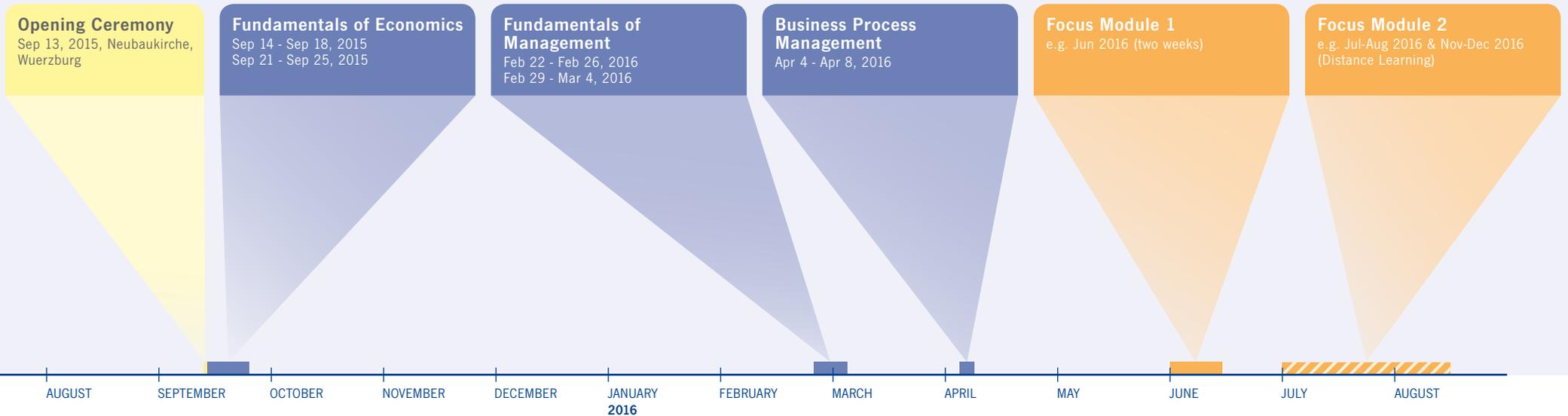


Executive MBA

Wuerzburg University

Curriculum Focus Class of 2017

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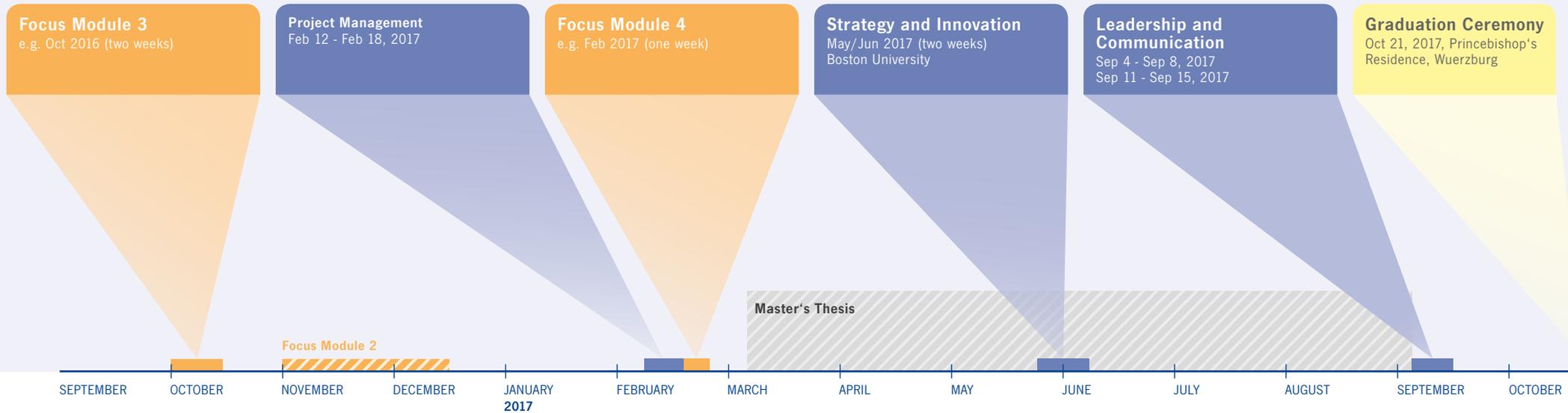


Leadership Skills

Acquire the necessary **management knowledge to be able to successfully cope with leadership tasks** in a total of six learning modules. You will discuss both the Fundamentals of Management as well as of Economics. Additionally you will be trained in **business process management as well as project management**. You will also analyze **corporate strategies and innovation potentials** for globally operating companies. Finally, you acquire essential skills in the areas of **leadership and communication**.

Focus Options

Through various specialization offers you will be able to learn **economic knowledge and contemporary management concepts** with regards to selected topics in another four learning modules. Depending on your specific contentual requirements you can choose between the following options and thereby obtain detailed insight into the relevant field: **Accounting & Auditing, Business Model Design, Intercultural Management or Purchasing & Supply Chain Management**.



