



Enhance your team's **PERFORMANCE**

to meet the world of tomorrow

Who Are We?

A regional leader with extensive experience in learning and development

At Knowledge Group Consulting (KGC), we believe that the strongest tools for success are information and timing. The right information at the right time makes all the difference in this fast-changing, ever-evolving landscape. To that end, we have worked to assemble the world's leading thinkers and innovators, as well as the content crucial for tomorrow. KGC's eduZ is the premier digital learning platform for organizations and individuals alike who are looking to enhance their current performance, balance global and local perspectives, and become better-equipped for what's next.

What We Do?

We customize all our solutions to perfectly fit your needs

We have harnessed our years of experience, agility, and expertise to customize digital learning programs that fit your needs. In collaboration with the world's most renowned and innovative thinkers, top business schools, and thought leaders in their industry, we have developed best-in-class, exclusive programs for individuals and organizations alike. The talent and knowledge you need won't create itself, and eduZ upskills both individuals and workforces through programs with the necessary depth and breadth for the world of tomorrow.

Who are our Partners?

We Work With World-Leading Business Schools:



We develop our programs with top global Thinkers



Marshall Goldsmith

#1 Leadership Thinker in the World
#1 Executive Coach in the World



Martin Lindstrom

Danish author and Time magazine
Influential 100 Honoree
Top 50 Thinkers



Prof. Donald Sull

Top Ten New Management Gurus
Lectured at LBS, HBS, MIT SLOAN



Peter Fisk

Global thought leader
Bestselling author, expert
consultant and keynote speaker



Prof. Andrew Kakabadse

Ranked among top 50 most
influential management gurus
by HBR
Top 50 Thinkers



Mark Esposito

Top global thought leader in
The 4th Industrial Revolution
Top 50 Thinkers Radar



Michael Schrage

Research fellow with the MIT
Sloan School of Management's
Initiative on the Digital Economy



Sinan Aral

Global authority on business
analytics; award-winning
researcher; entrepreneur, and
venture capitalist



Rob Nail

Aspiring FutureMaker, Think
Tanker, Dream Engineer, and
Associate Founder & Former
CEO Singularity University



Olivier Moingeon

Top 100 Business Innovators
2022; Co-founder and chief
customer officer | Excluble



Louis Rosenberg

American engineer, researcher,
inventor, and entrepreneur.
Over 300 patents in AR, VR
and AI



Skip Rizzo

Psychologist Skip Rizzo
conducts research on the design,
development and evaluation of
virtual reality (VR) systems in
clinical assessments.



Eric Pulier

Technology and Software
Entrepreneur; Inventor of the
Smart NFT, and the CEO and
founder of Vatom



Wayne Jonas

Expert in integrative health
and health care delivery

Collaborative & Interactive Learning Tools Embedded in Our Programs



Experiential Activities



Simulations



Executive Coaching



Case Studies



Project Coaching



Role-plays



Peer Review



Innovation Sessions



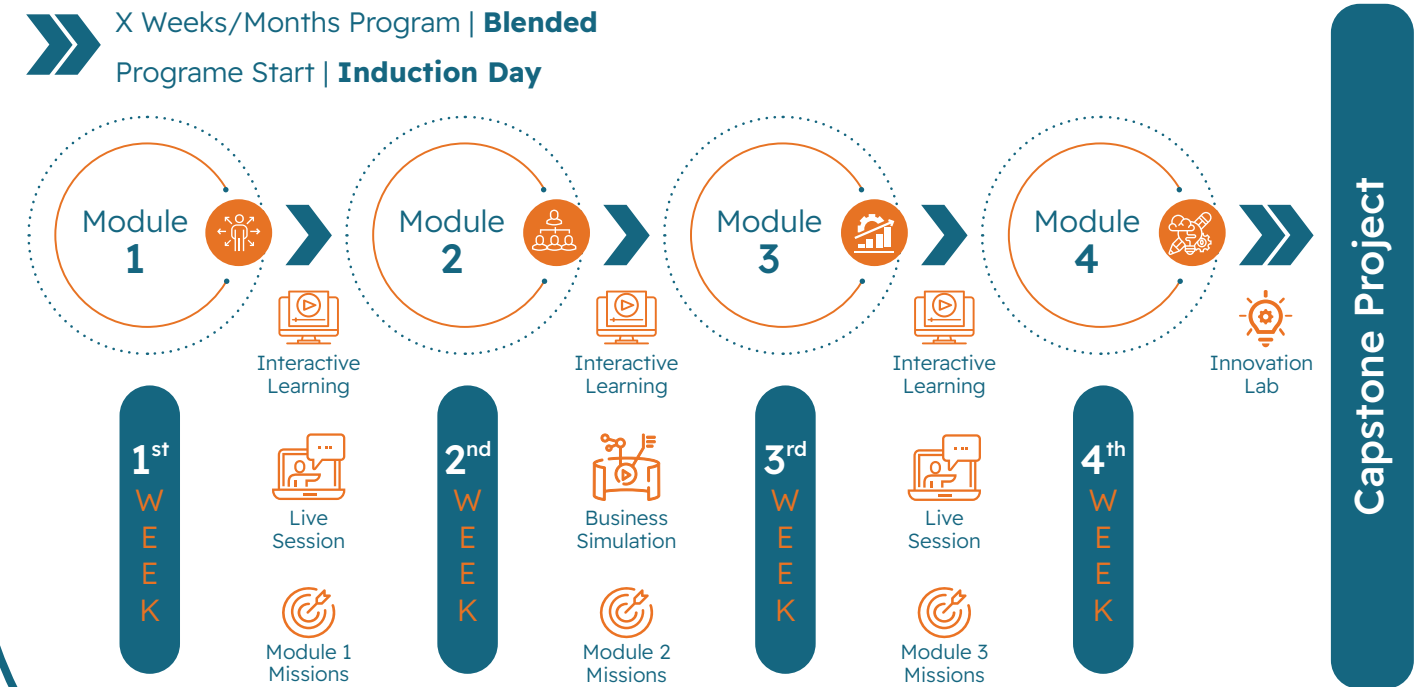
Assessments & Feedback



Panels & Discussions

Program Structure

Example of a Program Journey



OUR UNIQUE APPROACH

THE eduZ DIFFERENCE

Part of eduZ's strength is in its adaptability. Though we have pinpointed the areas that we think are necessary learning for all industries, we also understand that each situation is unique. Thus, our team works with yours to establish your current situation from where you want to be, and what training, programming, and instruction will get you there. Whether you're looking to upskill a large section of your workforce or enhance your own performance, the eduZ team crafts customized solutions to suit your needs.

Assess

What are your unique situations, challenges, and objectives? Via collaboration with you, your team, and our own data-gathering and research, together we tailor the scope and sequence of our consulting work.

Develop & Incorporate

From new training development to talent assessment, once your unique solution is ready for implementation, our team works with yours on roll-out, as well as any customization necessary along the way

Review & Update

We encourage clients to fully assess their solution's performance, and take stock of the consulting process. We provide reports to show goals' progress and what adjustment still need to be made.



Design

Following the assessment phase, we work with you to design the best course of action and customize solutions, thereby ensuring that the needed resources, time, and roles have been identified early-on.

Monitor & Evaluate

From support training to distance monitoring, our consultants continue to respond to and adapt with your unique needs needs. Our consultants continue to respond to each company after implementation

We work globally with top industries leaders

01 Government



02 Education



03 Oil & Gas



04 Telecom



05 Security & Defense



06 Aviation



07 Financial Services



08 Post



09 Ports



10 Healthcare



11 Transportation



12 Manufacturing & Petrochemicals



13 Conglomerates



14 Municipalities



15 Digital & Technology



16 Utilities



17 Social Services



Explore Our Programs

With eduZ, Your Knowledge Is Always Evolving

All of eduZ's programs are dynamic, both in terms of their presentation and their actual design. Our course offerings are adaptable and custom-built to suit your needs, whether you are an individual or an organization. Based on your unique industry and challenges, we work with you to tailor the scope and sequence of our world-class, award-winning programming.

Programs by Category*

 * To know more about the program click on the program title

Business Analytics & Data Science



Business Analytics Online: Create Value Through Data Analysis

6 Weeks

Mark N. Broadie

Carson Family - Professor of Business

Charles Daniel Guetta

Associate Professor of Professional Practice

Ciamac C. Moallemi

William Von Mueffling Professor of Business

Omar Besbes

Vikram: S. Pandit - Professor of Business



Data Science and Visualization For Business

6 Weeks

Rafif Srour Daher

Academic Director, Data Science and Visualization for Business. Professor and Director of Bachelor in Business and Data Analytics at IE University

Digital Transformation



The Metaverse Program: Industries Reimagined

6 Weeks

Martin Lindstrom

Danish author and Time magazine Influential 100 Honoree



The Digital Leadership Program

6 Weeks

Dr. Mark Esposito

Top global thought leader in The 4th Industrial Revolution



Digital Strategies For Businesses: Creating Value through Technology

6 Weeks

Dr. Mark Esposito

Top global thought leader in The 4th Industrial Revolution

Entrepreneurship



Launch Your Startup

8 Weeks

Jack McGourty

Faculty Director Adjunct Professor of Business, Columbia Business School



Corporate Entrepreneurship

6 Weeks

Rita McGrath

Faculty Director, Columbia Business School Executive Education

Finance & Accounting



Finance and Accounting For The Nonfinancial Professional

5 Weeks

Doron Nissim

Ernst & Young Professor of Accounting and Finance. PhD in accounting, University of California, Berkeley



Financial Decision Making:

A program for non finance professionals

6 Weeks

Virginia Bombin

Academic Director, Financial Decision Making
Finance Professor at IE Business School and Financial Times IE Corporate Learning Alliance



Fintech:

Powering The Financial Revolution

6 Weeks

Luis Maldonado

IE University professor, World Bank Digital Financial Services Specialist, FinTech investor and entrepreneurRevolution

Economics



Online: Macro-economics for Executives:

Navigating Global Risks and Trends

9 Weeks

Pierre Yared

MUTB Professor of International Business and Vice Dean for Executive Education, Columbia Business School

Ruchir Sharma

Chief Global Strategist, Head of Emerging Markets Equity Team Morgan Stanley Investment Management

Michael Feroli

Chief U.S. Economist, J.P. Morgan

Alexis Crow

Global Head, Geopolitical Investing Practice PwC

Abby Joseph Cohen

Advisory Director and Senior Investment Strategist Goldman SachsWilliam Von Mueffling Professor of Business

Law



Legal Tech:

Leverage the power of technology in the legal sector

6 Weeks

Argyri Panezi

Professor of Law and Technology

Leadership & Management



Executive Coaching Program

5 Weeks

Marshall Goldsmith

Number 1 Leadership Thinker and Executive Coach in the World.



