**Swiss School of Business and Management Geneva
(SSBM Geneva)**

SSBM Geneva Program Outline

Global MBA

Method: Online

Duration of Program: 12 months/2 semesters

Total number of ECTS: min. 60

Avenue des Morgines 12, 1213 Genève

Switzerland

www.ssbm.ch

1. Enrollment criteria

Admission to MBA studies is granted to people who fulfil the following requirements:

- Hold a Bachelor's degree in the related field or an equivalent university degree.

  - Applicants who do not have a Bachelor's degree in the related field will have to complete at least 2 online management courses prior to being enrolled into master program and subject to the Recognition of Prior Learning policy. The Admissions Committee decides on the final number of the courses that have to be taken by the student.

- Minimum of two years' work experience.

- English requirements:

  - TOEFL, IELTS or Cambridge
  - Intensive English Program certificate
  - Previous education in English speaking or Bilingual school with an official certificate
  - Test/Interview with SSBM member staff (75 EUR cost which will be deducted from tuition fees upon enrolment).
  - If a candidate is not from a majority English-speaking country, then an evidence of English language competency is required.

2. Credit Transfer and Recognition of Prior Learning

Credit Transfer and Recognition of Prior Learning are described in the "Recognition of Prior Learning (RPL) Policy" of SSBM Geneva.

3. Graduation Requirements

Upon successful completion of the MBA program students will be awarded with an MBA with a selected specialization. If no specialization was selected, "Executive MBA" will be awarded. To successfully complete the program, students must:

- Complete all program courses with a passing grade
- Have no outstanding financial obligations towards SSBM

Award of MBA with Distinction

MBA with Distinction, is awarded to students who meet the following terms:

- Complete their studies with an average grade score of minimum 90%:
  - For 6.0 grade scale minimum average grade of 5.5
  - For 4.0 grade scale minimum average grade of 4.0 (letter grade A)

4. Teaching Method and Learning Materials

This program is delivered entirely online through the SSBM Online Learning Portal used by Harvard and MIT. Modules can be completed in student's own time and pace.

Online learning is delivered through **asynchronous** and **synchronous** methods.

Asynchronous learning takes form of:

– prerecorded lectures supplemented by a variety of engaging activities such as quizzes, readings, assignments, capstone projects, knowledge checks, etc.

Synchronous learning takes form of:

– live lectures in form of Live Q&A Sessions, live seminars and webinars, guest lectures, live lectures on specific topics, one to one sessions with the lecturers, etc.

All learning materials for this program are made accessible through the SSBM Online Learning Portal.

Access to SSBM Connect is provided to all SSBM students. SSBM Connect is an online platform to socialize / exchange / engage and communicate with current students, alumni, professors and industry partners.

Access to SSBM e-Library and ESBCO (largest provider of research databases, e-journals, magazine subscriptions, e-books and discovery service) is provided to all students. SSBM Librarian is available to all students to further advance their access to literature.

5. Grading system

Grade elements are described in the course syllabus and consist of formative and summative assessments.

The numerical assessment at a module level is expressed in the following whole grade points and half-grade points in between:

6 = very good
5 = good
4 = sufficient
3 = insufficient (fail)
2 = weak (fail)
1 = very weak (fail)

A grade of 4.0 is equivalent to 60% of the minimum possible performance:

Percent Grade	6.0 Scale
95-100	6.0
90-94	5.5

85-89	5.0
80-84	4.5
60-79	4.0
50-59	3.5
40-49	3.0
30-39	2.5

Additional conversion table for 4.0 and letter grade scales (for international students):

Letter Grade	Percent Grade	4.0 Scale
A	90-100	4.0
B	80-89	3.0
C	70-79	2.0
D	60-69	1.0
F	< 60	0.0

The exam is passed if the total number of points equals to or is above 60.

6. Regular exam deadlines

If the student fails the 1st exam deadlines, he/she can attend regular examinations.

- Students who do not pass the exam in the 1st deadline take the next regular exam.
- Number of times the student can take the exam is 3+1, where the last one is considered as a commission exam. If the student fails, the commission exam he/she has to enroll in the course one more time.
- Commissions exam is held through the commission.
- Commission exam cannot be cancelled.
- Grade achieved on the exam is considered to be the final grade of the student.

If the student decides to refuse the grade achieved on the exam, he/she is obligated to communicate his/her decision to the head of the course and take another exam.