Master's Thesis

With your Master's Thesis, which you will compose over a period of six months, you finalize your MBA program. Under scientific supervision you develop **actual solutions for current problems of today's corporate environment.**

Module “Fundamentals of Economics”

Dates: Sep 14 - Sep 18, 2015 & Sep 21 - Sep 25, 2015; Location: Wuerzburg



Module Supervision

Prof. Dr. Michael Grömling
(International University
of Applied Sciences Bad
Honorf-Bonn)

Topics

- Globalization and Competitiveness
- Economic and Monetary Policy
- Economic Growth
- Structural Change
- Employment Markets and Social Policy

Motivation

Economics attempt to understand and to explain the business cycle and its regularities. The findings become increasingly important for the positioning of companies within global competition. It is essential that companies correctly interpret economic-political decisions or reforms in social security and take them into account in their corporate management. That way, both the opportunities afforded by the opening of markets as well as the intensification of business relationships due to globalization can be used successfully while risks incurred through increased competition can be reduced.

Objectives

Acquire well-founded and proven insights in the causes and effects of globalization. Find out which challenges the advancing globalization poses to certain business locations. Identify complex correlations in national and international business life, which you can use for purchasing and selling activities in a profi-

table manner. Learn how to competently analyze macroeconomic changes in employment markets, currency exchange rates, and financial markets. Acquire the necessary know-how to proactively react to new political framework conditions with adequate corporate measurements.

Approach

In this module, experienced and well-renowned lecturers from universities, economic research institutes, and strategy departments of companies will present you their knowledge on economic activities. They combine macroeconomic theories with their real-life impacts in a comprehensible manner. In the course of expert lectures and discussions, tremendous importance is attributed to teaching you sustainable reaction mechanisms. In a written exam, you will test your knowledge in assessing macroeconomic framework conditions and deriving suitable actions for the success of your company.

Module “Fundamentals of Management”

Dates: Feb 22 - Feb 26, 2016 & Feb 29 - Mar 4, 2016; Location: Wuerzburg



Module Supervision

Prof. Dr. Hansrudi Lenz
(Wuerzburg University)



Prof. Dr. Carsten Baumgarth
(Berlin School of Economics
and Law)

Topics

- Investment and Financing
- Accounting and Economic Value Added
- Controlling
- Marketing
- Human Resources and Organization

Motivation

The most important factor for a company's success is the appropriate use of human, physical, and financial resources. Quality in business organization is another factor gaining importance in international competition. Therefore, considerations of suitable investment and financing alternatives or the selection of qualified employees need to be made. Furthermore, the focus needs to be put on corporate decision-making and on the utilization of product and service innovations. Using adequate marketing concepts helps to successfully place and establish products and services in the market environment.

Objectives

Learn how to think, to make decisions, and to act like an entrepreneur. Use well-established financial and investment evaluation and calculation methods to make your decision. Acquire well-founded knowledge in the relevant accounting standards as well as controlling instruments. Practice the preparation of reali-

stic business plans. Objectively evaluate both the market potentials concerning certain products and services as well as the consequences and risks of different business strategies. Use modern marketing instruments and sales concepts to secure your company's success.

Approach

The module starts with a company simulation game, which offers you an interactive approach to the subjects of income statement as well as of economic value added. Following that, selected accounting principles, procedures of capital expenditure, budgeting and financing strategies as well as sophisticated controlling tools will be presented. In the qualitative disciplines such as marketing and human resources you will acquire management-relevant knowledge e.g. regarding customer orientation or employee management. Writing an exam you will then proof the acquired skills.

Module “Business Process Management”

Dates: Apr 4 - Apr 8, 2016; Location: Wuerzburg



Module Supervision

Prof. Dr. Rainer Thome
(Wuerzburg University)



Prof. Dr. Axel Winkelmann
(Wuerzburg University)

Topics

- Information Processing within Companies
- Business Processes
- Customer Relationship Management (CRM)
- Supply Chain Management (SCM)
- Enterprise Resource Planning (ERP)

Motivation

Continually changing market requirements necessitate constant adjustments of the business processes within companies. The traditional design of a company's operational structure, i.e. isolating individual functions, is replaced by the organizational integration of logically connected tasks and procedures. This development affects not only internal processes, but increasingly inter-company business processes, as well. That is why companies that manage to design their entire operations and overall organization in a structured and integrated manner are particularly successful.

Objectives

Acquire well-founded know-how about the design and management of business processes in a practically-oriented manner. Get detailed as well as state-of-the-art insights about the processes within and between companies. Learn about the tools and concepts available nowadays for the continuous improvement of business processes. Identify the potentials of digital process development – both in regards

with suppliers as well as with customers. Employ and utilize strategies, methods, and tools of modern process design in order to have the decisive advantage compared to your competitors.

Approach

First, you will be taught the state-of-the-art theories of modern business process management. You will receive information technology support in the form of enterprise resource planning systems. You will be shown how business processes are illustrated and monitored in standard software. During a site visit to a middle-sized company, you will be able to experience the actual process execution. You will have to prove your newly acquired knowledge by presenting a case study as well as by writing an exam. Composing a term paper will then help you to apply your know-how in your own company.