WaveRiders:

Transformational Leadership Program

5 Weeks

Peter Fisk

Global thought leader Bestselling author, expert consultant and keynote speaker

Programs by Category*

 * To know more about the Program click on the program title



Building an Agile Culture: Fostering Organizational Agility

5 Weeks

Prof. Donald Sull

Top Ten New Management Gurus. Lectured at LBS, HBS, MIT SLOAN



Leadership Intelligence: The 5Qs for Thriving as a leader

5 Weeks

Prof. Andrew Kakabadse

Ranked among top 50 most influential management gurus by HBR, Top 50 Thinkers



Leadership Essentials

4 Weeks

Joel Brockner

Phillip Hettleman, Professor of Business Faculty Director

Sarah J. Brazaitis Associate Professor of Practice, Teachers College, Columbia



Leadership and Strategy In The Age Of Disruption

6 Weeks

Mark Esposito

Adjunct Professor of Strategy at IE University. Professor at Hult International Business School Executive Education



Leadership In The Age Of Digital Disruption

4 Weeks

Barbara E. Kahn

PHD Patty and Jay H. Baker Professor; Professor of Marketing, The Wharton School



Negotiations With Maurice Schweitzer

4 Weeks

Prof. Maurice E. Schweitzer

Professor at the Wharton School



Removing Barriers To Change In Organizations

4 Weeks

Jonah Berger Associate

Professor of Marketing



Leadership In The 21st Century

4-6 Weeks

Nancy Rothbard

David Pottruck Professor of Management Chairperson, Management Department

Adam Grant

The Saul P. Steinberg Professor of Management, Professor of Psychology

Katherine Klein

Edward H. Bowman Professor of Management Vice-Dean, Wharton Social Impact Initiative

Sigal Barsade

Joseph Frank Bernstein Professor of Management



Managing The Global Firm

4-6 Weeks

Mauro Guillén

Dr. Felix Zandman Professor of International Management Professor of Management Anthony L. Davis Director, The Lauder Institute



Managing And Motivating Talent

4-6 Weeks

Peter Cappelli

George W. Taylor Professor of Management Director, Center for Human Resources

Michael Useem

William and Jacalyn Egan Professor of Management Director, Center for Leadership and Change Management Editor, Wharton Leadership

Marketing & Sales



Digital Marketing, Social Media and Analytics:

An Omnichannel Strategy

6 Weeks

Pedro Moreno De Los Ríos

Academic Director, Digital Marketing, Social Media and Analytics. Digital Business & Marketing Professor

Strategy & Innovation



Strategic Intuition

5 Weeks

William R. Duggan

Senior Lecturer in Business Faculty Director

Amy Murphy

Director (Principal) at Strategy & Co-Faculty



Innovation For Growth

6 Weeks

Mark Esposito

Adjunct Professor of Strategy at IE University Professor at Hult International Business School



Strategic Management: Competitive and Corporate Strategy

4-6 Weeks

Harbir Singh

Mack Professor of Management Co-Director, Mack Institute for Innovation Management Faculty Director, Hunstman Program

Nicolaj Siggelkow

David M. Knott Professor of Management Co-Director of the Mack Institute for Innovation Management

Sustainability



BetterWorld Sustainable Futures

5 Weeks

Peter Fisk

Global thought leader Bestselling author, expert consultant and keynote speaker



Business Strategy From Wharton: Competitive Advantage

6 Weeks

Nicolaj Siggelkow

David M. Knott Professor Professor of Management Co-Director of the Mack Institute for Innovation Management



Strategic Management Connected Strategy

1-4 Hours/Weeks

Professor at the Wharton School

Business Analytics Online: Create Value Through Data Analysis

Duration:
6 Weeks

Speakers:

Omar Besbes
Vikram S. Pandit -
Professor of Business

Mark N. Broadie
Carson Family -
Professor of Business

Charles Daniel Guetta
Associate Professor of
Professional Practice

Ciamac C. Moallemi
William Von Mueffling
Professor of Business

Overview:

“Big Data” means better business. It’s been shown time and time again that organizations that are data-centric outperform those that are not. More and more business leaders are turning to data-driven decision-making to make better predictions, create a competitive advantage, improve business decisions, and increase value for their business. Business analytics and data analysis are critical skills for business professionals as the availability of broad and deep sources of information, “Big Data,” becomes even more prevalent. By understanding how to effectively sift through and analyze data, participants will be able to make more informed business decisions that allow them to successfully meet their business objectives while also uncovering and addressing any business challenges.

Syllabus:

Module 1:

Introduction to Business Analytics:

Introduces business analytics and its main levers that organizations use to capture value through it.

Leading Analytics: Review a common business analytics tool to leverage the data and for predicting outcomes: Logistic Regression.

Module 2:

Recommendation Analytics:

Discuss the opportunities offered by Big Data and the possibilities for mass customization of services. Quality of Predictions: Discover how to assess the quality of predictions and the quantity of errors one may make when predicting 0/1 outcomes.

Module 3:

Financial Analytics - Training and Testing Models:

Examine the notion of in-sample and out-of-sample predictions, and how the latter is key to properly assess the quality of predictions.

Skill Versus Luck - Sports Analytics and Learn how to disentangle skill versus luck when attempting to make predictions about the future performance of, e.g., sports players or investors.

Module 4:

Testing - Channel Management in Retail:

Introduces Difference in Differences, a tool to test the quality of changes in decisions in complex environments in the absence of perfect experiments.

Simulation - Pension Analytics: Introduces simulation, a business analytics tool used to evaluate decisions in the presence of uncertainty.

Module 5:

Optimization Analytics - Pharmaceutical Detailing:

Discover how to formalize the optimization of many decisions while accounting for different kinds of physical and business constraints. Practice making business analytics decisions in the presence of multiple objectives by exploring the notion of an efficient frontier.

From Concept to Deployment: Bring together many of the concepts developed during this business analytics program and provide a view of the entire analytics life-cycle.

Module 6:

Business Analytics:

Frontier and Emerging Challenges. Review some of the main business analytics concepts covered and discuss emerging challenges such as bias & algorithmic fairness.

Data Science & Visualization for Business

Duration:

6 Weeks

Speaker:

Rafif Srouf Daher

Academic Director, Data Science and Visualization for Business
Professor and Director of Bachelor in Business and Data Analytics at IE University

Overview:

Professionals from all sectors are identifying, analyzing, preparing and leveraging data to make smarter decisions on a daily basis. In this course, participants discover the basics of data science through data insights and visualization. Gain real-time guidance, feedback and professional insights from professors and experts from Google, Amadeus and McKinsey. With their help, students apply statistical concepts underlying data analytics to create meaningful displays that improve decision-making.

Syllabus:

Module 1:

Breaking The Ice: Exploring Data

Participants are introduced to the importance of data science through two real-life examples: the Space Shuttle Challenger and Starbucks Tech in a Cup. They will learn basic data science terminology, processes and definitions. Later, they will get hands-on experience with data by working on a data set involving concession sales. This will allow them to develop their skills on Excel, learning useful functions and commands using a concession data set.

Module 2:

Data Visualization: The Basics

A graph often gives you a better understanding of a variable than looking at raw data. Students will learn the importance of data visualization, and how to build and interpret graphs for categorical and quantitative variables. With Excel, they will summarize data and see how different types of data and variables entail different organization/visualization methods. The module's video uses Halloween data collected from trick-or-treaters in Cincinnati, OH.

Module 3:

Turning Data Into Numerical Information: The Science Of Statistics

Students will study how to accurately describe three key features of univariate data sets. They will learn how to identify and evaluate the impact of missing data and outliers. Some measures of bivariate data will be introduced. The problem of "lying with numbers" will be discussed. At this point, students will have acquired the knowledge necessary to identify situations in which statistics were used to misleadingly.

Module 4:

Taking Visualization To The Next Level: Tableau

In the fourth module, students will learn how to create professional and interactive visualizations using Tableau software. This is a very practical module in which students will be introduced to the Tableau interface, in order to build sophisticated charts and create calculated fields using the US_flights data set, which involves U.S. airline flights from 2010 and 2011.

Module 5:

The Art Of Data Science: Dashboards And Storytelling

Participants will learn about dashboards and all they imply. They will learn how to create an interactive dashboard, and asked to evaluate different types and identify their key characteristics. The second part of this module is dedicated to the art of storytelling. Here, Tableau is used to create story points for particular messages. A full description of the final assignment is also provided.

The Metaverse Program: Industries Reimagined

Duration:

6 Weeks

Speaker:

Martin Lindstrom
Danish author and Time magazine Influential 100 Honoree

Overview:

This program offers a comprehensive understanding of the virtual world and its impact on you and your business. You will explore six modules that cover various aspects of the Metaverse, including perceptions of virtual reality, the evolution of the virtual world, human behavior, virtual value creation, brand building, and creating a successful presence.

You'll learn about the impact of living in a virtual world on psychology and ethics, and how to create virtual businesses, cities, and assets. You'll also discover the next generation of brand building and how to build a strong brand in the virtual world. By the end of the program, you'll have a roadmap for building and running a successful business in the virtual world, with strategies for overcoming its challenges and taking advantage of its opportunities.

Syllabus:

Module 1

Perceptions of Virtual Reality

In this module, you will be introduced to the concept of the Metaverse and will explore the perception of virtual reality. The module will highlight the fact that we are already living in an "alternative" world and the shocking statistic that supports the arrival of virtual worlds in our lives. Humans have always dreamt of virtual worlds through art and imagination. The desire to escape reality is ever-present, but it has a dark side as well.

Module 2

Welcome to the Metaverse

This module will be a user's guide into interacting in the Metaverse pointing out common misconceptions and its most important features. The module will cover how the Metaverse will evolve over the next decade and provide you with a deeper understanding of the virtual world and its potential.

Module 3

Human Behavior in a Virtual World

This module will explore the psychological impact of living in a virtual world and will discuss the ethical considerations for businesses and governments. As we move into a space where our virtual selves are interacting with the surroundings, we can imagine that the psychology about our self-perception and surroundings will drastically change. This module will provide you with an understanding of how human behavior is affected by the virtual environment and how this will impact the future.

Module 4

Virtual Value Creation

In this module, you will learn about the creation of virtual real estate, cities, countries, and worlds. The module will cover the art of creating, growing, and maintaining virtual assets in the future.

Module 5

Building Power Brands in a Virtual World

This module will focus on the next generation of brand building and the undiscovered brand equity exchange from virtual to physical. You will learn about the potential for building strong brands in the virtual world.

Module 6

Creating a Successful Presence in the Metaverse

The fundamental question for business leaders approaching the Metaverse is two-fold. Leaders must determine what role they want to plan and how to prepare. The final module will provide you with a roadmap for building and running businesses in a virtual world. The module will cover the pitfalls and opportunities of the virtual world and will provide strategies for creating a successful presence in the Metaverse.

The Digital Leadership Program

Duration:

5 Weeks

Speaker:

Dr. Mark Esposito

Top global thought leader in
The 4th Industrial Revolution

Overview:

This digital leadership training program is designed for managers and decision-makers looking to understand the implications and applications of emerging technologies on the business world. By participating in this program, leaders will develop strategies and frameworks to adapt to the rapidly changing technological landscape and stay ahead in a competitive market. The program aims to equip participants with the skills and knowledge needed to lead the charge in shaping the future through technology. The program focuses on equipping leaders with the tools to tackle the challenges posed by powerful technologies and the impact they have on society. It covers the principles of societal development and the role of technology in defining the future. The goal is to help participants understand the future as a trajectory and gain a comprehensive understanding of the future of technology and its impact on businesses and industries.

Syllabus:

Module 1

This module is designed to provide a comprehensive understanding of Future 2.0 and its implications for today's business world. You will be introduced to the various connotations and methods of application of the future, and how they are shaping the future of businesses. You will learn to differentiate between different approaches to the future and understand how they align with the evolving norms of societal development and the rise of powerful technologies. Additionally, you will explore the future as a trajectory for businesses and gain an understanding of the language and terminology used in the field of future studies.

Module 2

Module 2 is focused on exploring how the future is being reimagined across various industries. You will learn about the role of new forms of technology in transforming industries and creating new forms of value. This module will delve into the examination of technological innovations and their impact on transforming markets, including their effect on consumer behavior. You will also gain an understanding of the impact of FutureTech on businesses and their role in shaping the future markets. This module will provide a comprehensive overview of the changes brought about by technological advancements, enabling you to identify new opportunities and make informed decisions in a rapidly evolving business landscape.

Module 3

Module 3 focuses on the application of the DRIVE Framework in helping governments and organizations make strategic decisions. The DRIVE Framework is a tool used to analyze various factors affecting businesses and organizations, including demographic, resource, innovation, value, and environment changes. In this module, you will learn how to use the DRIVE Framework to assess the impact of an aging customer base on a company's products and services, the effects of urbanization on businesses, the effects of resource scarcity on firms, the impact of a circular economy, and the influence of technological and socio-economic changes on the products and services being sold. Additionally, you will explore the impact of technological innovations on businesses in the next 5-10 years and identify approaches for finding new business opportunities amidst volatility, scalability, and complexities. This module will provide you with the skills and knowledge to navigate the rapidly changing business landscape and capitalize on new opportunities.