7. Program Outcomes

Master's core Learning Outcomes applicable to all Masters:

- Graduating students will demonstrate fundamental knowledge of the functional areas of business
- Master students will be able to demonstrate proficiency in technical and digital literacy.
- Master students will demonstrate effective teamwork and leadership roles
- Master students will demonstrate good written and oral communications skills
- Master students will be able to communicate effectively and efficiently
- Master students will acquire analytical skills

Program-specific Learning Outcomes:

- Demonstrate understanding of the importance of global finance
- Use and apply technology in the business environment context
- Analyze market strategies and understand how global organizations can benefit from business models

8. Program Specializations

Students can tailor the Global MBA program by choosing a specialization by selecting additional courses that are added to the core program curriculum. Specialization is dependent on the courses that the student chooses.

Global MBA specializations are the following:

- Global and International Management
- Cybersecurity Management
- Human Resources Management
- Global Finance and Banking
- Marketing
- Operations Management
- Strategic Management
- Entrepreneurship
- IT Management
- Sustainability & Energy Management
- Hospitality Management

9. Program Curriculum

Course ID	Course	Lecturer	ECTS
26705	Strategic Management (SMGM01)	Anna Provodnikova	6
26700	Strategic Marketing (OSM01)	Olesya Meskina	6
26633	Project Management (PM01)	Mario Silic	7
26656	Financial Management (FM03)	Dario Silic	8
26638	Business Presentation Skills (PSB01)	Alexander Lyon	5
26658	Strategic Leadership (SL01)	Marshall Goldsmith	5
26698	Innovation and Change Management (IACM01)	Velimir Srica	7
26748	Digital Business Acceleration (DBA01)	Damir Gavran	5
26657	Data Analytics and Decision Making (DADM01)	Mario Silic	6
26639	Human Resources Management (HRM01)	Aco Momcilovic	5
		TOTAL:	**60**

10. Specialization courses

Course ID	Course	Lecturer	ECTS
Global and International Management			
26632	Business Strategy (BS01)	Robert Barcik	6
37026	Game Theory (GT01)	Valent Nikaj	5
36968	Logistics and Supply chain management (SCLM01)	Sasa Petar	6
26636	Operations Management (OM01)	Lisa Bussom	6
Cybersecurity Management			
26645	Cybersecurity Risk Management (CRM01)	Mario Silic	5
26648	Cybersecurity Fundamentals (CF01)	Mario Silic	6
37027	Ethical Hacking (EH02)	Sagar Bansal	8
26909	Introduction to AI for Managers (ITAI01)	Mario Silic	5
Human Resources Management			
	Artificial Intelligence in HRM		
26746	Cross-Cultural Management (CCM01)	Alex E. Asampong	5
26631	Organizational Behaviour (OB02)	Tiffany Baer	7
Global Finance and Banking			
26917	Financial Statement Analysis and Reporting (FSAR01)	Hrvoje Volarevic	6
26647	Tax Management (TM03)	Adrian Hammer	5
26744	Accounting for Managers (AFM02)	Derrald Stice	5
36960	Financial Risk Management and Insurance (FRMI01)	Mateo Mohorovic	6
26918	Private Equity and Venture Capital (PEVC02)	Pierre Matek	5
26644	AML Compliance for Managers (AML01)	Gordan Sirovec	3
26919	Financial Regulation (FINREG01)	Pierre Matek	5
Marketing			
36967	SMarketing-Sales and marketing integration (SM02)	Vesna Glisic	6
26910	Customer Data Driven Marketing (DDM01)	Damir Gavran	7

	Digital Marketing Fundamentals	Desiraju Bhanukiran	
	Artificial Intelligence in Marketing	Angelina Njegus	
Operations Management			
37033	Operating Systems (OS01)	Davor Cafuta	6
36968	Logistics and Supply chain management (SCLM01)	Sasa Petar	6
26643	Strategic Risk Management (SRM01)	Mario Silic	6
Strategic Management			
26632	Business Strategy (BS01)	Robert Barcik	6
26643	Strategic Risk Management (SRM01)	Mario Silic	6
Entrepreneurship			
26682	Entrepreneurship (ENT01)	Jaka Vadnjal	5
26631	Organizational Behaviour (OB02)	Tiffany Baer	7
26784	Business Intelligence (CS01)	Luka Lesko	8
26793	Business Environment (BEI01)	Jaka Vadnjal	5
IT Management			
26701	IT Management (ITM01)	Deepa Mani	6
37028	Management of Information Systems (MIS01)	Mario Silic	7
37027	Ethical Hacking (EH02)	Sagar Bansal	8
26909	Introduction to AI for Managers (ITAI01)	Aco Momcilocic	5
26916	Cloud Computing (ICCM01)	Tomislav Tepes	5
Sustainability & Energy Management			
26681	Energy Principles and Renewable Energy (EPRE01)	Various external lecturers	6
26915	Sustainability (SUST01)	Marc Buckley	6
Hospitality Management			
36970	Hospitality Management (HM01)	Igor Radosevic	5
37007	IT in Hospitality Management (ITHM01)	Minja Bolesnikov	5
37008	Global Hospitality and Tourism Management (GTHM01)	Minja Bolesnikov	5
36984	Innovative technology-driven value creation (ITDVC01)	Xavier de Leymarie	7