Photo © Robert Demmerlitz 2010

Module “Strategy and Innovation”

Dates: May/June 2017 (two weeks); Location: Boston, Massachusetts, USA



Module Supervision

Boston University

Topics

- Industry and Competition Analysis
- Composition of Value Creation Networks
- Entrepreneurship
- Internal and External Success Factors
- Innovation and Design

Motivation

The long-term success of a company is materially governed by its culture. Taking into account the individual position of a company and its surrounding value-creation network a company's culture needs to be supportive of creative as well as innovative developments. Companies need to position themselves strategically and offer innovative products and services on dynamic markets. To achieve this, the permanent further development of the company's portfolio of goods and services is essential. However, suitable distribution channels must also be developed in order to reach customers in the best possible way.

Objectives

Acquire well-founded knowledge to analyze, evaluate, and compare specific companies or even entire industries. Learn how to strategically make decisions about how to position your company, e.g. with a view to procurement of raw materials or regarding the distribution of products. Learn to act like an entrepreneur.

Use new technologies in order to break up with old structures and to replace traditional business models. Familiarize yourself with design tools as well as innovation methods to create a competitive edge for your company and to proactively lead changes within surrounding market environments.

Approach

The module will be held at the renowned Boston University. First, the focus will be on methods and toolsets for the analysis of industries and companies. You will then be taught on the development of products and services. You will also learn concepts to design marketing strategies in a real-life setting. Based on findings from value creation chains examined, you derive opportunities to increase your company's performance. In a business simulation, you will combine theoretical and practical knowledge by planning production facilities and distribution channels to conquer new markets.



Module “Project Management”

Dates: Feb 12 - Feb 18, 2017; Location: Wuerzburg



Module Supervision

Prof. Dr. Manfred Gröger
(University of Applied
Sciences Munich)

Topics

- Project Planning
- Project Life Cycle
- Organizational Structures and Work Packages
- Stakeholder and Risk Management
- Social Aspects of Project Work

Motivation

Organizing projects is a managerial function, which is increasingly in demand in companies. Usually projects are schemes that are being organized the same way only once, e.g. the expansion to new markets or the set-up of a new production facility. Traditional organizational structures are often neither capable nor sufficiently flexible enough in order to successfully solve such variable issues. A project manager has the responsibility to initiate, plan, manage, control, and complete all project activities necessary. This requires various skills, methods, and tools to effectively manage projects.

Objectives

Find out how staff members from different company sites as well as different time zones can be assembled effectively in an intercultural project team. Design the organizational and operational framework conditions required for the success of a certain project. Learn how to prepare projects and how to support all necessary individual project steps in order to avoid

undesirable developments. Familiarize yourself with the conduct-related, i.e. social aspects of project work. Find out how to manage change processes, to communicate adequately with staff members, and to prevent conflicts.

Approach

In order to help you gain access to the subject of project management, the module starts with an interactive business simulation by analyzing the different and variable roles within a project team. Based on that, the various relevant influencing factors on project management are processed in a practice-oriented manner. The discussions focus on tools such as time management, controlling costs, and task-oriented project work. “Soft” rules of conduct and communication are comprehensively analyzed. You will prove your new competencies with a written exam and the presentation of a project plan.

Module “Leadership and Communication”

Dates: Sep 4 - Sep 8, 2017 & Sep 11 - Sep 15, 2017, Location: Wuerzburg



Module Supervision

Prof. Dr. Katrin Winkler
(University of Applied
Sciences Kempten)

Topics

- Leadership Behavior and Human Resources Development
- Motivation and Communication
- Time and Self-Management
- Conflict and Change Management
- Intercultural Management

Motivation

Human resources are an important production factor. Finding, developing, and keeping the right employees is of tremendous importance for a company’s economic success. Demographic change and global business relationships make this challenge even more provocative. For employees to be dedicated, engaged, and motivated, the responsible individuals with managerial functions need to have well-founded leadership competencies and skills. This is about having “soft skills”, comprised of social, methodological, and personal skills. A defined and lived corporate culture is also essential.

Objectives

Use both direct and indirect communication well-directed as a managerial tool for individuals and teams. Explore and select constructive solutions to handle internal and external conflict situations effectively. Moreover, find out how to enhance your own efficiency and how to motivate yourself and others. Initiate and accompany change processes effectively as

well as goal-oriented in your company. Practice reliable time and self-management. Furthermore, act competently in international settings by handling various cultural requirements and needs confidently and proactively.

Approach

The module has a very interactive orientation. Sophisticated know-how about leadership as well as leadership tools are taught in a practice-oriented manner, showing inherent opportunities and constraints. Your individual managerial, communicative, and motivational skills will be assessed, developed, and brought to perfection. Appraisal interviews, conflict situations, intercultural misunderstandings, and other issues executives have to deal with will be practiced in team and group exercises. Your newly acquired competencies will be tested in a written exam and a team presentation.

Module “IFRS: Separate Financial Statements”

Dates: Jun 27 - Jul 1, 2016 & Jul 4 - Jul 8, 2016; Location: Wuerzburg



Module Supervision

Prof. Dr. Hansrudi Lenz
(Wuerzburg University)

Topics

- IFRS
- Separate Financial Statements
- Balance sheets
- Income Statements
- Financial Notes

Motivation

International Financial Reporting Standards (IFRS) is a globally recognized set of standards for the preparation of financial statements by business entities. Those standards prescribe the items that should be recognized as assets, liabilities, income and expenses. Furthermore, the IFRS regulate how to measure those items, how to present them in a set of financial statements, and also how disclosures are related with these items. The IFRS went from being sparsely used to what is now the world's dominant set of accounting standards used for listed companies in well over 100 countries.