Module 4

Module 4 introduces the RAPID framework, which is the sequel to the DRIVE framework covered in Module 3. In this module, you will gain an understanding of the characteristics of the global digital economy and the unfolding trends that are shaping its future. Additionally, you will deepen your understanding of future literacy and future studies and learn to navigate the complexities of interdependent systems. Through the application of the RAPID framework, you will be able to conduct a contextual analysis of future trends and execute strategies that are aligned with the latest developments in the digital economy. By the end of this module, you will have a comprehensive understanding of the RAPID framework and the skills to use it to make informed decisions about the future of your business.

Module 5

In Module 5, we will provide a comprehensive summary of the key concepts and ideas covered in the previous modules and explore how the future and technology are shaping the new tenets of FutureTech. This module will emphasize the importance of having the skills, knowledge, and features necessary for managers and decision-makers to effectively navigate the challenges of a rapidly changing business landscape. With technology playing an increasingly critical role in shaping the future, this module will highlight the competitive advantage of harnessing the power of megatrends and gaining a competitive edge in the global market. By the end of this module, you will have a deep understanding of the impact of technology on the future and the necessary skills to stay ahead of the curve.

Digital Strategies For Business: Creating Value through Technology

Duration:

6 Weeks

Speaker:

Ramiro Montealegre
Visiting professor of Technology and Digital Innovation at IE Business School

Overview:

A traditional approach to business is now redundant. Customer needs have evolved thanks to the digital revolution, and businesses must adapt. During this program, you will analyze digital disruption's impact through a business lens while gaining insights into how companies capitalize on technology.

Syllabus:

Module 1:

Understanding The Digital Revolution

The digital revolution is one of today's most debated topics, driving managers to think about the future of their organizations. In this module, use insights from a Grupo Santander cybersecurity expert and examples from companies to analyze the digital revolution by breaking it down into manageable dimensions. Learn about the impact digital technology has on people, business, industries and societies, and about the challenges traditional businesses face with the emergence of Digital Giants.

Module 2:

Moving Towards Customer Centricity

In the age of digital disruption, it is more important than ever for companies to focus on the customer. Most successful businesses in the digital world, like Amazon, prioritize the customer by interacting and listening carefully to their needs. With professional insights from an expert in mass customization and a 5G expert from Ericsson Spain, this module explores the different tools used to understand customers and help companies deliver better products, services and experiences as a result.

Module 3:

Achieving Business Impact With Data

The emerging digital era has enabled companies to access different types of customer data and transform it into real value. Capturing the most value from potential data begins with gathering, identifying and storing that data, and using technology to analyze and visualize it. With insights from an expert in data science and visualization, this module is an introduction to data and the potential solutions for achieving actionable results.

Module 4:

From Data To Knowledge

The ultimate goal of any expedition into the "data cosmos" is to make better decisions within organizations to find the most efficient ways to collect data and transform it into knowledge—Artificial Intelligence has become a very prominent tool in this domain. This module explores the power of AI in its different forms including cognitive systems, robotics, automation and machine learning. Renowned Futurist Gerd Leonhard has shared his insights with IE on the Technology vs. Humanity debate

Module 5:

Structuring Businesses For The Future

Traditional business models are obsolete. In a highly competitive environment, it is essential to implement digital strategies in order to keep up. Today, information technology is a critical infrastructure on which corporations depend—not only to execute operations but also to discover business opportunities. This final module takes today's net-centric environment into account, focusing on the role digital technologies play in strategic and tactical decisions that transform businesses.

Macro- economics for Executives (Online): Navigating Global Risks and Trends

Duration:

9 Weeks

Speaker:

Pierre Yared

MUTB Professor of International Business and Vice Dean for Executive Education, Columbia Business School

Guest Speakers:

Ruchir Sharma

Chief Global Strategist, Head of Emerging Markets Equity Team Morgan Stanley Investment Management

Michael Feroli

Chief U.S. Economist
J.P. Morgan

Alexis Crow

Global Head, Geopolitical Investing Practice
PwC

Abby Joseph Cohen

Advisory Director and Senior Investment Strategist
Goldman Sachs

Overview:

Use Macroeconomics to Make Better Decisions for Your Organization. The “butterfly effect” hypothesizes that small, localized actions can eventually have major consequences elsewhere. This idea certainly applies to businesses, especially those that operate internationally. Changes to fiscal or trade policy in just one country, for example, can have ripple effects that touch economies around the world. Nurturing the ability to make strategic decisions that account for various macroeconomic forces is the focus of the Macroeconomics for Executives program from Columbia Business School Executive Education. Join us for this nine-Module, online program to discover how to steer your organization toward a more prosperous future.

Syllabus:

Module 1:

Orientation

The first week is orientation week. You will have the opportunity to familiarize yourself with the learning platform and prepare for the program ahead.

Module 2:

Business Cycles and Monetary Policy

Explore how boom/bust cycles and government monetary response affect your business.

- Three steps of macroeconomic scenario analysis
- Causes of recessions and their impact on your business
- Role of central banks and their impact on financial markets and interest rates
- General principles for forecasting central bank policy
- How interest rates respond to various macroeconomic scenarios

Module 3:

Fiscal Stimulus and Fiscal Austerity

Examine the influence of fiscal policy on your business.

- Impact of taxes and government spending on your business
- Fiscal stimulus and fiscal austerity scenarios and their short- and long-term impact on the economy
- Risks for businesses associated with high levels of government debt
- Mechanics of a sovereign debt crisis

Module 4:

Exchange Rates

Discover how exchange rates move, why they matter for your business, and the impact of various exchange rate regimes on the economy.

- Forecasting exchange rates based on their relationships with interest rates and monetary policy
- The complex tradeoffs governments face when formulating an exchange rate policy
- Predict the mechanics of different scenarios during a currency attack

Module 5:

Macroeconomic News and Financial Markets

Learn to predict the likely impact of macroeconomic news on different asset prices.

- Factors driving government bonds, equities, and corporate bonds as an asset class
- Response of financial markets to various macroeconomic shocks
- Typical changes in monetary policy and how financial markets respond to the state of the business cycle
- Response of financial markets to variable financial conditions and financial disruption

Module 6:

Economic Growth in Advanced Economies

Learn to identify sources of long-run economic growth and connect those factors to innovation, growth and productivity at your business.

- Drivers of growth in advanced economies
- Effect of technology adoption on your business
- Winners and losers under increasing competition
- Impact of government policy on productivity
- Effect of demographic change

Module 7:**Forecasting the Next Emerging Market Miracle**

Delve into the factors that can influence long-term growth in an emerging market.

- Why growth in emerging markets can affect your business
- Why emerging markets can grow faster than advanced economies
- Forecast economic growth in emerging markets
- Predict the impact of government policy on growth in emerging markets
- Risks underlying growth in emerging markets

Module 8:**Global Trade and Global Capital Flows**

Investigate the factors that go into international expansion and sourcing decisions.

- Impact of trade and financial globalization on your business
- Sources of imbalances across countries
- Predict the likelihood and economic effect of a sudden stop
- Sustainability of the U.S. current account
- Predict deglobalization scenarios

Module 9:**Business Strategies in Recessions**

Discuss the strategic processes that promote success during economic crises.

- Long-term risks for your business
- Risk of rising commodity prices and decoupling of emerging markets from advanced economies
- Risk of tightening financial conditions
- Formulate a strategy based on various macro scenarios
- Describe a financial crisis scenario for a business

Module 10:**Business Strategies in Pandemics**

Using a pandemic model, analyze the short- and long-term consequences of various crisis scenarios for your business.

- Scenarios pertaining to disease spread
- Impact of social distancing on your business
- Risk of a financial crisis due to a pandemic
- Predict the economic policy response to a pandemic
- Predict post-pandemic scenarios for the global economy



Finance and Accounting for the Nonfinancial Professional

Duration:

5 Weeks

Speaker:

Doron Nissim

Ernst & Young Professor of Accounting and Finance
 PhD in accounting, University of California, Berkeley

Overview:

As you progress in your organization, understanding financial information, “speaking” the accounting language, and being able to conduct various financial analyses becomes increasingly important. If you have limited experience analyzing and interpreting accounting principles and financial statements, join Columbia Business School Executive Education online to ramp up your financial fluency. In this practical five-week program, you will dissect the elements of financial statements and learn to apply key financial principles to your own business. Demystifying terms such as net present value (NPV), price-earnings ratio (P/E), and forecasting will lead you to make decisions that deliver more value to your organization, improve your overall financial competence, and boost your business confidence.

Syllabus:

Module 1:

Introduction to Financial Accounting

Build a foundational understanding of financial accounting, including its rule-setting process, and delve into the accounting equation, balance sheet, and transaction analysis—useful financial basics that can be applied to any industry

- Review basic accounting principles, including objectives, products, and uses
- Understand key accounting assumptions and constraints
- Highlight the emphasis of accrual accounting in financial accounting
- Explore financial statements and how common transactions are reflected

Module 2:

Financial Reporting

Become familiar with balance sheets, income statements, statements of cash flows, equity statements, and comprehensive income statements & learn to evaluate the implications of accounting quality.

- Analyze key line items from each of the five financial statements, including related information from the notes
- Identify limitations of financial statements
- Prepare a foundation for financial analysis and valuation

Module 3:

Financial Statement Analysis

Take the temperature of your company by evaluating profitability, establishing business valuation, and reformulating the financial statements, distinguishing between operating and financing activities and recurring and transitory items.

- Build on your understanding of the financial statements to apply the information moving forward
- Reformulate the financial statements to facilitate informative ratio and valuation analyses
- Conduct ratio analysis to evaluate profitability, earnings quality, solvency, and more

Module 4:

Financial Planning and Analysis

No matter your industry, it is critical to calculate the cost and set the price of a product or service and to grasp the ins and outs of capital budgeting.

- Acquire the basics of managerial accounting, including costing and pricing products
- Establish an understanding of budgeting and performance evaluation
- Understand how to identify, evaluate, and select investment projects
- Perform present and future value calculations

Module 5:

Forecasting and Business Valuation

Determine how much a business is worth by analyzing relative valuation and fundamental valuation and predicting future financial position by evaluating past performance.

- Apply valuation methods and understand how they can be used to estimate the values of companies and businesses
- Forecast financial statements required for managerial purposes and project business valuation

Live Webinar

The final session of the program offers an opportunity for you to interact live online with Columbia Business School faculty and your peers. You will analyze a capstone case, expand your understanding of the program content, have an opportunity to ask questions, and establish the next steps you can take to continue learning about the topics covered in the program.

Fintech: Powering The Financial Revolution

Duration:

6 Weeks

Speaker:

Luis Maldonado

IE University professor, World Bank Digital Financial Services Specialist, FinTech investor and entrepreneur

Overview:

In this program, participants will explore how the financial sector is being improved by the technological revolution, from its impact on payment schemes to the use of big data and machine learning to enhance capital markets. This 6-week journey will guide you through the ways in which technology is transforming the financial sector. From digital payments to new banking models, participants will acquire a comprehensive understanding of the tech revolution in finance today.

Syllabus:

Module 1:

Payments

Technology is clearly changing the way we pay for goods and services, exemplified by digital payments like Apple Pay and more profound changes like the transition to a cashless society. This module provides an overview of different payment schemes powered by new technologies, from NFC to blockchain payments, and how they are changing the relationship between banks and their customers.

Module 2:

Capital Markets - The Data Revolution

Data and technology are transforming capital markets in the finance world. This module explores how big data technologies are providing the required infrastructure for data-powered tech—from artificial intelligence to data ecosystems—and how these new technologies are impacting capital market processes in financial institutions. Additionally, this module looks at the transformative potential of quantum computing.

Module 3:

Capital Markets - Empowering The Collective

One of the most disruptive impacts of technology is its ability to disaggregate both the supply and demand in an industry by providing an efficient way to group individual producers and customers. This module provides an overview of how technology is disaggregating the capital markets, from peer-to-peer lending to the sharing economy. All of these models are examples of the power that technology has to reorganize how an industry provides its services.