Course Descriptors

STRATEGIC MANAGEMENT

Course Description

This course includes a study of strategic planning including mission statement development, analysis of the external environment and internal organizational factors, development of strategic alternatives, selection of appropriate alternatives, implementation of strategies, and competitive strategies and dynamics. Special emphases are given to the integration and coordination of the functional areas within the enterprise.

Also, you will learn how organizations create, capture, and maintain value, and how it is fundamental for sustainable competitive advantage. You will be able to better understand value creation and capture and learn the tools to analyze both competition and cooperation from a variety of perspectives, including the industry level (e.g., five forces analysis), and the firm level (e.g., business models and strategic positioning).

- Understand how managers coordinate different functional areas, resources, and systems inside a company and align them with the external environment to enhance overall performance
- Knowledge of strategic management tools and frameworks, and apply them to real business contexts Process diverse business and industry information to diagnose strategic issues, evaluate strategic alternatives, and formulate a coherent and actionable strategic plan
- How to think like a CEO, entrepreneur, or general manager.

Course objectives

Business strategy skills course has the learning objective : Initiative skills. After the course students will be able to improve their initiative skills when doing global business.

Course Learning Outcomes

The purpose of the course is to give students an appreciation of:

- Understand the nature of competition and industries at an advanced level.
- Understand how external forces such as social, political/legal, economic, and technological, influence strategic decision-making and firm performance.
- Understand the sophisticated relationships among the functional areas of an organization (marketing, human resources, production, finance, and accounting) and how effective strategic planning requires a concerted effort among all functional areas.
- Understand strategy research, including extensive use of the internet as a research tool.
- Apply the strategic management model to the analysis of an ongoing enterprise, including industry, environmental, and firm assessments; firm, business, and functional strategic assessments; development and

evaluation of strategic alternatives; and strategic implementation and control.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
• Video material	6,5	0.3
• Practical part (knowledge tests, discussion questions)	3	0.1
• Lectures – Reading part	30	1.2
• Preparations for the lectures	40	1.6
• Readings (literature)	30	1.2
• Learning for final assignment + time for solving	40	1.6

Course materials and textbooks

Main literature:

Clifford S. (2011). Where Wal-Mart failed, Aldi succeeds. Retrieved from https://www.nytimes.com/2011/03/30/business/30aldi.html
FedEx SWOT analysis (2020). Retrieved from https://bstrategyhub.com/fedex-swot-analysis/
Galunic C., Hermreck I. (2012). How to help employees "get" strategy. Retrieved from https://hbr.org/2012/12/how-to- help-employees-get-strategy
Leavy B. (2013).Updating a classic formula for strategic success: focus, alignment, repeatability, and leadership. Strategy & Leadership 41, 1, 18-28.
Perrott B. E. (2011). Strategic issue management as change catalyst. Strategy & Leadership 39, 5, 20-29. Porter M. E. (2008). The five competitive forces that shape strategy.
Retrieved from https://hbr.org/2008/01/the-five-competitive-forces-that-shape-strategy
Sheppard B., Zarubina D., Jenkins A. (2020). Adapting to a new world. Retrieved from https://www.strategy- business.com/article/Adapting-to-a-new-world
Sloan J. (2017). Learning to think strategically. (3d ed.). New York : Routledge.
Subramanian S., Rao, A. (2019). How to build disruptive strategic flywheels. Retrieved from https://www.strategy- business.com/article/How-to-build-disruptive-strategic-flywheels

SSBM portal

Presentations, seminars and additional materials for class participation (case studies, excel cases etc)

STRATEGIC MARKETING

Course Description

The aim of this course is to provide learners with a detailed understanding of the marketing planning process and to apply these principles to a variety of business contexts. The unit also provides a comprehensive understanding of environmental analysis and how this can lead to the development of appropriate objectives and strategies to enhance operational marketing performance.

We strongly advise the students to finish the course, lecture after lecture as stated in syllabus, as there is a logical classification of topics as each new topic is based on the previous one.