Objectives

You will learn how to create reports in separate financial statements according to IFRS. You will also learn how to apply IFRS for classes of transactions. Additionally you will gain sophisticated knowledge and a detailed understanding about the reporting of assets, liabilities, provisions and equity. Furthermore, you will gain practice-oriented experience in deeply

analyzing separate IFRS financial statements, including topics like intangible fixed assets, property, plant and equipment, impairment of assets, lease accounting, inventories as well as contingencies.

Approach

The instructors of this module use a balanced approach between theory (IFRS rules) on the one hand and practice (application of the rules via actual examples) on the other hand. Firstly you will be introduced to the IFRS principles, e.g. the conceptual framework, the presentation of financial statements, and to fair value accounting. Secondly you will be taught topics from the area of income statements and notes (e.g. revenue and constructions contract, employee accounting, taxation). Thirdly balance sheets and notes will be discussed with you. After the classroom sessions you will be tested in a written exam.

Module “Enterprise Performance Management”

Dates: Jul - Aug 2016 & Nov - Dec 2016 (Distance Learning)



Module Supervision

Prof. Dr. Rainer Thome
(Wuerzburg University)



Prof. Dr. Eduard Gerhardt
(University of Applied Sciences Coburg)

Topics

- Process Orientation and Management
- Analysis of Key Performance Indicators
- Standard Application Software
- Performance Management
- Potential Analysis and Evaluation

Motivation

Identifying and mastering processes within and between companies are managerial tasks with tremendous importance. In very dynamic market environments, the success of companies is not only defined by high-quality products and services anymore, but also by an efficient process execution. However, the complexity of business processes can not be illustrated in a clear manner easily. Due to this fact, both adequate control as well as proper management of business processes are rather difficult. That is why support from innovative tools is necessary to reduce complexity and to identify potentials for improvement.

Objectives

Learn typical business processes within and between companies. Acquire a cross-divisional manner of thinking, providing you with a holistic view of different frameworks within a company. Use this knowledge to facilitate interactions with your business partners. Find out how to reduce operative tasks and improve

strategic ones. Evaluate companies based on suitable process- and finance-related key performance indicators and initiate improvement measures. Familiarize yourself with modern tools for the analysis of business processes and the management of business tasks and responsibilities.

Approach

The module is designed in a blended learning format. You process specified business administration tasks with increasing complexity e.g. from your home. The findings from the overall program are implemented in a comprised manner in a real-life business situation. A business information system is applied in a practice-oriented way for the acquisition and processing of important business information. While working on the tasks, you will have the opportunity to interact with the instructors using modern communication tools. Finally, you will offer a written management report with the results of your work.

Module “IFRS: Consolidated Financial Statements”

Dates: Oct 17 - Oct 21, 2016 & Oct 24 - Oct 28, 2016; Location: Wuerzburg



Module Supervision

Prof. Dr. Hansrudi Lenz
(Wuerzburg University))

Topics

- IFRS
- Consolidated Financial Statements
- Consolidation Techniques
- Business Combinations
- Joint Arrangements

Motivation

International Financial Reporting Standards (IFRS) is a globally recognized set of standards for the preparation of financial statements by business entities. Those Standards prescribe the items that should be recognized as assets, liabilities, income and expenses. Furthermore, the IFRS regulate how to measure those items, how to present them in a set of financial statements, and also how disclosures are related with these items. The IFRS went from being sparsely used to what is now the world's dominant set of accounting standards used for listed companies in well over 100 countries.

Objectives

You will learn how to create reports in consolidated financial statements according to IFRS. You will also learn how to apply IFRS for business combinations. Additionally you will gain sophisticated knowledge and a detailed understanding about joint arrangements and investments in associates. Furthermore, you will gain practice-oriented experience in deeply

analyzing consolidated IFRS financial statements, including topics like cash flow statements, hyper-inflation, related-party disclosures as well as management commentary. Finally you will be able to use the IFRS as a common language for business affairs.

Approach

The instructors of this module use a balanced approach between theory (IFRS rules) on the one hand and practice (application of the rules via actual examples) on the other hand. Selected instructors both from universities but also from the financial management departments of companies with many years of business experience will present e.g. the following topics from the area of consolidated financial statements and the corresponding notes to you: accounting for business combinations, joint arrangements, but also investments in associates. After the classroom sessions you will be tested in a written exam.

Module “International Auditing and Management Control”

Date: Feb 6 - Feb 10, 2017; Location: Wuerzburg



Module Supervision

Prof. Dr. Hansrudi Lenz
(Wuerzburg University)

Topics

- International Standards on Auditing (ISA)
- Audit Risk
- Audit Planning
- Internal Control
- Business Processes

Motivation

The International Standards on Auditing (ISA) have to be applied by auditors as a global benchmark in the audit of historical financial information. The International Auditing and Assurance Standards Board (IAASB) is committed to the goal of developing a set of international standards and other pronouncements which are generally accepted. Overall the aim of international auditing is to develop and to implement standards to analyze financial statements, which are accepted globally. Currently the ISA and other standards of the IAASB are used by all major audit firms and in over 100 countries worldwide.