Module 4:

Deposits, Lending & Capital Raising

Deposits, Lending & Capital raising Technology also allows for new products and banking models to emerge. This module covers the two most prominent new banking models the Open Banking and Banking as a Service models that are helping power the fintech revolution worldwide. Additionally we cover new ways technology is affecting the capital raising process from crowdfunding to virtual exchanges. The module additionally provides an overview of the potential of Virtual Reality and Augmented reality

Module 5:

Investment Management

Investment Management The last block of banking and financial services being disrupted by new technologies is the Investment management. Once again technology is showing its ability to lower operational costs by providing an automated alternative to traditional full human service offerings. Roboadvisors are the best example of this shift and this module covers them extensively together with other new trading models like Copy Trading and Social Trading.

Financial Decision Making:

A program for non finance professionals

Duration:

6 Weeks

Speaker:

Virginia Bombín

Academic Director, Financial Decision Making
Finance Professor at IE Business School and Financial Times IE Corporate Learning Alliance

Overview:

Financial Decision-Making offers students the opportunity to acquire the financial knowledge and skills needed to succeed in today's fast-paced business environment. The program takes on a very practical approach to understanding and applying fundamental learning objectives to your business or company. Throughout the program, you will see real-life examples of challenges that enterprises both big and small face and how they can be tackled, and acquire the skills and confidence needed to feel empowered to make and convey financial decisions.

Syllabus:

Module 1:

Financial Statement Analysis And Maturity Matching

Get familiarized with financial accounting fundamentals to be able to assess financial statements such as the balance sheet and P&L statement. Be introduced to the various tools and approaches used in corporate finance, the solvency of a company, and how to create value using maturity matching.

Module 2:

The Company's Financial Lyfecycle

Introduction to a company's financial cycle and debt's impact on ROE (return on equity). Review concepts such as cost of equity and shareholders' opportunity cost, WACC (weighted average cost of capital), and the different short and long-term approaches to creating value.

Module 3:

Forecasting For The Future

Learn about financial decision-making with a longer time horizon in mind by forecasting. Foresee future funding needs and how to track the flow of cash in and out of a company through its operational, financial, and investment activities.

Module 4:

Maximizing Shareholder Value

Learn to calculate the required rate of return for shareholders, and how to distinguish between liquidity and profitability metrics.

Module 5:

Go Beyond Excel: Decision-Making Relevant To You Capital Structure

Learn how to add value based on the way one's company finances itself and the factors affecting this. Calculate a firm's optimal capital structure.

Legal Tech: Leverage the power of technology in the legal sector

Duration:

6 Weeks

Speaker:

Argyri Panezi
Professor of Law and
Technology

Overview:

The development of legal technologies has been fast, powerful and critically disruptive in a typically traditional sector. Rapid technological innovation has influenced both long-established businesses and the legal status quo with the emergence of new business models such as fintechs and regtechs. This 6-week virtual experience will immerse participants in the changing legal and financial sectors. You'll discover new innovations and analyze how these technologies are driving efficiencies while raising questions concerning data ownership and IP. What's more, you'll look at practical applications of disruptive tech in the legal and financial sectors, and acquire new digital competences.

Syllabus:

Module 1:

Legaltech And Transformation

This first module introduces participants to legal innovation and legal technologies in all sectors: the private sector (in-house and in law firms), public sector (administration and judiciary), and in legal education, providing contemporary examples of successful legal technology applications, products and businesses.

Module 2:

New Technology Law (Part I)

Module 2 focuses on the legal implications of innovation in the legal and financial sectors. It examines issues of data ownership, intellectual property, copyright (software licensing specifically) and patents, as well as trade secrets and competition law.

Module 3:

New Technology Law (Part II)

Module 3 focuses on relevant fields that are disrupted by new technologies in the legal and financial sectors, starting with digital identity and signatures. Topics covered include business data, data lifecycles, accessing and processing data, big data, and data protection and security, placing emphasis on GDPR legislation.

Module 4:

Fintech And Regtech

Module 4 focuses on disruptive technologies for the financial sector and discusses deposits, lending and capital raising. It explores innovations in payments, banking and investment (including AI and current and potential future roles of robots in finance), as well as the crossroads of new technologies and financial regulation: the evolution of regtech and experimentation with regulatory sandboxes. This module analyzes and defines the basic features of fintech as an emerging field.

Module 5:

Digital Competences

The program finishes with Module 5, which focuses on cultivating participants' digital competences: computational thinking and coding, design thinking and data visualization. It further explores machine learning and AI, blockchain, smart contracts and virtual currencies.

Executive Coaching Program

Duration:

5 Weeks

Speaker:

Marshall Goldsmith
Number 1 Leadership Thinker and Executive Coach in the World.

Overview:

The Executive Coaching Program empowers learners with the knowledge and abilities to become successful coaches. The program fosters a deep understanding of the coaching process and the fundamental competencies necessary to facilitate productive coaching conversations.

Learners will begin by establishing a strong foundation in coaching, covering the history and evolution of coaching, along with the significance of creating a safe space for clients. They will then develop essential coaching skills, such as active listening, open-ended questioning, and a client-centered approach. In the subsequent modules, learners will learn how to manage the coaching relationship effectively, including demonstrating credibility and empathy, cultural awareness, and sensitivity to clients' experiences. They will also learn how to facilitate outcomes by assisting clients in developing practical plans, taking action, and staying accountable. Finally, learners will showcase their understanding of coaching competencies by presenting their coaching philosophy and style, creating a toolkit, and outlining a personal development plan.

This program delivers a comprehensive understanding of the coaching process, covering the skills and competencies required to enable productive coaching conversations and help clients achieve their goals.

Syllabus:

Module 1

In this module, you will be introduced to coaching as a profession and its relevance and importance in the world today. You will learn about defining coaching goals and values, addressing biases, and clarifying what coaching is and isn't. We will also emphasize the importance of ethics, self-awareness, building trust, and credibility.

You will discover the need to be sensitive to your client's identity, environment, experiences, values, and beliefs. Additionally, you will learn when to refer clients out and when someone needs more than what coaching can provide. Finally, we will emphasize that coaching is a complex human-to-human relationship that depends on the coach's character and intention, and overselling can be as damaging as thinking you have all the answers.

Module 2

In this module, you will learn how to have important conversations with your clients and improve your listening skills. We will discuss how to hear what is really being said, identify unconscious behavior, and focus on character development. You will learn how to approach coaching from a client-based perspective and ask helpful questions that align with the GROW framework. We will emphasize the importance of being flexible and adaptable in response to your clients' changing needs and building a strong presence. Additionally, we will explore the daily questions that can help your clients stay focused on their goals and increase their sense of fulfillment.

Module 3

In this module, you will learn how to establish a coaching relationship with your clients. We will discuss the essential skills and practices required for your first meeting with the client, including building rapport and being organized. You will understand how to manage the coaching relationship and reach agreements with the client about what is and is not appropriate in the relationship. Additionally, we will explore the concept of unconditional positive regard and cultural awareness, and how they play a role in establishing a good relationship with the client. You will learn how to identify the readiness of the client for change and use motivational interviewing to help clients achieve their goals. Finally, we will introduce you to the Wheel of Change model, which will help you facilitate change by challenging your clients' programming, preserving important aspects of their life, eliminating negative behaviors, and accepting the parts of life that cannot be changed.

Module 4

In Module 4, you will learn how to facilitate results with your clients. This module covers various aspects of coaching, including planning, taking action, identifying triggers, using tools such as brainstorming, reframing, and visualization, and holding your clients accountable. You will also learn how to use feedforward and reflection to help your clients achieve their goals. Additionally, you will explore the deathbed exercise, which can help your clients gain a new perspective on their lives and prioritize what is important to them. Finally, you will learn about the importance of rituals and celebrations in recognizing and rewarding your clients' achievements.

Module 5

The Capstone project is the culminating activity of the coaching program. It is designed to assess the participants' core competencies and to synthesize the skills and knowledge gained throughout the course. The Capstone project involves various tasks, including creating a toolkit, writing a coaching philosophy and style, and developing a personal development plan. In addition, participants will be required to present a demo of their coaching skills and deliver a presentation that showcases their ability to apply the coaching principles they have learned. The Capstone project provides a platform for participants to demonstrate their readiness to practice as professional coaches and to receive feedback and guidance from experienced coaches.



WaveRiders Transformational Leadership Program

Duration:

5 Weeks

Speaker:

Peter Fisk

Global thought leader
Bestselling author, expert
consultant and keynote
speaker

Overview:

In this program, you will discover how to navigate the fast-paced, rapidly-changing business landscape and position your organization for success in the future. With a focus on transformational leadership, you will explore the latest megatrends, find your organization's purpose, and develop innovative solutions to tackle complex problems. The program is inspired by the book "Business Recoded," by Peter Fisk, and its five modules will equip you with the skills and knowledge to lead with confidence in the new business world.

This program is designed for business leaders who seek the vision, courage, and mindset to progress in today's rapidly changing world, and to create organizations that will thrive in tomorrow's world. It combines cutting-edge theories with practical techniques and real-world case studies to provide a comprehensive education in transformational leadership. Whether you're looking to reimagine your business, reinvent markets, or energize your people, this program will give you the tools you need to succeed.

Syllabus:

Module 1: Megatrends

In this module, you will delve into the rapidly changing business world and explore how it is being reshaped by new technologies, demographic shifts, economics, and more. You will learn to identify megatrends and opportunities, examine scenarios that could disrupt your markets, and study the role of new digital technologies, such as AI and the metaverse, in shaping the future of business. Reflecting on the mindset needed to be ready for the future, you will gain a deep understanding of the changing business world and the tools to adapt and lead your business towards a better future.

Module 2: Purpose

In this module, you will explore the role of purpose in a business and how it can create a "north star" direction that influences vision, strategy, and action. You will understand why a more purposeful business is likely to be more profitable and why business can be a powerful force for positive change. You will learn how to find new pathways to growth in a world where growth might seem limited, and how to align purpose throughout your organization to unlock its full potential. Finally, you will develop an inspiring and engaging "future story" that connects your purpose, vision, mission, strategy, and brand in a meaningful and practical way for each stakeholder group. By the end of the module, you will have a deep understanding of how purpose can drive growth and impact in your business.

Module 3: Moonshots

In this module, you will delve into the world of "moonshot thinking" to develop innovative solutions to complex problems. You'll learn to think big and disruptively, experimenting with new technologies and human ingenuity to drive change. By planning the implementation of your strategies and innovations from the future backwards, you'll work towards creating a future-proofed action plan to bring your ideas to life. The module will challenge you to disrupt your market, not just your business, by thinking outside of the box to shape the future to your advantage. In addition to evaluating various methods of driving innovation across your entire business, you will also explore the exponential power of networks to accelerate growth. By harnessing the power of tech-enabled connections, you will learn how to leverage networks to drive growth and succeed in today's rapidly changing world.

Module 4: Transformation

In this module, you will delve into the process of transforming your business to keep pace with the rapidly changing market landscape. This transformative journey will equip you with the tools to shape the future to your advantage. You will learn how to create dynamic business models, from ingredients and platforms to subscription and communities. By implementing dual thinking, you will be able to both exploit the present and explore the future. Collaborating with other start-ups, ventures, and contributors in an ecosystem, you will be able to achieve more and drive change at a faster pace. By the end of the module, you will have a deeper understanding of what it takes to become a transformational company, one that never stops exploring, innovating and changing.

Module 5: Leadership

In this module, you will delve into the essential aspects of transformational leadership and explore what it takes to be an effective business leader in today's rapidly changing world. You will consider how organizations can become more human and dynamic, how to build high-performing teams, and the importance of leading yourself. You will also have the opportunity to learn from some of the world's greatest business leaders and gain the courage to step up and make a difference. By the end of this module, you will have a deeper understanding of what it means to be a "performer-transformer" leader and how to transform both your business and yourself to achieve more and unlock your potential.