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Course objectives

- Evaluate the role of marketing in an organisation.
- Analyse the relationship between corporate strategy and marketing strategy.
- Explain how marketing strategy is developed. Evaluate various approaches to internal environmental analysis.
- Evaluate various approaches to external environmental analysis.
- Explain how internal and external analyses can be integrated to devise strategic alternatives.
- Justify decisions and choices to be made at a corporate level.
- Assess how these decisions influence marketing at business unit and functional level.
- Evaluate approaches to competitive positioning of businesses.
- Summarise a range of strategies that can contribute to competitive advantage.
- Assess marketing strategies, their application

Course Learning Outcomes

- Understand the principles of marketing and its role in business practice
- Be able to evaluate approaches to marketing analysis.
- Be able to apply and analyse strategic marketing decisions and choices.
- Be able to evaluate and understand the use of marketing strategies for competitive advantage.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
• Lectures – Video material	3	0.2
• Readings – literature, reading assignment and literature	50	2.0

• Quizzes, assignments and individual study	50	2.0
• Learning for final assignment + time for solving	50	2.0

Course materials and textbooks

Main literature:

Aaker, D.A. and McLoughlin, D. (2010) Strategic Market Management- Global Perspective. UK: John Wily & Sons Ltd. Best, R. J. (2009) Market-based Management: Strategies for Growing Customer Value and Profitability. 5th Edition.

Harlow: Prentice Hall.

Bradley, F. (2005) International Marketing Strategy. New Jersey, FL: Prentice Hall. Chernev, A. (2009) Strategic Marketing Management.5th Edition. New York: Brightstar

Media.

Hastings, H. and Saperstein, J. (2007) Improve Your Marketing to Grow Your Business. New York: Wharton School Publishing.

Hooley, G., Saunders, J., Piercy, N. F. and Nicoulaud, B. (2007) Marketing Strategy and Competitive Positioning. 4th Edition. Harlow: Financial Times/Prentice Hall.

West, D., Ford, J. and Ibrahim, E. (2010) Strategic Marketing: Creating Competitive Advantage. 2nd Edition. Oxford: Oxford University Press

SSBM web platform

Presentations, seminars and additional materials for class participation (case studies, excel cases etc)

Web

Different web sites will be mentioned during the lectures. The students are fully advised to consult such web pages in

advance of lectures so that they can be prepared to better understand different chapters.

PROJECT MANAGEMENT

Course Description

The course introduces students to the basic concepts of project management. Effective management of projects ensures that they are completed on time, within budget and are of high quality. The aim of the course is to familiarize students with techniques needed to achieve these three goals. Basic topics and segments of project management that students will address in this course are: quality of an effective project manager, typical responsibilities of the project manager and

project selection, preparation of the detailed work schedule and budget, creating a project team, management, quality control of the project; risk management and more.

Course objectives

During the course variety of teaching methods will be used: from basic explanations of terms and concepts, exercises, working on case studies, individual work in finding the application of the presented knowledge and group/team work on the project. Beyond mere description of theoretical lectures, the emphasis will be on practical work, where students will plan and manage a project.

Course Learning Outcomes

1.	Students will acquire the ability to apply the acquired knowledge in new and unfamiliar circumstances, using understanding of the principles of project management.	Students will study the literature (books) in the fields of project management, which will help them to gain the necessary knowledge to solve tasks, tests, exercises and case studies. Students will prepare a seminar in which they will demonstrate theoretical knowledge and application to selected cases from practice.
2.	Students will communicate effectively in a manner appropriate to leadership roles.	Students will write a project plan, and tasks will be dealt with in groups. Students will orally present their group and individual work.
3.	Students will gain the ability to use new technologies.	Students will use information technology in order to develop project documentation. The same technology will be used in the preparation of student papers.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
• Lectures – Video material	6,5	0.2
• Readings – literature, reading assignment and literature	70	2.8
• Video tutorials	2	0.1
• Individual study	45	1.8
• Learning for final assignment + time for solving	50	2.0

Course materials and textbooks

Main literature:

Harold Kerzner (2000): Applied Project Management. USA: John Wiley & Sons

http://www.projectmanagement.com/

Additional literature

Keith Goffin, Rick Mitchell. Innovation Management (2009) - Strategy and implementation using the Pentathlon Framework, Palgrave Macmillan, 2010. Also available in German language (FinanzBuch Verlag).

Mark Dogson, Davig Gann, Ammon Salter (2008). The Management of Technological Innovation, Oxford Univertsity Press

Paul Trott (2009). Innovation Management and new Product Development, Prentice Hall, 2008.

Klaus Kerth, Heiko Asum, Volker Stich, Die besten Strategietools in der Praxis, Carl Hanser Verlag,

Paul Williams (2009). The Innovation Manager's Desk Reference, Lulu.

