



ELECTIVES CURRICULUM

MaastrichtMBA

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*creating meaningful
impact together*

PROFESSIONAL - DEVELOPMENT

DIGITAL BUSINESS ELECTIVE

MODULE 1: DIGITAL MANAGEMENT

If you want to manage your organisation in an efficient and effective way, you will need to identify opportunities for innovation and assist your employees in their personal development. All these goals start with being well informed to draw the right conclusions, making accurate predictions and appropriate decisions.

In other words, you should be prepared to use the most recent analytics technology. Being prepared requires awareness and an understanding of data science technologies.

The Digital Management module consists of the following four segments.

- **Introduction to Analytics** We give an overview on recent developments in digitisation. Next to that, we will introduce the different types of analytics and provide managerial guidelines for an effective utilisation of analytical techniques.
- **Data Management** Any successful application of data science techniques starts with good data and recalling the old principle: garbage-in-garbage-out. Many good analytics ideas fail because the data cannot be gathered or is of too low quality. We provide you an overview of data management systems and data management principles that help you with structured and unstructured data in various fields, such as operations, finance, and HRM.
- **Data Science Case Studies** We discuss, in an interactive way, transformative digital case studies touching on all key functions in an organisation. Each case study will be analysed in terms of the following: managerial objectives, stakeholders involved, appropriate data & analytics and implementation requirements
- **Digital Organisations** Digitising an established organisation can mean a tedious way of gradually improving digital maturity. On the contrary, new organizations like digital platforms have the advantage of starting from scratch. The final day is devoted to consolidating the learning from the week by designing a digital organisation.

MODULE 2: DIGITAL STRATEGY

Digitalisation has enabled us to develop a world of *digital twins* and *digital selves*. Essentially any object and any human being in the world can potentially be mirrored in the digital world. This creates many opportunities for business and society. At the same time, it carries multiple risks.

Digital strategy is about identifying opportunities and managing the risks in a way that society benefits from digitalisation. This way, digitalisation does not become yet another problem for our well-being, but is able to contribute to solutions of real problems (e.g. poverty, health, or the environment). From a business perspective, it is all about identifying value that can be generated by digital innovations for customers and

business relations. Next to that, you will learn to develop new business models to turn value into employment, revenues and return on investment.

The Digital Strategy module consists of the following five segments.

- **Introduction to Smart Services** Smart Services are services that build on harvesting data, analysing these data by means of algorithms, and embedding the service into the relationships that we want to establish with B2C or B2B customers. This lecture introduces the concept, defines the building stones, and provides examples of smart service implementations.
- **Artificial Intelligence and Cognitive Computing** Core to smart services are smart algorithms that can mimic human intelligence and cognitive tasks. This human intelligence can sometimes reach super-human performance on such tasks. The lecture provides case studies on how such technology can perfectly enhance existing products and services.
- **Big Data Analytics** Social media and other possible measuring instruments generate enormous amounts of data that are ready to be analysed to generate value. Often we can combine this unstructured data with structured data. The lecturer provides you an overview of these techniques and possible case studies.
- **The societal context of digital technology** Digital Technology intervenes naturally more with our brains than with our bodies. It also interferes with human-to-human relationships in our private lives and at the workplace. This means that it can have a major impact on our society. We need insights from humanities and social sciences to manage, if not omit, the risks that come with these interference. During this day, we will pay attention to the legal aspects as well, including the European GDPR protocol.
- **Smart Service Interaction Prototyping** Developing new services and business models requires combining data, algorithms, and user perspective into a coherent *architectural* design. The final day consists of group work to apply service design techniques to cases chosen by the participants of this module. You will implement your learning from the week by designing a smart service prototype.

MODULE 3: PERSPECTIVES ON DIGITAL BUSINESS

This module consists of a five-day programme abroad, either inside or outside Europe depending on the edition you sign up for. Locations and contents vary per episode, but each edition represents a co-creation project with a reputed, internationally accredited business school in a host country. The main purpose of an international week is shifting perspectives and getting inspired through exposing you to new ideas. As local business schools are our partners for these weeks, you will really obtain insights into the host country that usual visitors of the country do not get. Within the elective on Digital Business, our host school will share their insights on local and global trends and developments in Digital practices.

RESPONSIBLE LEADERSHIP ELECTIVE

MODULE 1: LEADING STRATEGIC CHANGE

This module is called 'leading strategic change' because in situations of high complexity, uncertain futures and increasing speed, strategic change asks for specific capabilities and structures. On the one hand, structures that enable a new way of working and thinking, and on the other hand people that have the attitudes and skills to lead these processes.

At the end of this module, you know:

- how a strategic change process differs from normal project planning;
- how to engage in dialogue – and what the difference is with other forms of exchange;
- how your own personal preferences influence the flow of a process and how to deal with them effectively;
- a way to deal with conflicting interests to increase the potential of an effective outcome;
- a form of decision taking that fits modern demands of transparency and emancipated individuals.

This module concentrates on leading strategic change. Strategic change implies a fundamental shift of an individual, team or organisation in direction and/or processes. The scope and impact of a strategic change is large and it deeply impacts known structures. Strategic change affects all stakeholders and the web of relationships; employees in all echelons, suppliers, shareholders, customers, etc.

In this module, we focus on your role as a leader of a change process. Leading strategic change is about how you facilitate the ambition of you and your organisation into action. How you (always) co-shape the outcome of interaction and what you can do to increase the chances on successful change, are the central themes of the module.