Building an Agile Culture: Fostering Organizational Agility

Duration:

5 Weeks

Speaker:

Prof. Donald Sull
Top Ten New Management
Gurus. Lectured at LBS, HBS,
MIT SLOAN

Overview:

Organizations can gain a competitive advantage by embracing change and uncertainty, rather than trying to predict and avoid it. Building organizational agility requires a combination of effective leadership, strategic thinking, and a culture that is responsive to change. It involves the ability to navigate and adapt to a rapidly changing and uncertain market environment, identify new opportunities, develop new capabilities and make effective decisions, manage resources and coordinate activities in a clear and consistent manner.

In this program, you will recognize the importance of organizational agility in today's fast-paced business environment. You will see how organizations that are agile are better able to respond to changes in the market, adapt to new technologies, and make quick decisions. You will understand the key factors that contribute to organizational agility in terms of strategic direction, leadership, culture, resource allocation, decision-making, the overall organizational structure, and the ability to respond the market changes. Furthermore, you will understand that organizational agility is not a one-time initiative, but rather a continuous effort that requires ongoing investment and a willingness to change.

Syllabus:

Module 1

In this module, you will familiarize yourself with key concepts and terms related to market turbulence and opportunity orientation. You will learn about the "Backward L view of time" framework and understand the three logics of value creation. Utilizing the "Inverse power law of opportunities," you will prioritize potential new opportunities and apply the concept of "Active waiting" in real-world situations.

You will also evaluate the three different types of agility: operational, portfolio, and enterprise and assess the benefits and drawbacks of resource re-allocation. By understanding the importance of having a portfolio of opportunities, you will develop an agile absorption strategy for your organization. By the end of this module, you will have a comprehensive understanding of market turbulence and opportunity orientation and be able to apply these concepts in your organization.

Module 2

In this module, you will analyze the shift from a linear to an agile approach in problem-solving and decision-making. You will evaluate the phases and processes of the Agility Loop and synthesize the role of data gathering and analysis in making sense of a situation. You will also evaluate the impact of informed decision-making based on data and perspectives. You will have the opportunity to create an action plan and execute it through promise-based management and effective communication. Throughout the module, you will assess progress and make necessary revisions through open and honest conversations. Finally, you will evaluate the significance of continuous learning and improvement in the Agility Loop. By the end of this module, you will have a solid understanding of how to approach problem-solving and decision-making in an agile manner.

Module 3

In this module, you will recognize the strategic priorities that drive an organization's success and prioritize key goals and objectives that align with the organization's vision. You will evaluate potential vulnerabilities and risks that could impede progress and analyze the reasons why leaders may not fully understand the organization's strategy. Synthesizing a plan for effectively communicating the strategic priorities to all levels of the organization, you will evaluate its effectiveness. You will compare and contrast the strategy with a "buzzword strategy" and evaluate the four logics of corporate strategy and their impact on the organization. Additionally, you will evaluate the process of resource re-allocation and its impact on the strategic priorities and evaluate the OKRs and FAST Goals frameworks as tools for aligning and tracking progress on strategic priorities. By the end of this module, you will have a strong understanding of how to align and communicate an organization's strategic priorities for success.

Module 4

In this module, you will define what simple rules are and what they are not, and when simple solutions are more effective than complex ones. You will assess the benefits of using simple rules and outline the process for developing them. You will categorize the six types of simple rules and evaluate the use of triage rules to prioritize actions based on urgency and importance. By the end of this module, you will have a solid understanding of how simple rules can be used to streamline decision-making and prioritize actions in a rapidly changing environment.

Module 5

In the final module, you will define the term “strategic commitments” and understand the concept of interdependent choices and the importance of reinforcing commitments. You will learn about the five types of strategic commitments and the concept of active inertia. You will also explain the paradox of great strategies and identify the warning signals of active inertia. To wrap up, you will evaluate the importance of building a culture of agility and create a plan for doing so. This module will provide you with a comprehensive understanding of the key concepts and practices for building a culture of agility and reinforcing strategic commitments.



Leadership Intelligence

The 5Qs for Thriving as a Leader

Duration:

5 Weeks

Speaker:

Prof. Andrew Kakabadse

Ranked among top 50 most influential management gurus by HBR, Top 50 Thinkers

Overview:

The program “Leadership Intelligence: The 5Qs for Thriving as a Leader” is based on the book of the same name written by Professors Andrew Kakabadse and Ali Qassim Jawad. The program emphasizes the development of a combination of five intelligences (IQ, EQ, PQ, RQ (Resilience Quotient), and MQ) to address leadership skill gaps and provide a balanced framework for addressing complex problems in strategy, governance, and policy.

The program delves into the interplay of these intelligences, which vary at different leadership levels, and aim to provide a new leadership model that emphasizes the importance of nurturing these intelligences to achieve success in fast-paced, technology-rich environments.

The program offers a unique opportunity to explore the key fundamentals of leadership intelligence and gain a deeper understanding of what it takes to be a great leader in today’s demanding world.

Syllabus:

Module 1: 5Qs | Pathways through Complexity

In this module, you will gain an understanding of the complexities faced in your organization. Through emphasizing the balance of leadership and management requirements in your role, this module teaches you how the 5Qs of leadership (IQ, EQ, PQ, RQ, and MQ) can be applied in different work domains. By learning how to lead through organizational misalignments, you’ll have a solid foundation for using the 5Qs to drive transformational change in your organization. This module provides insight into the complexities of leadership and the skills needed to lead effectively in fast-paced, technology-rich environments, leaving you with a deeper understanding of balancing leadership and management requirements, and applying the 5Qs in different work domains to achieve success.

Module 2: Realizing the Value of Intelligence Quotient (IQ)

In this module, you will delve into the importance of Intelligence Quotient (IQ) in leading and structuring organizations, learning how to leverage IQ in creating and delivering successful strategies and gaining a competitive advantage. You’ll examine the different structural forms of organizations, their strengths and weaknesses, and their purpose, and understand the prime purpose of governance and how it depends on various factors. You’ll also discover how to balance strategy and tactics through the zooming in/out technique, ensuring that both are aligned and supporting each other.

Module 3: Realizing the Value of Emotional Intelligence (EQ)

In this module, you will learn how to use Emotional Intelligence (EQ) to enhance your understanding of people and situations and improve your ability to build and maintain sustainable relationships. You will discover how to increase EQ sensitivity to grow a culture of sharing, trust, and respect within your organization. You will also learn how to recognize the limitations of EQ in determining the best way forward. This module will provide you with the tools and techniques you need to effectively apply EQ in your personal and professional life, and help you build stronger, more meaningful relationships with others.

Module 4: Realizing the Value of Political Intelligence (PQ) and Resilience Intelligence (RQ)

In this module, you will gain a comprehensive understanding of organizational politics and its role in the workplace. You will learn how to recognize the nature of organizational politics and use it to negotiate positive outcomes in challenging situations, making you a more effective and successful leader. The module will demonstrate the importance of political acumen in achieving success as a leader, and will highlight the relationship between political accomplishment, emotional strength, and high resilience. You will also recognize the importance of organizational politics in effectively engaging with others and managing misalignments and differences. This module will equip you with the skills and knowledge you need to navigate the complex political landscape of the workplace and achieve your goals.

Module 5: Realizing the Value of Moral Intelligence (MQ)

In this module, you will delve into the crucial topic of ethics and leadership and gain a deeper understanding of the importance of setting and maintaining moral boundaries in organizations. You will learn how to apply and draw these boundaries, and how to justify different ethical positions based on sound judgement. The module will also emphasize the importance of working through ethical dilemmas, both for managers and leaders, and will help you develop high levels of resilience to effectively handle criticism as a leader. Finally, you will learn how the different domains of work within an organization may require a different approach to leadership, and how the 5Qs of leadership can be adapted to best meet the unique needs of each domain.

Leadership Essentials

Duration:

4 Weeks

Speakers:

Joel Brockner

Phillip Hettleman
Professor of Business
Faculty Director

Sarah J. Brazaitis

Associate Professor of Practice,
Teachers College, Columbia
University

Overview:

The topic of leadership can be overwhelmingly broad, encompassing multiple disciplines in academia that study the complexity of intrapersonal, interpersonal, and organizational dynamics. But where do we begin to build our leadership abilities or hone our skills for the next chapter of our professional lives? The Leadership Essentials (Online) program offers a four-week learning journey for aspiring, new, and mid-level leaders to immerse themselves into the essentials of effective leadership with real-world application and research-based insights presented by renowned Columbia Business School faculty and executive coaches in the field. Based on the popular in-person Leadership Essentials program at Columbia Business School Executive Education, which has been highly rated by nearly 1,000 participants since its inception in 2008, this online program offers the same great learnings in a convenient online format, making it accessible to leaders around the world.

Syllabus:

Module 1:

[Introduction to Leadership Styles and Emotional Intelligence](#) focuses on the difference between a “leader” and a “manager” and the relationship between emotional intelligence (EQ) and leadership effectiveness. You will go through a series of hands-on activities to understand the topics and self-assess your own EQ.

Module 2:

[Understanding Yourself as a Leader](#) further explores leadership behaviors based on key findings and theories from Lewin’s studies. You will learn about your own leadership style from the Myers-Briggs Type Indicator (MBTI), a widely acclaimed self-assessment tool, and build strategies to work effectively with people who have other leadership styles.

Module 3:

[Leading Organizational Change](#) invites you to dive deeper into your leadership abilities and addresses typical cases of organizational change. You’ll learn best practices for how to manage and bring about change at your own organization

Module 4:

[Leadership and Team Effectiveness](#) wraps up the program with further perspectives from research findings on team dynamics. You’ll explore key questions and trending topics to consider when it comes to shaping your team effectiveness.

Leadership And Strategy In The Age Of Disruption

Duration:

6 Weeks

Speakers:

Mark Esposito

Adjunct Professor of Strategy at
IE University, Professor at Hult
International Business School

Overview:

Leadership & Strategy in the Age of Disruption delves into the various challenges leaders are faced with in a business climate marked by uncertainty, complexity and technological disruption. Leaders are now being challenged to use visionary thinking, make insightful strategic decisions, and guide their teams to success amidst an ever-changing environment. A “business as usual” thinking model is an easy path to follow, but in this program, you will learn why it should never be the only option considered. Together with the Financial Times, IE has tailored a program where top FT journalists analyze disruptive decisions taken by world leaders for you to gain the insights that, together with the right tools, will help you develop a vision to become the leader in your industry.

Syllabus:

Module 1:

The Effect Of Rapid Changes In Global Business

Begin scenario-based learning with the analysis of a VUCA (volatility, uncertainty, complexity, ambiguity) environment.

Module 2:

Disruptive Technology

Identify the types of disruption brought by technology acceleration and discuss converging technologies as a means of enriching the comprehension of volatility. Investigate salient factors by looking at how AI is reshaping various industries in Japan.

Module 3:

The Impact Of Geopolitical Instability

Investigate dormant market growth under the impact of geopolitical instability. Use the DRIVE framework to locate fast-expanding markets and examine cash flow from a new perspective.

Module 4:

Rise Of Fintech

Get familiarized with the emerging technological innovation of Fintech and unravel the impact of the rebellion against traditional brick and mortar establishments.

Leadership in the Age of Digital Disruption

Duration:

4 Weeks

Speakers:

Barbara E. Kahn, PHD
Patty and Jay H. Baker
Professor; Professor of
Marketing, The Wharton
School

Overview:

Leadership in the Age of Digital Disruption is an online retail management certificate for anyone who wants to apply lessons from the digital disruption in the retail industry in the rapidly-changing business world. Established retailers looking to make radical changes, entrepreneurs who want to start their own business, or anyone interested in understanding the environment in which they are shopping will benefit from this 4-week certificate.

The main objective of Leadership in the Age of Digital Disruption is to provide learners with a framework that they can use to create a competitive strategy to survive and thrive in today's — and tomorrow's — marketplace. The lessons taught in this 4-week certificate course can be applied to a myriad of industries and shifting markets. Taught by internationally-recognized retail expert and scholar, Barbara Kahn, this management certificate is designed to help you achieve your business goals.