FINANCIAL MANAGEMENT

Course Description

The course is made of a combination of lectures and case studies. Themes are covered through small business cases, homework, real-life examples, case studies work, etc.

Students are required to follow on-site lectures and case studies and be prepared by reading the given reading materials. Students are expected to actively follow on-site lectures and case studies.

Course objectives

The Financial Management course consists of a few basic sections of key importance for Corporate finance like: basic theoretical concepts of modern corporate finance; rates of return on money market and capital market, cost of capital, risk measurement; capital structure; company valuations; short and long terms cash flow projections; Discounting etc (FCF, NPV, IRR, PBP, WACC, EPS...) etc. The course deals with traditional financial instruments and modern corporate analysis of securities on primary and secondary capital markets. Special focus will be put on common and preferred stocks, different bonds and different types of loans. The goal of this course is, by using inputs like spread, rating, credit worthiness, Beta, cost of capital, yield, maturity, variance, standard deviation etc. to learn students how to apply such and other finance indicators in practice in foreign capital markets, in order to enable students to successfully understand and use concepts of modern corporate finance. Furthermore, emphasis will be put upon financial engineering in such a way that the student acquires knowledge

necessary for creating a financial model in excel using all relevant financial excel formulas, and implementing them in the analysis of accounting reports such as the balance sheet, profit and loss account, and cash flow reporting, with the goal of calculating the rates of return of a specific investment (profitability index, NPV, IRR, etc) for the shareholders and debt providers. At same time, students will learn how to calculate the average cost of capital (WACC) and to valuate a company through dividends, FCF and multiples through different capital structures, scenarios analysis, break even analysis and sensitivity analysis. Many different small and big excel cases from different foreign capital markets will be used to learn students the way Financial Management should work in practice.

Course Learning Outcomes

- Students will acquire basic knowledge in financial management.
- Students will have the capacity of critical and analytical thinking.
- Students will have the capacity for adaptation which is necessary for doing business in the global environment.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
• Video material – PowerPoint	30	1.2
• Problem Solving Exercises – Excel	20	0.8
• Preparations for the lectures	20	0.8
• Preparations for the practical work	20	0.8
• Readings (presentations and literature)	30	1.2
• Learning for final assignment + time for solving	80	3.2

Course materials and textbooks

Main literature:

Main literature:

- Brealey, A.R., Myers C.S., Marcus, J.A. Fundamentals of Corporate Finance. McGraw Hill. (BMM)
- J. C. Van Horne, J. M. Wachowicz, Jr. Fundamentals of Corporate finance (Prentice Hall),
- J. Berk, P. DeMarzo: Corporate finance. Pearson Education.

Additional literature:

- Asquith, P., & Weiss, L. A. Lessons in corporate finance: A case studies approach to financial tools, financial policies, and valuation. John Wiley & Sons.
- Wahlen, J., Baginski, S., & Bradshaw, M. Financial reporting, financial statement analysis and valuation. Nelson Education.
- Corporate finance Raymond Am. Brooks, Pearson

- Corporate finance Sheridan Titman, Arthur aj. Keown and John d. Martin, Pearson

SSBM web platform

Presentations, seminars and additional materials for class participation (case studies, excel cases etc)

Excel

Excel is an important tool for corporate finance. All lectures by prof. Silić will be held online where every student can individually perform exercises in Excel. Students are advised to get acquainted with Excel before and during the lectures, and especially with using different financial formulas for easier understanding of the course.

Web

Different web sites will be mentioned during the lectures. The students are fully advised to consult such web pages in advance of lectures so that they can be prepared to better understand the calculations in excel.

Some of the web pages are listed here:

Financeyahoo.com Marketwatch.com Federalreserve.com Dow jones, Nasdaq etc Ecb.europa.eu

PRESENTATION SKILLS IN BUSINESS

Course Description

This course is designed to give students exposure to foundational and intermediate elements of presentation skills in professional settings. The course teaches students principles of organizing or structuring a message, delivery skills to come across as more confident and composed, and techniques to open and close presentations like a professional. This course will also help students develop more memorable communication in less formal interactions such as giving regular updates at meetings.

Course objectives

Professional presentation skills course has the learning objective: Presentation skills. After the course students will be able to improve their presentation skills when doing global business. Students will learn many techniques of presentations individually and in groups.

