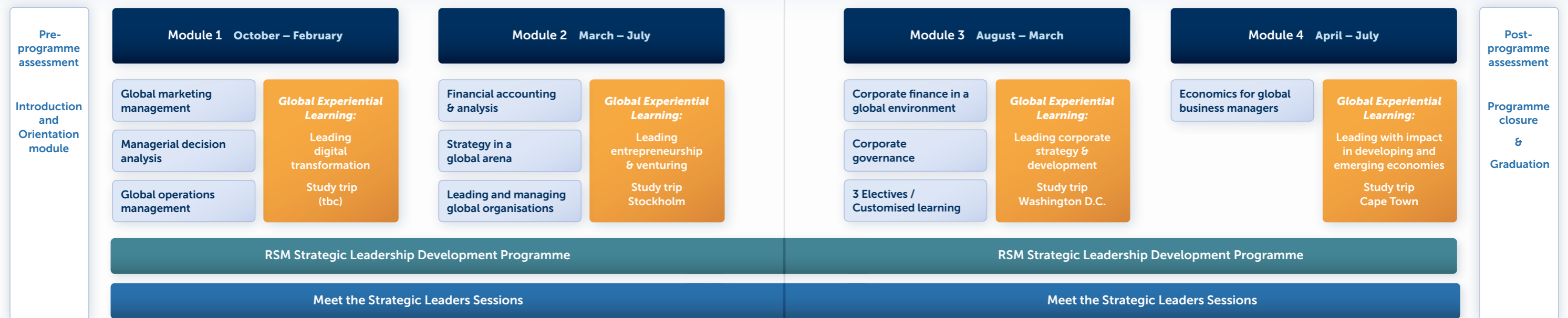


# A curriculum to prepare your Leadership journey

Your Global Executive MBA is a transformative 21-month journey in which you develop as a strategic leader. It is a highly personalised educational experience. The programme includes a self-assessment of your development needs, a (team) leadership challenge, a personalised strategic leadership development plan, data-driven monitoring of your progress, one-on-one coaching, and a choice of three electives.



## Module 1: October – February

Build a platform for your learning journey and lay the foundations for impactful management in a world that is in transition. You'll learn how big data, artificial intelligence and the evolving internet economy affect decision-making and marketing. You'll also explore concepts and techniques essential to operations and supply chain management.

## Module 2: March – July

Analyse the concerns of global strategic leaders: how can my firm outperform its competitors? How can we make decisions based on financial information? How can we manage people and develop the organisation with purposeful meaning?

## Module 3: August – March

Dive deeper into key aspects of business through a range of electives. You will also take a look at strategic governance and discuss some of the toughest financial decisions senior managers have to take.

**Electives:** Customise your knowledge and skills development. Choose from a wide variety of elective courses, which are updated every year. Topics span multiple disciplines, including leadership, sustainability, finance and operations. Examples of electives offered in previous years:

- » Leading and managing change
- » Mergers and acquisitions
- » Creating customer value
- » Influencing with integrity
- » Innovation leadership
- » Design thinking
- » Innovation ecosystems

## Module 4: April – July

To wrap up your studies, you will apply foundational concepts and insights from economics to analyse some of the most relevant trends and issues in global businesses today.

Designed to meet the needs  
of the modern executive

### Module 1 October – February

#### » Global marketing management

Investigate psychological and economic theories used in traditional marketing strategy with new insights and techniques based on data science. Discuss the significance of big data, the evolving internet economy, and the social, environmental and ethical implications of marketing.

#### » Global operations management

Explore concepts and techniques for the design, planning, control and improvement of global service and manufacturing operations. You'll cover topics such as capacity, inventory and supply chain management, and learn to analyse, manage and develop a strategic view on operations problems in a real situation and in case studies.

#### » Managerial decision analysis

Focus on the difficulties arising from quantitative decision making in an environment with uncertainty and risk, and learn different methodologies to deal with them in real-life problems. The course exposes you to common decision-making pitfalls and discusses how decision making is likely to change due to the rise of Artificial Intelligence.

### Module 2 March – July

#### » Strategy in a global arena

Learn to formulate value-creating strategies in C-suite decision making by identifying core competencies, analysing industry environments, and developing new ways of outcompeting your business' rivals. This course also offers practical tools such as scenario-analysis.

#### » Financial accounting and analysis

Discover a common language and toolbox to make rational decisions involving monetary value. Learn foundational knowledge to use and evaluate financial information and contribute to discussions and decision-making with respect to finance and accounting.

#### » Leading and managing global organisations

Develop your people and organisational skills, so you can manage people and readjust your organisation to volatile or uncertain environments; navigate culturally diverse contexts; develop and engage with a competitive workforce based on the business' value proposition; and engage in informed decision-making using evolving techniques such as people analytics, big data, and Artificial Intelligence.

### Module 3 August – March

#### » Corporate governance

Get "the rules of the game" right so your firm can secure resources, develop its core activities, capabilities and business models, secure its societal licence to operate, and create and capture value for shareholders and stakeholders. This isn't about a corporate governance set-up that suits all firms. We will discuss a firm's ownership and governance choices as a matter of strategic design and decision-making.

#### » Corporate finance in a global environment

Create a toolbox that helps you to tackle the main strategic financial challenges as a visionary business leader. This course examines major financial decisions, including decisions on capital structure, diversification (or not) and its impact on corporate cost of capital, financial pros and cons of having a stock market listing versus being privately held, improving your company stock's liquidity, and redistributing the net profits of your corporation.

#### » Study trips: Global Experiential Learning

Each module concludes with a Global Experiential Learning course in which you experience how the module's leadership topics play out in practice. You'll investigate major strategic challenges that current C-suites are confronted with in different locations across the world with eye-opening perspectives and experiences.

### Module 4 April – July

#### » Economics for global business managers

Learn micro- and macro-economics to analyse the most relevant international business trends and issues, such as incentives and behaviour, market power and structures, asymmetric information, vertical integration, the international fragmentation in trade, economic crises and contagion, trade agreements, and other current phenomena important for strategic leaders in global business.