder roles, analyze internal assets and market competitiveness, generate, evaluate and select winning strategies, integrate action plans and, implement, learn and adopt as necessary. Students will exercise the use of various tools and skills common to this field: Mental Models, Surveying/Auditing, System Thinking, SWOT analysis, Gap Analysis and others.

Applicable Industry Skills

- Understanding the purpose and process of strategic planning in an organization, including the important business elements that must be considered in strategic development.
- The ability to develop a vision for the future and a roadmap to reach the desired vision through the development of strategic goals and SMART Objectives.
- Understanding how to identify and evaluate the challenges and risks that organizations face in charting a viable course for the future, and to evaluate future opportunities.
- The ability to identify internal core competencies that can be leveraged and new core competencies that must be developed, and to evaluate the impact of relevant external trends.
- The ability to apply systems thinking in a business environment

COURSE 14: Organizational Dynamics & Effectiveness

Course Description

This course focuses on managing organizations for high performance in a rapidly changing business environment. The course explores key dynamics impacting organizational effectiveness from both the internal and external perspective. The student will develop an understanding of essential human resource management (HRM) functions that drive and support the changing world of work, as well as other elements key to organizational performance. Topics include organizational structuring, acquiring talent, developing/rewarding/retaining employees, leading and managing dynamics for performance. Additional organizational dynamics to be explored include decision-making, external influences, and multiculturalism.

Learning Outcomes

- Functions of human resource management (HRM)
- Strategies for leading and managing dynamics for organizational effectiveness and high performance
- Think critically about organizational behavior models
- Develop insights into one's own and others' styles as they contribute to interpersonal and group dynamics within an organizational setting.
- Discuss, inquire, evaluate and apply organizational models and strategies to real-life settings.

COURSE 15: Functional Area of Management 2: Financial Tools for Managers

Course Description

This course examines the fundamental principles of corporate finance and introduces practical tools for financial decision making in both entrepreneurial and innovative business environments. Students will use flexible financial models, which allow in-depth analysis to evaluate options and make informed recommendations. The class sessions will include exercises utilizing models and modeling techniques that cover financial items from basic financial statements to budgets to leverage and more. Assignments will require students to evaluate a business situation and make and support their decision based on their analysis. Because of the hands-on nature of the course, it is assumed that participants have a general knowledge of finance and accounting as well as a basic knowledge of spreadsheets.

Applicable Industry Skills

Students participating in this course will:

1. Use financial statements to aide in forecasting and analysis.
2. Be able to search for and choose appropriate templates for financial analysis and decision making.
3. Compare and discuss the connection between risk and return as it relates to decision making.
4. Explain cash management and cash budgets, using both in operations of a business or business unit.
5. Compare various valuation methods using the cost of capital and defend choices when proposing methods.
6. Use and explain the techniques related to the time value of money in budgets and capital planning – allowing for informed decision making.
7. Use financial modeling in conjunction with leverage and capital budgeting to make strategic decisions.
8. Convey results of analysis in written reports

COURSE 17: Functional Area of Management 3: Quantitative Analysis for Decision Making

Course Description

This course builds on what students learned in the course Financial Tools for Managers by taking the tools and exploring ways the tools are used in decision making in organizations. The students will explore the challenge of using financial tools to make financial and economic decisions that have a lasting impact. Topics covered include managing operations, assessing the performance of a business, the dynamics of growth, cash flow and investment decisions, financing and shareholder value. The students will be evaluating Shark Tank projects as well as other businesses, making decisions and justifying their decisions.

Applicable Industry Skills

Students participating in this course will:

1. Explain the challenges with financial and economic decision making, including the impact on organizations.
2. Use financial tools to manage operations and operational decisions.
3. Assess a business's performance, including determining a business valuation and explaining the results and the various points of view.
4. Project the financial requirements of a business, including cash flow and capital budgeting, and make a case for the financial requirements.
5. Explain the dynamics and growth decisions for a business and the impacts to a business, including the ethical issues involved.
6. Demonstrate the ability to make investment decisions for a variety of business scenarios.
7. Determine financing options, making decisions as to the best options, being able to explain why.
8. Explain the items that make up shareholder value and be able to communicate these values in writing.

Master's Thesis

Description

During this last course, the students start to work on their final paper, the Master's Thesis, which has an expected volume of 80-100 pages without annex. Understanding gained across the totality of all courses

is applied to the management project topic; findings from the MPP1-4 are reflected, up-dated, and compiled; the management project's goals are re-evaluated, strategies derived, management recommendations discussed and implementations elaborated.

Applicable Industry Skills

- Ability to penetrate a complex managerial challenge, systematically, and target and outcome oriented
- Ability to start and complete a complex challenge in a self-organized manner
- Ability to create measurable business value

The goal of the Master's Thesis is to compile, update and further develop the analysis on the Management Project. Most commonly, the Master's Thesis is an overall strategy of the Management Project incorporating the previous findings, implementation experiences and updated researches.