Course Learning Outcomes

1.	To understand and practice foundational qualities of a sound presentation design	Develop an understanding of the principles of effective presentation design, including visual hierarchy, clarity, and audience engagement. Identify and analyze the key components of successful presentations, such as clear objectives, compelling storytelling, and appropriate use of multimedia.
2.	To identify key speaking distractions or other weaknesses and build on students' speaking strengths	Analyze and identify common speaking distractions and weaknesses, such as filler words, lack of eye contact, or ineffective body language, in order to help students become aware of their specific areas for improvement. Develop strategies and techniques to minimize speaking distractions and strengthen students' overall speaking skills, including exercises to reduce the use of filler words, enhance eye contact, improve body language, and project confidence. Provide individualized feedback and guidance to each student, highlighting their speaking strengths and offering personalized exercises and activities to further enhance their abilities, ultimately building their overall speaking proficiency.
3.	To develop a strong opening for an introduction	Understand the elements of an effective introduction, including the importance of capturing the audience's attention, establishing relevance, and clearly stating the purpose of the presentation. Learn and practice various techniques for crafting compelling openings, such as using a captivating anecdote, posing a thought-provoking question, or presenting a surprising statistic, to engage the audience from the start and set a strong foundation for the Presentation.
4.	To develop a strong closing for a conclusion	Understand strategies for creating impactful conclusions that leave a lasting impression on the audience, such as summarizing key points, providing a call to action, offering a memorable quote, or delivering a thought-provoking closing statement, to effectively wrap up the presentation and leave the audience with a sense of closure and inspiration.
5.	To outline a presentation suitable for a professional context	Learn the principles and techniques of creating a well-structured presentation outline tailored for professional settings, including identifying the main objectives, organizing content logically, and establishing a clear flow of information to effectively convey the intended message to professional audiences.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
● Lectures – Video material	6,5	0.3
● Readings – literature, reading assignment and literature	50	2.0
● Individual study	20	0.8

● Learning for final assignment + time for solving	50	2.0

Course materials and textbooks

Main literature:

Main literature:

Recommended Website: http://www.communicationskillscoach.com/

SSBM portal

Presentations, seminars and additional materials for class participation (case studies, excel cases etc)

STRATEGIC LEADERSHIP

Course Description

Strong leadership is regarded as one of the best predictors of organizational success and critical human capital required for career progression in almost every organization. However, leadership is also a highly complex and often misunderstood phenomenon. It's hard to define, but we all know good and bad leadership when we see it.

This course will equip aspiring leaders with an understanding of what leadership is and how an individual can develop the skills required to become an effective leader in their organization. Taught by instructors and presenters

with decades of business and not-for-profit leadership experience, you will learn the difference between leadership and management, the importance of understanding others and building empathy and relationships, and gain a better understanding of the different leadership styles you may encounter throughout your career.

In this five-parts course, I share my insight from over 4 decades of coaching. We're going to look at a proven process that you can use to develop yourself as a leader. As an executive educator and coach, I will help you understand how your beliefs and the environments you operate in can trigger negative behaviors. Through simple and practical advice, I will help you achieve and sustain positive behavioral change.

Research on coaching is clear and consistent. Coaching is most successful when it's applied to people with potential who want to improve — but not when it's applied to people who have no interest in changing. This istrue whether you are acting as a professional coach, a manager, a family member, or a friend.

Course objectives

- Understand the usage of different coaching methods.
- Distinguish the five types of leadership coaching techniques and team behaviors.
- Describe the benefits of using different techniques and exercises within the team/organization.
- Apply "follow up", "feedforward" and "wheel of change". Explain how and why to use the techniques.
- Be able to conduct a basic exercise with your team as a leader and evaluate the outcome.
- Create plan for independent learning, self-study and evaluation of own progress as a leader.

Course Learning Outcomes

By the end of the course you will be equipped to:

- Master 'what to stop' as a leader and explore how to use 'what to stop' in coaching
- Examine the classic challenges for successful leaders, and how to use feedforward
- Explore a proven model for developing yourself as a leader, and the importance and impact on leadership effectiveness
- Discover why we all need help and structure, a new approach to employee engagement, and the daily question process

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – videos	3	0.1
Lectures – reading part	40	1.6
· Preparations for the lectures	20	0.8
Reading part (literature and pre-reading links)	20	0.8
· Learning for final assignment + time for solving	42	1.7

Course materials and textbooks

Main literature:

Live an Earned Life Leadership as a Contact Sport

The many Faces of Corporate Leaders Try Feedforward Instead of Feedback

SSBM portal

Presentations, seminars and additional materials for class participation (case studies, etc.)

INNOVATION AND CHANGE MANAGEMENT

Course Description

The course is made of a combination of lectures, case studies and team projects. Themes are covered through small business cases, individual and team presentations, real life examples, self-assessment tests, etc.