Objectives

You will learn to differentiate between several types of assurance services. Additionally you will gain sophisticated knowledge to plan a financial statement audit using a business risk approach. While preparing for such tasks you will have to be aware of the corresponding internal control system. Furthermore, you will learn to apply statistical and non-statistical

sampling. Finally you will be able to utilize the business risk audit approach for specific business processes (e.g. revenue, purchasing, and financing or investing) from an international perspective on auditing.

Approach

The ISA and other international pronouncements are integrated into the fundamental auditing concepts with illustrative examples – by always referring to the IFRS. You will also be introduced to the concepts of audit risk, materiality, and audit evidence. In a presentation and an exam you will discuss your understanding of audit planning, the assessment of control risk, and the nature, timing and extent of evidence to reach the necessary level of detection risk. By composing a term paper these concepts will then be applied to major business processes and related to account balances using a risk-based approach.

Module “Technology and Innovation Management”

Dates: May 30 - Jun 3, 2016 & Jun 6 - Jun 10, 2016; Location: Wuerzburg



Module Supervision

Prof. Dr. Frédéric Thiesse
(Wuerzburg University)

Topics

- Technology and Corporate Strategy
- Planning and Implementation of Innovation
- Phases of New Product Development
- Forms of Cooperation and Partnerships
- Technology Assessment and Forecasts

Motivation

In today's business environment technical innovations are the most important factor for success in many industries. Many companies make most of their sales with products that were newly developed only within the last five years. Furthermore the importance of technology is strengthened by the further increasing competition in the context of globalization. On the one hand product innovation do help to differentiate companies from their competitors to maintain profitable business operations. On the other hand process innovations increase the efficiency in manufacturing and operations.

Objectives

Achieve a deep and solid understanding about the importance of the management of technology as well as innovation for both the current but also the future success of enterprises. Learn from the strategies of innovators and derive rules and measurements for your own company. Expand your knowledge about methodological techniques as well as process models for

the management of technologies both within your company but also within alliances with customers, suppliers, or other partners. Get to know state-of-the-art concepts and methods for generating and implementing innovation.

Approach

Firstly you will get an overview about the development of technology and innovation management as well as their importance for companies in the 21st century. The concepts of strategic and operational management of innovations are taught in a consolidated way to be further discussed in various case studies for a deeper understanding. In addition the content will be reprocessed by a simulation game about the disruptive effect of technologies. Furthermore, you will apply the methods discussed regarding innovation processes for your own company. Finally the acquired knowledge will be tested in a written exam.

Module “Change Management and Talent Management”

Dates: Jul - Aug 2016 & Nov - Dec 2016 (Distance Learning)



Module Supervision

Prof. Dr. Katrin Winkler
(University of Applied Sciences Kempten)

Topics

- Triggers and Challenges of Change Management
- Change Scenarios
- Competence and Performance Management
- Training and Succession Management
- Role and Responsibilities of Leaders

Motivation

To stay competitive nowadays it is necessary to be able to cope with constantly appearing change processes. In addition, the global demand for highly qualified employees increases rapidly. Both developments show that a conscious change management as well as a targeted search and development of staff are crucial for business success in today's world. In globally operating companies intercultural aspects often lead to a failure of change projects. Hence, it is even more important to specifically qualify employees with different cultural backgrounds in order to remain attractive as an employer.

Objectives

Gain skills and competencies for intercultural tasks. Learn about the importance of communication as the key for a successful change and talent management. Accomplish the leadership challenges to manage employees with different cultural backgrounds. Understand rules and concepts how to create motivating working conditions. Acquire knowledge about how to best select highly qualified employees. Also, learn to win, to continuously motivate, and to

encourage talents. Finally, apply instruments and methods of both change management and talent management within an intercultural setting successfully.

Approach

Multimedia enriched teaching contents showcase the success factors and pitfalls of change and talent management. In the context of video lectures and interviews with experts, you will receive detailed insight into change scenarios and you will also see effective solutions. By using interactive case studies, you will learn that not only figures, data, and facts are relevant to the success of change and talent management, but also intercultural aspects. Finally, you edit worst case and best case scenarios and you apply your newly acquired knowledge by composing a term paper.

Module “Business Model Design”

Dates: Oct 3 - Oct 7, 2016 & Oct 10 - Oct 14, 2016; Location: Wuerzburg



Module Supervision

Prof. Dr. Frédéric Thiesse
(Wuerzburg University)

Topics

- Elements and Patterns of Business Model Design
- Creativity Techniques and „Design Thinking“
- Development of Business Plans
- Phases of Business Formations
- Emerging Technologies

Motivation

For several years now, there are companies that revolutionize the traditional rules of business or completely re-invent entire industries. Freemium, Peer-to-peer, Abo-commerce or „Pay what you want“ are only a few examples to show this development. These business models are enabled by technological innovations and associated with new economic rules. Due to the increasing convergence and resolution of industry boundaries, companies are faced with competitors that address customer needs in a completely new way. These ways have been unimaginable a few years ago, but are now creating large-scale benefits.

Objectives

The development of new business models can both be planned as well as controlled to a large extent. Learn about concepts and also models, which reduce the complexity during the analysis and design of business models and which transfer them into a structured approach. Apply these methods to practical cases and learn from the best practices of known companies as well as young start-up organizations. Ac-

quire knowledge how business models can be implemented in the context of corporate ventures and new corporate foundations. Recognize the possibly huge impact new technologies will have on established industries.