Syllabus:

Module 1:

In this module, you'll analyze disruptive changes within the retail industry. You'll examine both brands that have collapsed and brands that have flourished and discover the new ways Generation Z shops. You'll learn about the Principle of Customer Value and the Principle of Differential Advantage and apply this foundational knowledge to the Kahn Retailing Success Matrix. Through the application of the matrix to different retail brands, you'll be able to better understand why some brands struggle and some succeed in today's new shopping environment. Finally, by studying the history of the growth of Amazon, you'll gain a better understanding of Amazon's strategy and apply it to your business.

By the end of this module, you'll be able to utilize the Kahn Retailing Success Matrix to better devise a successful strategy for your brand, and have a better understanding of how to navigate a retail industry that has been defined by Amazon's success.

Module 2:

In this module, you'll examine retail strategies beyond Amazon's, and discover how to apply these strategies to accomplish your company's goals. First, you'll explore Walmart's Everyday Low Price Strategy, and analyze how Walmart is expanding their business into different quadrants of the Retailing Success Matrix. You'll also learn successful strategies in the omni-channel customer experience and how to eliminate common pain points for your customers. Through case studies of brands that have differentiated themselves on creating an exceptional customer experience, you'll learn methods to cultivate the in-store experience that online shopping can't offer. By the end of this module, you'll have gained valuable insight into the strategies of successful brands outside of Amazon and will be able to create effective strategies to expand your business.

Module 3:

This module was designed to help you gain a more thorough understanding of customer decision-making. Through an examination of the research on perceived variety and actual variety, you'll learn the psychological processing behind customer choice, and how to apply this knowledge to increase sales. You'll also explore the retail strategies of brands such as Rebecca Minkoff and Sephora to examine the effectiveness of utilizing technology to enhance the in-store shopping experience. By the end of this module, you'll be able to employ an empirical approach to increasing the variety of your products and provide a more connected and immersive shopping experience for your customers.

Module 4:

In this module, you'll examine the strategies behind both luxury and vertical brands, and the underlying philosophy behind what makes a brand truly great. Using real-world examples, you'll gain a better understanding of the paradox behind luxury brands, and how luxury brands leverage their brand equity to expand their business. You'll also explore the strategies of Digitally Native Vertical Brands (DNVB) such as Warby Parker to determine the right balance between physical and online retail presences while still maintaining the core values of your brand. By the end of this module, you'll have a deeper understanding of retail brand strategies and be able to apply successful retail strategies to your brands.

Negotiations with Maurice Schweitzer

Duration:
4 Weeks

Speakers:

Prof. Maurice E. Schweitzer
Professor at the Wharton School

Overview:

In this course, you will learn crucial skills needed to understand the intricate dynamics that go into the process of negotiation, and how you can go into your negotiation confident and fully prepared. You'll learn about the framework that goes into shaping a successful negotiation, in addition to gaining the knowledge that will allow you to adapt to rapidly changing circumstances. You'll also learn about emotional control, crafting questions to help you get the information that you need, and skills that will allow you to negotiate in any setting. You will also successfully learn how to navigate a negotiation through realworld exercises, and how to best work to build trust, diffuse anger, and make rational decisions based on the information at hand. Lastly, you will learn how to prepare to negotiate in any setting and use your skills to facilitate with teams and influence outcomes. By the end of this course, you'll be able to utilize your newly acquired skills to successfully negotiate for employment, contracts, and in any part of your life. Within this course, you will end with the knowledge of how to craft a successful negotiation strategy and manage the conflict that can arise, as well as build trust.

Syllabus:

Module 1: Framework

In this module, you will learn the basic structure of every negotiation process. You will review the stages of a negotiation, and what steps you should take to prepare. You will also learn about how to exchange information effectively, and how the information exchange process can influence negotiated outcomes. You will also learn how best to exchange offers. You will reinforce these concepts through peer discussions and by completing an actual negotiation in a setting of your choice.

By the end of this module, you will be able to think about negotiations systematically, and you will be better positioned to start and close a negotiation with any counterpart.

Module 2: Negotiation Fundamentals

In this module, you will learn foundational concepts to improve your negotiation outcomes. You will learn about implicit beliefs and how they can affect your mindset prior to a negotiation. You will also learn about the Zone of Agreement, and how perceptions of the bargaining zone impact your first offer and bargaining position. Next, you will discover ways to use leverage in your negotiations, and how to add issues to make any negotiation more integrative. You will then discover ways to ask questions and to listen to answers — to increase the likelihood that you will gain information. Finally, we will integrate key lessons to the applied context of employment negotiations. By the end of this module, you will have gained insight into how implicit beliefs influence your ability to succeed in a negotiation, how to add issues and use leverage, and how to best ask questions to gather the information that you need.

Module 3: Negotiation Dynamics

In this module, you will learn how to contend with deception, a prevalent challenge in nearly every negotiation context. Next, you will learn about ethics and trust in negotiation. You will learn how to build trust and in whom you should place your trust. You will also gain insight into your own personality by completing the guilt-proneness scale, and learn how guilt-proneness influences negotiations. You will learn about power dynamics, time pressure, and how to manage teams in negotiations. By the end of this module, you will have learned how to detect and counter deception, gained insight into your own guilt-proneness, how to build trust, and how power and time pressure shape negotiation outcomes.

Module 4: Negotiator Mindset

In this module, you will learn how emotion influences negotiations. You will first learn about emotional regulation and how different emotional states influence how we interact with others. Next, you will learn how to manage and deal with anxiety before and during the negotiation process, as well as how to diffuse anger when dealing with a counterpart. Lastly, you will learn how to use humor to build relationships. By the end of this module, you will understand how recognizing and regulating emotion can make you more successful in any negotiation. By understanding how to use humor, diffuse anger, and manage your own emotions, you will become a far more effective negotiator.

Removing Barriers to Change in Organizations

Duration:

4 Weeks

Speaker:

Jonah Berger
Associate Professor
of Marketing

Overview:

What does it mean to truly change something? How does one persuade others to change? How do we reduce roadblocks to change? In this course, you'll learn about the barriers to change and how to become more effective in inspiring change within others and your organization. Professor Jonah Berger of the Wharton School has designed this course to help you understand the REDUCE framework, and shows you how to develop your skills of persuasion and influence. By the end of this course, you'll know both the strengths and weaknesses of certain strategies for removing barriers in change, plus you'll learn how to leverage those strategies to achieve change in both business and in life.

Syllabus:

Module 1:

The Challenge of Change

In this module, we'll begin by identifying the challenges of change and by defining what the Status Quo Bias is. You'll weigh the advantages and disadvantages of change, and understand the right balance between potential gains and losses to overcome loss aversion. You'll learn about the downsides of pushing people to change, discover the importance of being a catalyst, and establish the REDUCE framework. By the end of this module, you'll be better able to understand the fundamental elements of both change and aversion to change, and be able to identify good change agents to implement while changing both minds and behavior.

Module 2:

Removing Reactance and Endowment

In this module, you'll examine why warnings backfire, and learn how to ease the Endowment Effect to accomplish your goals. By analyzing the case studies of Procter & Gamble's Tide Pods and the Arden House Experiments, you'll be able to identify the process in which warnings become recommendations and the importance of agency and control for people. You'll learn about successful strategies that allow for more agency in change — and through analyzing real-life examples, you'll discover how easing the Endowment Effect will help others let go of the attachment to the status quo. By the end of this module, you'll learn effective strategies for surfacing the cost of inaction and framing new things as old, plus you'll be able to encourage others to change with more agency.

Module 3:

Overcoming Confirmation Bias and Uncertainty

This module was designed to help you analyze the elements of distance and uncertainty in barriers to change and how to overcome them. By discussing examples of political polarization and Confirmation Bias, you'll distinguish between the zone of acceptance and region of rejection, and assess strategies such as finding the movable middle and finding an unsticking point. You'll explore the cost of uncertainty and analyze the strategies of Zappos, Acura, and Kia to evaluate best practices on lowering upfront costs. By the end of this module, you'll be able to employ a toolbox of approaches to overcome elements of distance and uncertainty in change, and be prepared to bring the right persuasive skills to any situation.

Module 4:

The Importance of Corroborating Evidence

In this module, you'll examine the importance of corroborating evidence and choosing the right strategy for different segments of people and businesses. By looking at examples of the translation problem, you'll gain a better understanding of the need for more proof and how concentration increases impact. Through the analogy of the sprinkler and fire hose strategies, you'll discuss how to find the right balance of methods and where to spend your resources, depending on how strong the attitude for change is in a given group of individuals. By the end of this module, you'll have a deeper understanding of all of the elements of barriers to change, plus you'll be able to strategize on how to best mitigate them to allow for greater changes within yourself and your organization.

Leadership in the 21st Century

Duration:

4-6 Weeks

Speakers:

Nancy Rothbard

David Pottruck Professor
Professor of Management
Chairperson, Management
Department

Adam Grant

The Saul P. Steinberg Professor
of Management, Professor of
Psychology

Katherine Klein

Edward H. Bowman Professor
Professor of Management
Vice-Dean, Wharton Social
Impact Initiative

Sigal Barsade

Joseph Frank Bernstein
Professor, Professor of
Management

Overview:

In an increasingly connected and fast-moving workplace, leaders can no longer succeed simply by exerting authority and telling others what to do. Today's successful leaders lead by creating positive and productive organizational cultures. Leadership in the 21st Century was designed to teach you how to create a workplace where your employees thrive, so you can set high goals for your organization and meet them. You'll learn how to better engage your employees, how to foster creativity and identify givers, takers, and matchers within your organization, how to lead with purpose, and how to create a culture that encourages success. Featuring the world's most acclaimed professors and their cutting-edge research on the qualities and behaviors of both successful and unsuccessful work environments, Leadership in the 21st Century will inspire you and your employees to make change for the better and will give you the tools you need to develop a positive strategy for leading your firm into the future.

Syllabus:

Module 1:

Engaging Hearts and Minds

In this module you will examine the issue of engaging employees at work. You'll start with a full analysis of the impact of on-the-job engagement, and a true definition of what engagement actually represents for the mind and for the heart. You will learn how to promote engagement at work through boosting energy and motivation, as well as removing distractions. You'll explore important steps to create the right conditions for encouraging engagement in individual and group settings, and even online. By the end of this module, you will be well suited to examine your overall work environment, identify opportunities for engaging and motivating your workforce, and increase productivity and profitability.

Module 2:

Understanding Work Styles and Cultivating Originality

In this module, you will examine how styles of interaction with other people on the job and within networks can impact the productivity and value created in your organization. You will learn how selecting for the right 'Giver' characteristics through the hiring and team-building processes can lead to optimal collaboration with supportive influence and leadership. Analyzing this further, the role of a Giver is examined in context of influencing others: laterally, below and even above their own position. You will explore how to ensure that generous Givers can be motivational and lift up entire teams through their success with the proper culture around them. Further, you will look at how innovative idea generation and selection can be caught up in bias, but it can also be cultivated through encouraging strategically cross-functional efforts. In embracing original creative thought, you will see the importance of an environment that allows and encourages questioning and challenge from the very beginning, from the time of the interview process, and especially during on-boarding. Tying these concepts together, you will see that some of the best sources of high-value ideation may originate from an unexpected character profile. By the end of this module, you will be well suited to identify, support, and maximize the contributions of creative givers in your organization.

Module 3:

Purpose-Driven Leadership

In this module, you'll learn all about the practice and benefits of purpose-driven leadership in an organization. You'll explore how the business world is changing, and how expectations for leadership are shifting to models which incorporate purposeful responsibility for the greater good. Looking further, you will see what it takes to determine and cultivate your overarching purpose, build it into the culture, and to operationalize this model in all areas of your business. Implementing change does not come without its challenges, and you will learn methodical approaches to test your assumptions so that you can align your strategic efforts to achieve meaningful results. Through leading, modeling, and occasionally revisiting mutually-beneficial 'win-win' initiatives, you'll find it is possible to achieve profit while leading through purpose. By the end of this module, you will be able to determine the best path forward to lead a purpose-driven strategy in your organization.