Students are required to attend the lectures, prepare, and present individual and team projects on innovation and change management.

We are always open for questions, discussions and suggestions of our students through especially e-mail communication.

Course objectives

The course is aimed at providing students with theoretical principles as well as with practical knowledge, including tips and tricks in the area of change and innovation management. The students will develop understanding of innovation and creativity as phenomena in general, and specifically within an organizational environment. They will develop individual and team skills in preparing and presenting innovative projects, specifically those based on digital transformation and creating added value.

Course Learning Outcomes

At the end of this course, students will be able to:

- Provide an introduction to innovation and change management
- Describe and explain innovation and change in the age of digital transformation
- Research and explain convergent, divergent, lateral, and vertical thinking
- Provide an insight into barriers to creativity and innovation and how to remove them
- Learn how to manage change in seven steps

- Explain and practice individual and team creativity supporting techniques
- Outline the principles of building innovative and change-oriented organizational environment
- Understand and learn the principles of managing projects that bring change and innovation
- Develop case studies and student projects with presentations

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – videos	5.5	0.2
· Preparations for the lectures	15	0.6
Preparations for the practical work	55	2.2
• Readings (presentations/lectures and literature and reading assignments)	50	2
· Learning for final assignment + time for solving	50	2

Course materials and textbooks

Main literature:

Srića Velimir (2016): Creativity and Innovation Management, Kindle Store

Additional literature:

1. Cameron Esther (2015): Making Sense of Change Management, Cogan Page
2. Hayes John (2010): The theory and practice of change management, Palgrave Macmillan
3. Srića Velimir (2014): In Search of Harmony in a Disharmonious World: Leadership Manual for ChangeAgents and Dreamers, Algora Publishing
4. Srića Velimir (2008): Social Intelligence and Project Leadership, Journal of American Academy of Business, no. 2.

DIGITAL BUSINESS ACCELERATION

Course Description

Digital transformation is an abused buzzword nowadays and vast oceans of solutions and technologies makes it very hard to navigate. Making a winning strategy for a concrete business can be confusing and time consuming. Gap between "nice ideas" and proven and applicable strategical solutions seems quite difficult to bridge in everyday life. The goal of the course is to provide a navigation map for business leaders. The course is made of a combination of lectures, case studies and team projects.

Course objectives

In this course, we will start out by introducing a concept of a sort of holistic framework, looking at digital strategies through five key domains of strategy that are changing and being transformed by digital technologies. Customers are being changed, our competition, how we think about data, how we think about innovation, and how we define the value of our business and our industry. Those are the five domains of digital transformation, because each of these areas of strategy are changing so dramatically today.

Topics we would address include:

- Domains of Digital Transformations,
- Digital Customers networks and New Path to purchase,
- Understanding of Digital customers behaviours,
- Platform Business models,
- Cooperation's,
- Disintermediation and Asymmetric competition,
- Building Data as Strategic Assets for Business,
- Big Data,
- Innovation through Experimentation,
- Translation of the Lean Start-up to Enterprise Innovation,
- Adaptation of Value proposition.

Course Learning Outcomes

At the end of this course, students will be able to:

- Understanding the customer habits and digital behaviour driving the customers across different markets
- Analysis of data – building data as a strategic asset in business
- Value creation from analysed data
- Apply the principles and best practices of the leading start-ups to enterprise large scale organizations

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – videos	4.5	0.2
· Preparations for the lectures	10	0.4
Preparations for the practical work	30	1.2
• Readings (presentations/lectures and literature and reading assignments)	30	1.2
· Learning for final assignment + time for solving	50	2

Course materials and textbooks

Main literature:
David L. Rogers (2016): The Digital Transformation Playbook

Additional literature:

Geoffrey G. Parker, Marshall W. Van Alstyne, Sangeet Paul Choudhary (2017): Platform revolution
Alexander Borek, Nadine Prill (2020): Driving Digital Transformation through data and AI.

DATA ANALYTICS AND DECISION MAKING

Course Description

This course provides a conceptual and practical overview of analytical tools, techniques, and practices used to support data driven decision making in an organization. It places an emphasis on working with data, databases, and performing and interpreting descriptive analytics and visualization techniques in the context of contemporary, data- rich decision-making environments including various business and management applications and contexts.