Approach

At first you will get an overview about current approaches and concepts of business model innovation. By analyzing numerous examples you will get to know about reusable innovation patterns that are responsible for the success of individual companies. You will also learn how these patterns can be applied to your organization. In addition, you practice creativity techniques to generate new ideas. The module is completed by the discussion of emerging technologies and their possible impact on businesses. In a written exam you will illustrate how innovative business models can be implemented in reality.

Module “Legal Requirements and Quality Management”

Dates: Feb 20 - Feb 24, 2017; Location: Wuerzburg



Module Supervision

Prof. Dr. Ronald
Bogaschewsky
(Wuerzburg University)

Topics

- Design of Business Contracts
- Guarantee and Warranty Regulations
- Criminal and Employment Law
- Total Quality Management
- Analytical Methods for Quality and Risk Management

Motivation

Global business activities offer tremendous opportunities to companies, however, they also pose specific challenges. Many business activities must be seen in an international context with regards to legal framework conditions and quality assurance. Binding and enforceable contractual agreements are required in order to warrant a relationship with business partners, that is based on trust. At the same time, a quality management system has to be established, which is feasible for all involved parties. This includes many aspects, such as quality assurance procedures and risk analysis.

Objectives

Acquire well-founded knowledge in the area of contractual law. It is not only essential for your requirements' profile, but it also enables you to effectively control your business-related network. Intensify your knowledge by being able to identify relevant contract types and legal pitfalls in international business transactions, e.g. in the fields of guarantee provisions or employ-

ment contracts. Moreover, learn about qualitative factors as well as quantitative methods to implement total quality management. This puts you in a position to set up, develop, and improve quality management systems.

Approach

Firstly basic legal framework conditions that you have to take into account when dealing with contracts in an international environment will be presented to you. You will be taught all the aspects relevant for you relating to contract design, warranty claims, and criminal as well as employment law. Then, practitioners will demonstrate strategic and operative quality management aspects on the basis of sample calculations and forecast models. You will then prove the knowledge acquired with a case study presentation and a written exam in order to be able to apply it in a term paper adapted to your own company.

Module “Cross-Cultural Diversity Management”

Dates: Jun 13 - Jun 17, 2016 & Jun 20 - Jun 24, 2016; Location: Wuerzburg



Module Supervision

Prof. Dr. Chibueze Udeani
(Wuerzburg University)

Topics

- Culture-bound Diversity Views
- Intercultural Business Culture and Values
- Intercultural Management and Company Governance
- Diversity Management
- Gender Sensitivity

Motivation

Cross-cultural diversity management attempts to understand the various views caused by an increasing cultural diversity in the business environment. Nowadays, it is essential for companies to be successfully positioned within global competition and to interpret and to handle in an intercultural manner. The opportunities of cross-cultural diversity by the opening of markets as well as the threat of cultural clutches can be treated successfully by adopting intercultural management tools in business operations and by redirecting company governance models in an intercultural way.

Objectives

Acquire well-founded and proven insights in the causes and effects of cultural diversity and its implication on business culture and value creation. Find out which cultural challenges the intercultural environment poses on your business operations. Identify complex correlations in international business life, which you can use for everyday business operations, negotiations, joint ventures or business units outside your

home country. Learn how to competently act in an intercultural business environment and acquire the necessary know-how to proactively deal with a changing business culture and company environment.

Approach

Experienced and well-renowned lecturers from universities, cultural science research institutes, and strategic departments of companies offer their knowledge on the variety of cultural views and their historical and anthropological origins to you. In the course of expert lectures and discussions, tremendous importance is attributed to applied intercultural management and intercultural business values for sustainable reaction mechanisms. In a written exam you will present your acquired knowledge of the combination of management fundamentals with cultural values and objectives as well as real-life impacts.

Module “Change Management and Talent Management”

Dates: Jul - Aug 2016 & Nov - Dec 2016 (Distance Learning)



Module Supervision

Prof. Dr. Katrin Winkler
(University of Applied Sciences Kempten)

Topics

- Triggers and Challenges of Change Management
- Change Scenarios
- Competence and Performance Management
- Training and Succession Management
- Role and Responsibilities of Leaders

Motivation

To stay competitive nowadays it is necessary to be able to cope with constantly appearing change processes. In addition, the global demand for highly qualified employees increases rapidly. Both developments show that a conscious change management as well as a targeted search and development of staff are crucial for business success in today's world. In globally operating companies intercultural aspects often lead to a failure of change projects. Hence, it is even more important to specifically qualify employees with different cultural backgrounds in order to remain attractive as an employer.

Objectives

Gain skills and competencies for intercultural tasks. Learn about the importance of communication as the key for a successful change and talent management. Accomplish the leadership challenges to manage employees with different cultural backgrounds. Understand rules and concepts how to create motivating working conditions. Acquire knowledge about how

to best select highly qualified employees. Also, learn to win, to continuously motivate, and to encourage talents. Finally, apply instruments and methods of both change management and talent management within an intercultural setting successfully.