MODULE 2: PERSONAL LEADERSHIP

The goal of this module is to offer a practice-based approach to your role as a leader. Self- knowledge and the ability to reflect are at the core of finding your way to leading successfully. Next to the awareness and reflection parts, this module also offers ways to increase your impact.

Leadership is not restricted to a certain position. It is about co-creating an environment in which people are respected and optimally enabled to execute their tasks. An environment where connections are honest. Leadership asks for extensive self-awareness, the ability to reflect on one's behaviour, matching the stories that we tell,

and courage (to be honest with yourself and with the people around you, to say and do what needs to be done respectfully).

So, even if you don't currently hold a leadership position, there still will be instances where you could take up leadership.

Leaders can:

- have honest connections with stakeholders value their input, and are
- built on an ethical foundation.

We invite you to investigate your leadership journey to discover more of these facets in and about yourself. We assume your leadership experience has accumulated, as you have led, be it in your personal or your work life. And of course, your journey will continue for some time to come. This module will be a moment of reflection and exploration on how you lead, a moment where you can dive deeper into this aspect. It's an opportunity to experiment, as well as design future steps.

The module offers a deep reflection on (your own) leadership. As such you can expect a highly interactive week that focuses on:

1. developing more self-awareness;
2. developing a stronger view of how your values influence your acting;
3. designing small behavioural experiments for your own (leadership) practice to make your actions more effective in the workplace.

We focus on the idea of embodied leadership, on the power of storytelling, and on your ability to connect your self-knowledge to build meaningful relations. In short, all the ingredients needed to create a supportive and trusting environment in your day-to-day reality.

MODULE 3: PERSPECTIVES ON LEADERSHIP

This module consists of a five-day programme abroad, either inside or outside Europe depending on the edition you sign up for. Locations and contents vary per episode, but each edition represents a co-creation project with a reputed, internationally accredited business school in a host country. The main purpose of an international week is shifting perspectives and getting inspired through exposing you to new ideas. As local business schools are our partners for these weeks, you will really obtain insights into the host country that usual visitors of the country do not get. Within the elective on Responsible Leadership, our host school will share their insights on local and global trends and developments in Leadership practices.

SUSTAINABLE INNOVATION ELECTIVE

MODULE 1: SUSTAINABILITY & BUSINESS ETHICS

Transforming our economic system and businesses in such a way that we no longer compromise ecological systems while achieving equitable economic outcomes for all remains one of humanity's greatest challenges. Climate change, biodiversity loss, resource degradation, poverty and inequality are just some of those many wicked problems which often seem unsolvable.

This module is for you if you want to gain practical knowledge about what business can do to address the global sustainability challenges. The following three themes will be covered:

Sustainability Foundations

First you will learn about the broader sustainability terminology – wicked problems, SDGs, planetary boundaries, doughnut economics, environmental footprints and social justice. Further, you will dive into the different sustainability worldviews and understand the transformative driving forces at work.

Business Perspectives

Second, you will deconstruct various business perspectives, such as CSR, Shared Value, social entrepreneurship, circular economy and business ethics. What do those terms mean and how can they be applied in practice?

Application & Transformative Practice

Third, you will explore concrete applications, cases and tools in the domains of sustainability management, assessment, stakeholder engagement, SDG driven strategy and business model innovation. After the course, you will translate the gained knowledge and inspiration into a transformative project in your own organisational context.

To make things more interesting you will visit a company from Limburg that has been nationally recognised for its sustainability efforts and will certainly delight your palate. Further, we will have two inspirational talks by a Global Sustainability Manager and a 'world-famous' Entrepreneur from Maastricht.

MODULE 2: FUTURE-PROOF BUSINESS MODELS

Products and services expire faster than ever before, industry boundaries are disappearing, sectors are being disrupted. Future-proof companies constantly challenge their own business model, pushing the boundaries in the industry. Disrupt, or be disrupted.

This module is a strategy expedition in which we will guide you through a strategic design sprint to develop future-proof strategies; strategies based on solid research on existing organisations and their context. Using several proven methodologies, such as Imagineering, Speculative Futures and Design Thinking, we will build a strategy that allows you to be agile and ready for the future.

The goal of the module is to provide you with the necessary mind-set, processes and tools to improve your innovation capacity. During the various sessions, you will learn more about design thinking, a powerful approach now practiced by the top organisations such as IBM, VW, Accenture, and MayoClinic. You work together with your fellow students to develop an innovative value proposition for a real-life case. Because you practice with service design tools and experience all stages of the innovation process during these sessions, you get empowered to implement processes and tools in your own organisation after completion of this module.

Sessions are organised and managed by UMIO's Service Science Factory (SSF) and will be carried out by experts affiliated with SSF. As part of Maastricht University, SSF brings in its expertise in bridging academia and practice, focused on stimulating and facilitating companies to gain a sustainable competitive advantage through service innovation.

MODULE 3: PERSPECTIVES ON SUSTAINABILITY

This module consists of a five-day programme abroad, either inside or outside Europe depending on the edition you sign up for. Locations and contents vary per episode, but each edition represents a co-creation project with a reputed, internationally accredited business school in a host country. The main purpose of an international week is shifting perspectives and getting inspired through exposing you to new ideas. As local business schools are our partners for these weeks, you will really obtain insights into the host country that usual visitors of the country do not get. Within the elective on Sustainable Innovation, our host school will share their insights on local and global trends and developments in sustainability practices.