Course objectives

The goal of this course is to help you develop your skills as a data-savvy manager who are managers that are not necessarily data-science experts, but understand

what analytics can and cannot do, how to ask the right questions, and, most importantly, how to interpret data to make better decisions. To that end, we will study several basic analytics techniques, focusing on how you, yourself, can apply them in practice, interpret their output, build intuition, and leverage them in decision-making. Specifically, we will focus on Data Exploration, Data Aggregation, Data Visualization, various analytics and software tools such as Excel, Power Query, Power BI, Python, SQL, Azure ML, Machine Learning, etc. From various data sets you will be able to give sense to data and convert data into a manageable insight for decision-making.

Course Learning Outcomes

At the end of this course, you will be able to:
- Explain the key ideas behind fundamental techniques in data analytics, including dashboarding, visualization, classification, aggregation of data
- Identify new opportunities to use these techniques across business domains to guide decision-making
- Apply these techniques to novel problems using a combination of Excel, Power Query, Power BI, SQL, Python or machine learning
- Formulate and communicate actionable business recommendations based upon your analysis, including its limitations
- Critically assess the validity of analytics-based recommendations in the context of specific business decisions

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – videos	5.5	0.2
• Problem Solving Exercises – Excel	30	1.2
· Preparations for the lectures	20	0.8
Preparations for the practical work	20	0.8
• Readings (presentations/lectures and literature	35	1.4
· Learning for final assignment + time for solving	40	1.6

Course materials and textbooks

A First Course in Database Systems (3rd Edition), Jeffrey D. Ullman, Jennifer Widom, Pearson (2007). ISBN-10: 013600637X

[Companion page]

Business Analytics (2nd Edition), James R. Evans, Pearson (2015). ISBN-10: 0321997824. [Pearson web site]

Data Analysis Using SQL and Excel, Gordon S. Linoff, second edition, Wiley Publishing (2015). ISBN-10: 111902143X [Companion page]

Additional learning resources:

SQLite page (with documentation and tutorials)

SQLite Tutorial (Tutorials point)

Using SQLite in Python

Using SQLite in R

SQL Tutorial (Tutorials point)

Database Systems: The Complete Book by Hector Garcia-Molina, Jeff Ullman, and Jennifer Widom. Companion web site.

Database Management Lecture by Jennifer Widom

7 Steps to Mastering SQL for Data Science (KDnuggets)

HUMAN RESOURCE MANAGEMENT

Course Description

Modern HR Departments have outgrown their administrative related activities within organization and becameactive contributors to the strategy and competitive success of organization. The focus of this module is to exploremodern HR functions and how they evolved over the years, and what is considered a good practice in some of those areas. Aim is also, to encourage to think about HRM in your organization in the context of globalized world and 21st century.

Course objectives

- To provide an understanding of the HR functions in modern organizations
- To understand HR strategy and HR function and its position within today business
- To deepen knowledge of the range of HRM practices, models, and ideas
- To develop some specific knowledge and skills crucial for good people management
- To develop new understanding and approach in your collaboration with your HR department

Course Learning Outcomes

- A knowledge and awareness of some behavioral, managerial and HRM challenges facing our organizations

- Develop a critical approach to the implications, assumptions and limitations of current practices and theories in the field

- Working understanding of a range of human resources and people management practices

- Acquire a usable toolkit of basic HR tasks and operationst the end of this course, you will be able to:
  - Explain the key ideas behind fundamental techniques in data analytics, including dashboarding, visualization, classification, aggregation of data
  - Identify new opportunities to use these techniques across business domains to guide decision-making
  - Apply these techniques to novel problems using a combination of Excel, Power Query, Power BI, SQL, Python or machine learning
  - Formulate and communicate actionable business recommendations based upon your analysis, including its limitations
  - Critically assess the validity of analytics-based recommendations in the context of specific business decisions

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – PowerPoint	5	0.2
Lectures – videos	3	0.1
Lectures – Reading part	9	0.4
· Preparations for the lectures	37.5	1.5
Individual study for additional activities (presentations, seminars, projects, debating, reporting etc.)	20	0.8
· Learning for final assignment + time for solving	50	2

Course materials and textbooks

R. Noe / J. Hollenbeck: Human Resources Management; Mate d.o.o. 2006
R. Brčić, Ž. Dulčić, M. Černe, T. Hernaus: Koraci uspješnog organiziranja; Školska knjiga 2018
S.P. Robbins: Bitni elementi organizacijskog ponašanja; Mate d.o.o. 1995

Additional literature:

Allen, P.L 2015. - Toward a new HR philosophy. McKinsey Quarterly

Schein, E.H. 1983. - The role of the founder in creating organizational change.

P. Capelli. - Why We Love to Hate HR…and What HR Can Do About It; HBR 2015

P. Capelli, A. Travis. - The New Rules of Talent Management; HBR 2018
SSBM web platform

Presentations, seminars and additional materials for class participation