Approach

Multimedia enriched teaching contents showcase the success factors and pitfalls of change and talent management. In the context of video lectures and interviews with experts, you will receive detailed insight into change scenarios and you will also see effective solutions. By using interactive case studies, you will learn that not only figures, data, and facts are relevant to the success of change and talent management, but also intercultural aspects. Finally, you edit worst case and best case scenarios and you apply your newly acquired knowledge by composing a term paper.

Module “Cultural Regions Management and Globalization”

Dates: Sep 19 - Sep 23, 2016 & Sep 26 - Sep 30, 2016; Location: Wuerzburg



Module Supervision

Prof. Dr. Chibueze Udeani
(Wuerzburg University)

Topics

- Intercultural Threats and Chances
- Cultural Regions Management
- Cultural Effects on Business Models
- Cultural Business Implications
- Different Views on Globalization

Motivation

For many companies the expansion of their business activities in growing economies and newly-developed markets is focusing on financially driven business models. Only minor efforts are put to reflect on cultural effects on the business model, on the company values, and on the related intercultural threats and chances accompanying such activities. A comprehensive understanding of the business implications requires a comprehensive knowledge about the various cultural regions. Ultimately, intercultural aspects become requirements for a sustainable business success on the long-run.

Objectives

In our globalized world intercultural knowledge and methods for day-to-day business operations are crucial. You will learn to obtain a sophisticated sense for the adequate balance between your original culture-bound company values and its business model. Gain insight into various cultural regions and about influences on the local economies, on economical focus

areas, and on different market environments as well as management concepts. Prepare yourself to understand, to evaluate, and to analyze the related business implications. Also acquire knowledge to be able you to face intercultural threats and chances.

Approach

Experts in international settings will present you the most recent insights to their cultural region and the prerequisites for an effective management of cultural regions. The module focuses on different markets, business models, and key drivers for amended governance models, strategies, and change management processes. The association on the different BRICS countries with self-reflectors' views is an essential part for the overall understanding. In a written exam you will present essentials and principles for a business-oriented cultural regions management and discuss the integration in companies.

Module “Intercultural Communication Management”

Dates: Feb 20 - Feb 24, 2017; Location: Wuerzburg



Module Supervision

Prof. Dr. Chibueze Udeani
(Wuerzburg University)

Topics

- Cultural Communication Styles
- Corporate Communication Management
- Intercultural Conflict Management
- Intercultural Aspects of Regulations and Legal Requirements

Motivation

Globalization changes the style of communication companies of all sizes: they do know how to operate their business and to develop their products and services. However, this often reduces the focus of communication styles inside the company and its affiliates as well as their representation in an intercultural environment. The results of unknown challenges of communication calling for misunderstandings end up in unsuccessful business operations, loss of investments and market shares, as well as employee dissatisfaction. Therefore, an intercultural communication management is of crucial importance.

Objectives

Learn about the different culture-bound communication styles and various representation methods to increase your ability for intercultural understanding. Gain knowledge to support the optimization of your company's communication styles. Acquire know-how about intercultural conflict management tools and mediation approaches. Learn how to use such techniques

both within your day-to-day business operations but also for long-term developments. You will be taught how to involve your employees about related legal and regulatory requirements and how to foster the intercultural “culture” within your company.

Approach

Different interactive elements such as simulations, business games, and team assignments help you to familiarize yourself with the subjects of intercultural management. Selected instructors from realms of industry will present their experiences and approaches for a successful application of the business-related knowledge. In a presentation and an exam you will proof how to use the best-practice oriented tool-set to act and to communicate in an intercultural environment. Additionally you will be enabled to compare various culture-bound communication styles and representation methods within a term paper.

Module “Supply Chain Management”

Dates: Aug 8 - Aug 12, 2016 & Aug 15 - Aug 19, 2016; Location: Wuerzburg



Module Supervision

Prof. Dr. Richard Pibernik
(Wuerzburg University)

Topics

- Global Supply Chain Strategy
- Supply Chain Design and Coordination
- Supply Chain Planning under Uncertainty
- Supply Chain Finance
- Outsourcing, Offshoring, Reshoring

Motivation

Large as well as medium-sized companies have progressively globalized their value creation activities. They operate in global markets – both in procuring goods and services as well as in dealing with customers. At the same time, many companies have outsourced fundamental parts of their value creation to partners (i.e. suppliers, logistics service providers, etc.). In order to decrease production and procurement costs, outsourcing partners have been chosen in low-cost countries. Companies are faced with the problem of developing and implementing strategies for global supply chains and their local operations.

Objectives

Learn about important theoretical and practical issues in the strategic management of supply chains. Understand and apply modern analytical approaches, which are utilized in supply chain practice by industrial, commercial, and logistics companies. Additionally you will get to know how the concepts are oftentimes applied

by modern planning software. Complement these analytical approaches by an in-depth assessment and discussion of “soft” issues that impact strategic supply chain considerations and relationships between departments within a company and relationships with other supply chain partners.

Approach

The principles and building blocks of supply chain strategy will be developed based on numerous case examples from different industries. Based on a blended approach that contains both case studies and analytical exercises, you will study important supply chain design and planning problems. The learning experience will be reinforced through different interactive elements, such as simulations, business games, and team assignments. Experts from industry will participate and share their view on the most pressing topics in supply chain management. You will have to demonstrate your expertise in a written exam.

