



Maastricht University

# MaastrichtMBA

## Online MBA track

### Curriculum

**UMIO** *expand your perspective*

PROFESSIONAL - DEVELOPMENT

## PREFACE

The Online track curriculum consists of ten online courses and three educational weeks in addition to the Leading in Learning Programme, the Leadership Development Trajectory and the final Business Consulting Project. The online courses offer maximum flexibility with the self-paced online learning platform and cover the functional areas of business and provide students with the basic tools that are needed by modern managers. The **educational weeks**, one of which will be held at Maastricht University and the others will be hosted by our partner universities, are designed to be inspiring, interactive and business oriented, meaning students will be able to share their knowledge and experience with academic staff and guest lecturers from the business community as well as link theory and practice.

## Leading in Learning Programme

This programme is intended to sharpen the minds of busy professionals who require efficient but effective ways of creating awareness around the mental concepts that underlie our learning and development processes. The programme offers some very concrete tools which enable you to develop these skills. You will also learn tips and tricks on how to embrace new initiatives to learning and knowledge development in the context of dynamic business environments. This 3-day programme takes place at our university campus in Maastricht.

## Business Consulting Project

The Business Consulting Project (BCP) is the final component in the MaastrichtMBA programme and connects all previous programme aspects. It allows students to analyse a problem within their own organisation from various perspectives and initiate solutions based on the knowledge and competences they acquired during the programme. These projects are based on real-life business issues and focus on solving organisational problems using analytic techniques (no general conclusions). They will present and defend the key elements of their project to a jury of scholars and business representatives, who will ask critical questions about the project.

## Leadership Development Trajectory

The Leadership Development Trajectory (LDT) is an integral part of the programme. By becoming more aware of personal motivations, values, qualities, weaknesses, leadership views and convictions, students can develop deeper insights into their own management and leadership skills. To accomplish this, students will be assigned a personal coach and linked to a fellow participant in the buddy-coaching system.

## **Online Courses**

### **Change Management**

Change is a fundamental part of business, whether it be through changing market demands, changes in competition, changing strategy or changes in personnel. Companies are facing intensive changes in order to remain competitive and sustainable, and their major asset for the changes to succeed are their people, their employees, at all levels of the organisation. This being said, employees can also become the major constraint because of their potential resistance to change. Change Management refers to the coaching process of organisational changes at a human level. It is the art to accompany change projects by managing the fears that they might generate. Becoming a change agent becomes a key leadership skill for any executive. This course will show you how to manage change in organisations by developing your ability to communicate, motivate and participate, as well as to mobilise and lead others. Learn how to face these difficult situations, and by developing your change skills and your emotional intelligence to become that agent of change your organisation needs.

### **Corporate Finance**

If money makes the world go around, then corporate finance is the key to keeping your business alive. To many managers, corporate finance can seem complex and incomprehensible. Its combination of abstract theoretical tools and data can often seem confusing even to the most experienced manager. Mastering corporate finance gives business leaders back the control they need to make informed decisions. Executives will learn how to interpret the financial information for managerial decision making processes, apply basic capital structure and valuation techniques to the analysis of strategic decisions, such as investment projects or mergers and acquisitions, reorganizations, and raising capital. Corporate finance is central to the decision-making process in any organisation and is relevant at all levels, whether it be a single project, new business development or an acquisition. Unravel the complexity of finance and take control of this powerful tool in the decision-making process.

### **Human Resource Management**

There are many firms without money, but no firm exists without people, making human resource management crucial for any manager. Businesses find themselves in an ever increasing dynamic and complex world. Furthermore, with new markets opening up across the globe, firms are finding themselves with new challenges. Moreover, not only do they need more people, but they need people with the right skill set, people who are able to work in international business environments, who are sensitive to cultural diversity and who are open to new ways of working. As a result, by successfully managing your human resources, you will ensure a sustained competitive advantage for your business. This course will teach you about the different roles of human resource

management. You will learn how to find the right staff for your business and how you can develop their skill set to meet your future needs. Moreover, top managers need the right compensation, something that is increasingly challenging in the global business environment.

## **Supply Chain Management**

A common definition of supply chains is that a supply chain consists of all parties involved, directly or indirectly, in fulfilling customer requests. This clearly points at the potential for optimising processes with both downstream and upstream parties in the chain or network.

In this course, students will obtain a broad understanding of the importance and impact of inter-firm collaboration in supply chains, covering strategic, tactical and operational dimensions. More specifically, this course provides an overview of the concepts as needed for successfully managing supply chain collaboration. In doing so, real-world examples are used to illustrate the practical applicability and relevance of these concepts.

## **International Marketing**

During the past decade companies in increasing numbers are emerging or trying to emerge as customer focussed global marketers serving global markets. This is caused by forces like the slowing down of growth in domestic markets, increased competition, and a lowering of trade barriers. Since many firms become globalised, competence in international marketing is increasingly important to business professionals. How can managers protect their markets from these new entrants, and ensure growth for their product and service offerings? Developing skills in International Marketing will show you how to create value and build strong relationships with your customers. They will learn how to connect with their customers, learn how to shape and price the market offering, and learn how to communicate and deliver value.

## **Management Accounting**

The intense market competition and technological changes create an ever-greater need for control systems that enable managers to manage efficiently and effectively. However, the data generated by even the smallest of organisations can be sometimes be overwhelming. Which data is relevant and moreover, how should the data be used to make effective decisions? Management Accounting provides you with the skills to manage your costs effectively. This course provides the tools that a modern manager needs to enhance decision-making and (management) control and involves influencing managers and other members of the organisation in order to ensure that the core business is performed effectively and efficiently. Common devices of management control include

budgets (within a system of responsibility accounting) as well as transfer pricing. Invest your time in developing your accounting skills and they will help you invest in your business.

## **Managerial Economics**

Concluding Understanding the economic environment is essential for the successful management of virtually any business activity ranging from placement to production and marketing decisions. Indeed, making decisions is what management is all about. However, making the right decision is the biggest challenge any manager faces. Markets are fickle and competition can be intense, leaving managers faced with a wide variety of information and choices that need to be acted upon. Managerial Economics can help with structuring these difficult decisions by giving you the tools you need. Managerial Economics provides a conceptual framework for understanding the economic forces at work in firms and markets and supplies models and tools for improving managerial decision making. This course aims to make the participant familiar with the language and methods of economic analysis while emphasizing issues of practical relevance in business management. Not only will you learn how supply and demand effect prices, or the fundamentals of differentiation in a firm's strategy, but you will also learn how game theory and develop decision-trees can improve your decision-making processes, at a strategic level within the organisation.

## **Strategic Management**

Strategic Management is at the heart of management science. Strategic Management takes a long-term and broad firm perspective, and in the broadest sense, strategic management deals with three questions: (1) For what does the firm stand? (2) How does the environment that a firm is (or intends to) operate in look? and (3) How can a specific firm achieve a competitive advantage in the field(s) it is operating in? Learn how firms develop strategies and how they are implemented. A prudent strategic decision maker should be aware of the various approaches since a comparison and combination of the different perspectives may yield creative and innovative solutions. Mastering strategy will give you the tools to ensure your organisations sustainable competitive advantage.

## **Entrepreneurship and Innovation**

What does it take to be entrepreneurial? Does innovation define success in the long run? In this module you explore the concepts and definitions of entrepreneurship and innovation. These subjects are addressed from multiple angles and from various contexts by looking at startups, family businesses, SMEs and multinationals.

## **Organisational Behaviour**

New course. Description available in due time.