Module 4:**Organizational Culture and Culture Change**

In this module, you'll learn about organizational culture: what it is, how it works, and the best ways to align it advantageously with your organizational goals. You'll first explore the critical reasons that organizational culture emerges, and the various layers that exist in analyzing what that culture looks and feels like from a cognitive and emotional perspective. You will see how a strong culture is derived from values which are felt intensely across a shared membership and embraced and modeled by leadership. Examples will serve to illustrate how a proper employee-culture fit leads to optimal commitment, job satisfaction and productivity. Further, you will find how operational strength will derive from the best balance of culture, strategy, and structure. In order to align these with purpose, you will learn how to measure and analyze benchmarks, and ensure success through wide participation and thorough communication. By the end of this module, you will learn how to analyze and evaluate an organizational culture and lead a successful change in the culture in order to achieve superior organizational performance.

OPTIONAL**An Interview with Mallika Dutt**

With some final thoughts from her own leadership journey, Mallika Dutt, the Founder, President, and CEO of Breakthrough, will provide you with her insight and perspectives in a wide-ranging interview with Laura Zarrow, Host of Women@Work on SiriusXM Channel 111, Business Radio powered by The Wharton School.



Managing the Global Firm

Duration:

4-6 Weeks

Speaker:

Mauro Guillén

Dr. Felix Zandman Professor of International Management
Professor of Management
Anthony L. Davis Director, The Lauder Institute

Overview:

The challenges for businesses in the 21st century are very different from the ones in the 20th, and so using traditional strategies no longer work. Today's markets are fast-moving, interconnected and global in a way they have never been before. How do you take advantage of these markets to benefit your business and not get left behind?

In this course, you'll learn how to leverage new mindsets, new decision models, new business models, and new products and services to maximize your firm's potential. You'll learn about new international markets, explore how markets evolve, learn how to create a structure and strategy to take advantage of new global markets, and examine the new multinational firms of the future. Recent changes in society have brought a new set of constraints and opportunities, including the rise of emerging-market multinationals, the aging population, and the reconfiguration of global power relationships. You'll learn how and when to pursue new global opportunities - and when not to - so you can maximize your profits and growth. By the end of this course, you'll be able to create a global strategy that takes advantage of new markets and opportunities, avoids common pitfalls and makes sense for your firm and your bottom line.

Syllabus:

Module 1:

Global Market and the Firm

In this module, you'll learn how and why firms go abroad. You'll look at strategies as to how they choose their markets and segments. You'll explore current trends and how they shape strategies for marketing and expansion. Then, throughout the rest of the module, you'll examine a number of potentially profitable demographics to detail their needs, investment choices, and patterns found in their consumption.

By the end of this module, you'll be able to apply what you've learned to discern which segments of the global marketplace may be better suited for a firm looking to grow its presence.

Module 2:

International Strategies

In this module, you'll walk through a firm's activities along the value chain, examining which activities might be handled in-house or by another firm. You'll explore reasons and examples of foreign direct investment strategies, including acquisitions. You'll then examine barriers to entry, and the various types of entry modes. You will consider how to decide how much control of the firm's activities you might retain in light of the commitment required. Lastly, you'll look at key dimensions of international growth that result in specific growth patterns, such as those modeled in C and S curves. These models are explained in depth. By the end of this module, you'll be able to apply what you've learned to properly identify optimal growth activities for a firm, in light of specific factors found in the firm's industry within a particular country or region of the world.

Module 3:

Organization and Management of the Multinational Firm

In this module, you'll learn about the organization and management of a multinational firm. You'll focus on identifying the best structure and management model based on the firm's priorities and strategy, as well as the challenges that can be anticipated when implementing them. You will then look at corporate governance as they operate within local legal systems, and the main dimensions of all who play a part. Taking that a step further, you will examine factors which would impact a merger or acquisition. You will explore how subsidiaries and their stakeholders can be managed, paying close attention to internal concerns with key personnel, as well as external concerns pertaining to the country's markets and government. By the end of this module, you'll be well informed on issues surrounding the management and organization of a multinational firm and its stakeholders, and the important relationships they have with external players which directly impact the firm, as well as the environment in which the firm operates.

Module 4:

The Multinational Firm in the 21st Century

In this module, you'll learn about the changing nature of multinational firms. Case studies exemplify new roles for brand and technology and raise strategic questions via rapid evolution resulting from technologic innovation. You'll learn about optimal marketing through digital channels in a global context, paying close attention to local customs and preferences and logistical considerations. These lessons will be infused with a lesson on customer centricity, a method to optimize your efforts by focusing on the lifetime value of your customers. You'll delve into a discussion on navigating and managing uncertainties common to all global regions, and how to mitigate potentially undesirable outcomes. Later, you'll review globalization in context, examining mass marketing and cosmopolitan consumption choices existing as relatively new phenomena. Similarly, you'll compare how internationalization has changed from a traditional to an emerging market approach. At the conclusion, you'll review a summary of important strategic considerations from the course. By the end of the module, you'll be well-positioned to apply the learnings of the previous three modules with the context of today's rapidly changing global environment.



Managing and Motivating Talent

Duration:

4-6 Weeks

Speakers:

Peter Cappelli

George W. Taylor Professor
Professor of Management
Director, Center for Human Resources

Michael Useem

William and Jacalyn Egan
Professor of Management
Professor of Management
Director, Center for Leadership and Change Management
Editor, Wharton Leadership

Overview:

People are the most valuable asset of any business, but they are also the most unpredictable, and the most difficult, asset to manage. And although managing people well is critical to the health of any organization, most managers don't get the training they need to make good management decisions. Now, award-winning authors and renowned management Professors Mike Useem and Peter Cappelli of the Wharton School have designed this course to introduce you to the key elements of managing people. Based on their popular course at Wharton, this course will teach you how to motivate individual performance and design reward systems, how to design jobs and organize work for high performance, how to make good and timely management decisions, and how to design and change the your organization's architecture. By the end of this course, you'll have developed the skills you need to start motivating, organizing, and rewarding people in your organization so that you can thrive as a business and as a social organization.

Syllabus:

Module 1:

Motivation and Incentives

In this module, you'll learn how motivation affects an individual's performance and how to use that motivation to drive performance. You'll explore how incentive systems are designed and how psychological concepts such as behavior modification, imitation, conformity, and compliance influence and shape these systems. You'll also examine the current process of hiring employees using technology, tracking systems, and outsourcing. You'll also learn how you can provide valuable feedback to your employees and make performance appraisals productive. By the end of this module, you'll be able to apply what you've learned to best motivate, hire, and evaluate your employees.

Module 2:

Task, Jobs, and Systems of Work

This module is designed to teach you the difference between a task and a job. You'll learn how jobs have been historically designed, and you'll explore some of the drawbacks related to past work systems. You'll also learn how job design has been influenced by engineering and psychology. Finally, you'll look at real-world examples from GM and Toyota to compare their respective approaches. By the end of this module, you'll understand how jobs and systems of work have evolved to improve employee performance and productivity.

Module 3:

Making Good and Timely Decisions

In this module, you'll learn how to make good and timely management decisions. Through several real-world examples, you'll see how leaders create and build a decision-making mindset. You'll also learn how leaders can make costly decisions that affect their team or their entire company negatively. By the end of this module, you will be able to apply key concepts to make good and timely management decisions and build a high performing team.

Module 4:

Designing and Changing the Organization's Architecture

This module describes the influence of an organization's architecture on management and its team's performance. You'll explore how inequity fosters disparity among employees and can inhibit a company's success. You'll also look at two real-world examples of leaders who tackled problems within their organizational structures to effect change. By the end of this module, you will be able to identify key steps in which you can lead change within your organization.

Strategic Management: Competitive and Corporate Strategy

Duration:

4-6 Weeks

Speakers:

Harbir Singh

Mack Professor
Professor of Management
Co-Director, Mack Institute for Innovation Management
Faculty Director, Hunstman Program

Nicolaj Siggelkow

David M. Knott Professor
Professor of Management
Co-Director of the Mack Institute for Innovation Management

Overview:

Learn to design and implement strategies that drive growth for your organization and maintain competitive advantage in the marketplace. This course was created to give you the tools and frameworks you need to evaluate, develop and execute a successful strategy both inside and outside the corporation. You'll learn how to answer eight key questions in strategy, including value chain, positioning, network analysis, and how to perform industry analysis, among others, so you can maximize the drivers of profitability to your advantage. You'll also learn how to create strategic leadership and vision, and how to use outsourcing, acquisitions and alliances to coordinate strategy across multiple lines of business. By the end of this course, you will be able to say what your strategy is, how it works, and why it helps you meet your organization's financial and marketing goals. You'll also be able to put it into practice to start driving profits and growth immediately.

Syllabus:

Module 1:

The Firm and the Industry

We will begin this module by asking the question "What does it actually mean to have a strategy?" In this module, you'll explore seven different types of strategy. You'll learn how to identify the foundation of a strategy: your firm's overall plan, mission, and vision. In addition, you will examine at basic financial measures, key profitability measures, and other important strategic analysis ratios used to determine your firm's profitability. Also, you will explore the concept of positioning which will help determine where you are in your own industry and your firm. By the end of this module, you'll be able to identify your firm's value and cost drivers and determine your firm's position in the marketplace.

Module 2:

Industry Analysis and Competitive Dynamics

In this module, you'll learn how your value chain influences your cost position. You'll learn about how your costs, margins and overall leadership affect your position in the marketplace. You'll examine a value chain analysis from Vanguard, the largest mutual fund provider in the United States, and through this example, you'll understand how to conduct a value chain analysis of your own organization. Also, you will explore competitor dynamics which will help you anticipate actions or reactions of competitors in your industry. By the end of this module, you will conduct an industry analysis to find out where your product or firm is in its overall life cycle within the marketplace.

Module 3:

Corporate Strategy and Firm Scope

This module is designed to explore the strategic leadership and vision of your firm. You'll learn about diversification, the multi-business firm and the differences between corporate strategy and business strategy. In addition, you will develop an understanding of different types of diversifications of firms, modes of growth, and how to create new segments within the marketplace. You'll also learn about the two types of market segmentation—exploration and exploitation. We'll investigate outsourcing, its challenges, why it's valuable, and why it's important to outsource wisely. By the end of this module, you'll be able to identify types of outsourcing and how outsourcing can contribute to or hinder your firm's overall vision.

Module 4:

Firms in a Context

This module is designed to help you understand where your firm exists in the global marketplace. You'll learn how your firm can access new market opportunities by utilizing mergers and acquisitions. With examples from DaimlerChrysler, Lenovo, and IBM, this module will help you analyze your firm's position and the position of the firm you want to acquire. We'll examine key concepts such as human capital investment, equity and non-equity-based alliances, market entry and extension, and more. By the end of this module, you'll be able to identify your firm's core values, its value proposition and how best to test your firm's strategy.

Digital Marketing, Social Media And Analytics: An Omnichannel Strategy

Duration:

6 Weeks

Speaker:

Pedro Moreno De Los Ríos

Academic Director, Digital Marketing, Social Media and Analytics. Digital Business & Marketing Professor

Overview:

Marketing has evolved to a point where independent, isolated marketing channels now need a higher level of strategic, organizational and technological integration in order to function effectively and meet the ever-growing demands of hyper-connected consumers.

Syllabus:

Module 1:

The Buyer Persona And The Customer Journey

Learn how to identify your most valuable segment of customers. Analyze the stages in the Customer Journey and decide what digital marketing channels to use in each stage. Design an efficient omnichannel strategy.

Module 2:

An Omni-channels Strategy

Learn the intricacies of every digital marketing channel: SEO; SEM, Display Ads, Social Media, Email Marketing, Content Marketing, Marketplaces... Integrate the tools, the people and the contents into your strategy.

Module 3:

Analytics

Learn to analyze and interpret Google Analytics reports: audience, acquisition, behavior and conversion reports. Get to know your KPIs, set up S.M.A.R.T. goals and optimize your strategy.