Module “Electronic Procurement”

Dates: May - Jun 2016 & Nov & Dec 2016 (Distance Learning)



Module Supervision

Prof. Dr. Ronald
Bogaschewsky
(Wuerzburg University)



Prof. Dr. Holger Müller
(Leipzig University of
Applied Sciences)

Topics

- Operational and strategic Procurement Processes
- Catalogue-based Procurement Systems
- IT-based processes in Supply Chain Management
- Electronic Sourcing and E-Auctions
- Supplier Relationship Management

Motivation

Electronic Procurement covers both the IT-based support of operational as well as of strategic processes in Supply Management. Thus, sourcing processes, including market places and Electronic Auctions, Supplier Relationship Management and other strategic tasks are focused as well as the operational purchase-to-pay process for indirect goods. Here a special focus lies on electronic catalogue-based procurement. Therefore, a broad range of applications in Electronic Procurement will be covered, some of them already well established, though usually not comprehensively implemented, others fairly new to most companies.

Objectives

You acquire the knowledge regarding potentials of optimized processes supported by software systems, which is of significant importance for purchasers. You will find out what types of solutions are available for different procurement tasks. You will also learn how the involved parties have to adjust their processes in order to

generate the best possible economic benefit. You will be taught how to pursue projects introducing and rolling-out Electronic Procurement solutions. Additionally you will learn how to motivate staff and users in order to ensure optimized system utilization.

Approach

The module is designed in a distance electronic learning format. Based on extensive experience regarding practical applications as well as empirical data and theoretical foundations the domain of IT-based Supply Management will be presented to you via an electronic learning system. You will learn about different strategies for optimizing and managing procurement processes via adequate IT tools. While working through the contents, you will have the opportunity to interact with the instructors. In a management report you will finally describe how to best utilize Electronic Procurement.

Module “Strategic Supply Management”

Dates: Oct 3 - Oct 7, 2016 & Oct 10 - Oct 14, 2016; Location: Wuerzburg



Module Supervision

Prof. Dr. Ronald
Bogaschewsky
(Wuerzburg University)

Topics

- Procurement Logistics
- Strategic Procurement Management
- Selection of Suppliers
- Management of Relationships with Suppliers and Customers
- Controlling in Purchasing

Motivation

The focus of strategic management in companies is more and more on procurement, in addition to marketing activities and sales concepts. Successful companies plan materials handling, purchasing, and procurements logistics for the long term. This ensures a steady and reliable supply of raw materials and services. The entire value creation chain must be examined in order to integrate purchasing with production and sales. This leads to a competitive edge, e.g. helping to successfully achieve shorter development cycles, higher adherence to delivery schedules, or reduced acquisition prices.

Objectives

Find out about the strategic significance of managing purchasing and procurement effectively. Familiarize yourself with portfolio models but also with organizational and sustainability principles. Put yourself in the position to be able to make decisions on the selection of procurement markets. Use established methods and modern procedures for the selection of

different suppliers as well as for managing the various relationships with distinctive vendors. Classify your suppliers in accordance with relevant criteria. Use effective calculation methods for the controlling of purchasing activities in your company.

Approach

The lectures and discussions are provided by renowned instructors from universities, experts from industrial associations, and practitioners working in procurement departments. Special emphasis is put on the functional areas of purchasing as well as on opportunities and risks e.g. in global sourcing or procurement in low-cost countries. You will also learn about the effects your procurement activities have on the overall situation of your company. You can then test your knowledge about the application of procurement strategies and the organization of a successful supply management in a written exam.

Module “Legal Requirements and Quality Management”

Dates: Feb 20 - Feb 24, 2017; Location: Wuerzburg



Module Supervision

Prof. Dr. Ronald
Bogaschewsky
(Wuerzburg University)

Topics

- Design of Business Contracts
- Guarantee and Warranty Regulations
- Criminal and Employment Law
- Total Quality Management
- Analytical Methods for Quality and Risk Management

Motivation

Global business activities offer tremendous opportunities to companies, however, they also pose specific challenges. Many business activities must be seen in an international context with regards to legal framework conditions and quality assurance. Binding and enforceable contractual agreements are required in order to warrant a relationship with business partners, that is based on trust. At the same time, a quality management system has to be established, which is feasible for all involved parties. This includes many aspects, such as quality assurance procedures and risk analysis.

Objectives

Acquire well-founded knowledge in the area of contractual law. It is not only essential for your requirements' profile, but it also enables you to effectively control your business-related network. Intensify your knowledge by being able to identify relevant contract types and legal pitfalls in international business transactions, e.g. in the fields of guarantee provisions or employment contracts. Moreover, learn about qualita-

tive factors as well as quantitative methods to implement total quality management. This puts you in a position to set up, develop, and improve quality management systems.

Approach

Firstly basic legal framework conditions that you have to take into account when dealing with contracts in an international environment will be presented to you. You will be taught all the aspects relevant for you relating to contract design, warranty claims, and criminal as well as employment law. Then, practitioners will demonstrate strategic and operative quality management aspects on the basis of sample calculations and forecast models. You will then prove the knowledge acquired with a case study presentation and a written exam in order to be able to apply it in a term paper adapted to your own company.



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