Module 4:

The Digital Marketing Of The Future

Learn about the latest digital marketing trends and technologies and become a better prepared professional: real-time data, proximity marketing, augmented reality, virtual reality, artificial intelligence, machine learning, chatbots, marketing automation.



Innovation For Growth

Duration:

6 Weeks

Speaker:

Mark Esposito

Adjunct Professor of Strategy at
IE University
Professor at Hult International
Business School

Overview:

Innovation for Growth explores a framework for making strategic planning more robust amidst an increasingly changing and volatile business environment. As you progress through the course, you will gain insight into the various degrees of leadership that allow innovation to be harnessed and nurtured in organizations. By understanding the challenges that businesses face today, identifying the kind of organizations that are currently providing access to the most innovative landscapes, and recognizing the new kind of intelligences that are required to succeed, this course will challenge your own understanding of the role innovation plays in a company's growth strategy.

Syllabus:

Module 1:

Understanding Critical Uncertainties And Opportunities And Introducing Human-Driven Innovation

Understand the critical uncertainties of today's business environment and how to turn them into opportunities for organizational discovery, as well as the need to move to a human-driven innovation model.

Module 2:

Innovation-Driven Organizations And Enterprises

Identify what characterizes innovation-driven organizations and develop an effective framework to build them.

Module 3:

Leadership Intelligence

Identify what characterizes innovation-driven organizations and develop an effective framework to build them.

Module 4:

Making Innovation Happen

Learn what collaboration is and how to craft it. Identify and articulate the various motivations for innovation and the important role that leaders play in this collaborative innovation initiative.

Module 5:

Design Thinking And Vuca Leadership

Discover the concepts of Thinking by Design and Design Thinking and their connection to innovation. Analyze the role of a leader in a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) context.

Business Strategy from Wharton: Competitive Advantage

Duration:

6 Weeks

Speaker:

Nicolaj Siggelkow

David M. Knott Professor
Professor of Management
Co-Director of the Mack
Institute for Innovation
Management

Overview:

Maintaining a competitive advantage takes more than great timing or a single solution. Sustainable advantage requires a well-designed and well-executed strategy. This course was created to give you the tools and the frameworks you need to develop and execute a successful strategy. You'll learn how to evaluate your own strategy, as well as how to locate sources of potential competitive advantage from a perspective that encompasses the internal, external, and dynamic fit of your strategy. You'll also learn how to enhance your ability to assess the strategic impact of the moves of your competitors and how to maintain competitive advantage, understand the general drivers that create and sustain competitive advantage, and how to identify organizational barriers to change. By the end of this course, you'll be able to assess and redesign your current strategy and develop plans for effective implementation to give your firm a competitive advantage.

Syllabus:

Module 1: Analyze Your Firm's Internal Fit

Welcome to Competitive Strategy! This module is designed to give you the foundation of strategy and to identify the elements of strategy in relation to your company. What are lower level activities that can help us achieve a higher margin than our competitors? We will first look at an example from Intel, and learn about their strategy as well as how they gained a competitive advantage over time. You'll explore what the difference is between operational effectiveness and strategic positioning to answer the question "How will my strategy help me achieve higher prices or lower costs than my competitors?" Then, we'll examine the example of Southwest Airlines and their winning strategy against their competitors. You'll learn how to identify where you fall on a productivity framework and steps to avoid from having your competitive advantage decline. By the end of this

module, you will have the knowledge of how to position yourself within your own firm and create your own Value Chain. We will also investigate the department and division level exclusively and discuss what you can do differently to optimize your competitive advantage.

Module 2: Analyze Your Firm's External Fit

This module will exclusively deal with your external method of strategy. You will use the Activity System and Value Chain you created in the last module and examine what characteristics are unique and different about them. We take a look at how to compare advantages in your industry and how they contribute to your current strategy. Think about your own company and ask yourself: what are the explicit tradeoffs underlying our strategy, and what other players do you need to worry about? You will complete a Strategy Audit and gain insight into your industry background. In addition, you'll analyze what exactly makes up an industry and how to extract value. By the end of this module, you will be able to investigate the structural factors of your industry, key cost drivers, and overall positioning to optimize your overall strategy moving forward.

Module 3: Maintaining Your Firm's Dynamic Fit

In this module, we will be exploring the concept of dynamic fit within the strategic landscape. You will learn how to evaluate the dynamic fit of an organization in the context of the Honda (A) case and the Honda (B) case. You'll identify what the course of Honda's competitive advantage is within their mass market and learn about their entry into the market amongst their competitors. You will be able to recognize how failures arise from external threats and internal barriers to response (perception, motivation, knowledge, capability). How does a market leader get displaced by a new entrant into the same industry? At the end of this module, you will evaluate your peers work in regard to their firm and what beliefs their respective companies have pertaining to the four barriers of change. By completing this exercise, you will also be able to answer the question regarding your own company, and whether it has the capability and motivation to implement change.

Module 4: Creating New Strategies and Initiatives

This last module is designed to walk you through three parts of the strategic planning process and how to apply them within your company. With the three different types of fit you learned in the previous modules, you will delve into the "performance landscape" of your company with your unique strategy in mind. You'll also learn about a four-step, scalable, possibility-based approach within a cross-functional team. How many possibilities should a team create? Will these possibilities have success in the marketplace? In addition, you'll investigate this concept with an example about Olay and how they tested their own design. By the end of this module, you will be able to come up with your own strategic initiative by implementing all three conditions that have been detailed throughout the course. Good luck on the final graded assessment!

Strategic Management Connected Strategy

Duration:

1-4 hours per week

Speaker:

Professor at the
Wharton School

Overview:

In this course, you'll learn how technology has allowed firms to fundamentally change how they connect with their customers. Professors Christian Terwiesch and Nicolaj Siggelkow of the Wharton School have designed this course to help you explore the impact of connected strategies and business opportunities associated with those strategies. Through study and analysis of both the innovation framework and value proposition, you'll learn how Connected Customer Experience and the Connected Delivery Models can be utilized in a myriad of industry and business models. You'll also explore different types of connected customers/producers and examples of connected strategy and evaluate existing technologies that can inform the design of connected relationships. By the end of this course, you'll be able to identify different types of connected strategies and opportunities in a variety of business models so you can employ best practices and achieve success within your organization.

Syllabus:

Module 1:

This module was designed to give you a foundational overview of connected strategies and their underlying potential and value proposition. You'll identify the framework between innovation and operations in real-life examples such as Disney and Blue Apron and outline the structure of connected strategies: connected relationships and connected delivery models. Through analyzing the efficient frontier, you'll examine the twin goals of increasing satisfaction and reducing costs, and how connected strategies can deliver on both aspects. By the end of this module, you'll be able to better recognize and assess the value of innovation and connected strategies within your own organization and others, and gain a better understanding of the future of connected strategies in your industry.

Module 2:

In this module, you'll examine the connected customer experience and different levels of customization. Through close examination of the five different connected customer experiences and examples of those experiences, you'll gain a deeper understanding of the customer journey and what pain points exist at each stage of the journey. You'll also analyze the four R's of Connected Customer Relationships— Recognize, Request, Respond, and Repeat—and understand the competitive value and advantage of the Repeat Dimension in connected strategy. By the end of this module, you will gain a better understanding of the customer journey and be able to utilize the positive feedback loops with your customer base in creating a customization strategy that works for your organization.

Module 3:

In this module, you'll be introduced to Connected Producers, and focus on the Connected Strategy Matrix. You'll begin by examining the different types of Connected Producer and Peer to Peer Network Creators. Then, you'll analyze the Connected Strategy Matrix, and learn how the Connected Customer Relationships can help overcome problems of trust, information, and incentives. You'll learn key aspects behind principles of precision pricing and how connected strategies allow for new revenue models. By the end of this module, you'll have a richer understanding of existing connected relationships within your organization and construct a more efficient and successful connected strategy for your business.

Module 4:

In this module, you'll examine the fundamentals of connected strategies in terms of revenue model, technology infrastructure, and the opportunities and consequences associated with disruptive innovation. By deconstructing the connected strategy matrix, you'll gain a better understanding on how to create a connected strategy that is successful. You'll explore the example of Kodak to learn about the meaning of disruption, the essence of bottom-up innovation and what the innovator's dilemma entails. By the end of this module, you'll be able to create connection architecture and brew up a disruptive move to connected customer relationships in your own business.

BetterWorld Sustainable Futures Program

Duration:

5 Weeks

Speaker:

Peter Fisk
Global thought leader Bestselling author, expert consultant and keynote speaker

Overview:

This program is designed to help businesses harness sustainability as a catalyst for innovation and competitiveness. Inspired by Peter Fisk's book "People. Planet. Profit", it provides a roadmap for businesses to go beyond just compliance with Corporate Social Responsibility (CSR) and Environmental, Social and Governance (ESG) standards and turn social and environmental issues into new opportunities for innovation and competitiveness. The program is divided into 5 modules, each focusing on a different aspect of sustainability and innovation, with the goal of offering a more balanced and inspired approach to business. The program connects social, environmental, and economic challenges to achieve a new balance that is different from competitors and inspiring for employees. The ultimate aim of the program is to help businesses make a positive impact in the world, drive growth, and gain a competitive advantage.

Syllabus:

Module 1: Better Business

The first module of the program focuses on the relationship between business and society. It highlights the significance of businesses in addressing the world's problems and how having a purposeful business can align with society's goals. The module covers the concept of sustainability in business, including its opportunity-focused and purpose-driven nature, and the importance of reputation and trust in business success. Finally, it stresses the role of sustainability in igniting innovation, building brands, creating competitive advantage, and driving profitable growth. This module will provide a comprehensive understanding of the relationship between business and society, and how businesses can make a positive impact while driving growth and competitiveness.

Module 2: Sustainability

The second module of the program focuses on the different aspects of sustainability. The module will provide an in-depth understanding of the various sustainability drivers, including social, environmental, and ethical issues, and the role of the 17 sustainable development goals. You'll learn about the circular economy and how companies are using it to achieve a net zero impact on the environment. Additionally, the module will explore the different frameworks and standards used to measure and articulate a company's progress in sustainability. The module will also focus on sustainable design and how it can achieve more with less while also being both desirable and feasible. Lastly, the module will draw inspiration from the natural world to consider how business can create more sustainable solutions by biomimicking the designs, innovations, and systems found in nature.

Module 3: Innovation

This module focuses on how sustainability challenges can lead to new opportunities for innovation and growth in business. The module aims to help businesses understand the importance of conscious consumers, and how to meet their aspirations while also doing good. The module also delves into the concept of problem-solving and how businesses can use sustainability challenges to drive more innovative solutions. This module covers emerging technologies, such as data analytics, and how they can be leveraged to drive more sustainable innovation. The module concludes with a focus on innovative business models, & how businesses can utilize them to address sustainability in a powerful and profitable way.

Module 4: Transformation

This module focuses on sustainable transformation and the steps needed to bring about meaningful change. The module delves into creating a roadmap for implementing sustainability-based changes and innovations to deliver a journey with greater impact. The module emphasizes the importance of aligning the entire organization around a shared purpose and culture to deliver sustainability at scale. It also explores the need for an ecosystem-wide approach to sustainability, considering the interconnections and contributions from suppliers, distributors, collaborators, and even competitors. The module reflects on the customer experience and the role of the business in enabling others to be more sustainable by sharing capabilities and technologies. This module provides a comprehensive view of the steps necessary for sustainable transformation.

Module 5: Impact

The last module is centered around the concept of positive impact in sustainability. This module will delve into the meaning of being a "net positive" company and the steps companies can take to make a positive impact on society and the environment. The module will explore the role of sustainable communities in driving change and the importance of effective communication in promoting sustainability initiatives. The module will also delve into the leadership skills required to lead a sustainable business and drive transformational change. Finally, the module will provide inspiration and optimism for businesses to make a bigger, bolder difference in the world.

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www.KGC.com

Toll Free: +971 800 2212
UAE: +971 2 501 5454
KSA: +966 11 242 1500

info@kgc.com

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