

Mini MBA: Strategic Management Programme

Ten-day Programme

OVERVIEW

An intensive, two-week Executive Education programme designed for high potential and senior-level managers. It is organized by the William Davidson Institute at the University of Michigan, in cooperation with the Stockholm School of Economics in Riga. The programme combines both theory and practice.

The Strategic Management Programme enables participants to acquire a broad, cross-functional approach to general management. Participants leave the programme with an improved skill set and fresh ideas for approaching critical business issues. Upon completion of the programme,

participants receive Strategic Management Programme certificates issued by the William Davidson Institute and the Stockholm School of Economics in Riga.

The programme features professors from leading US and European business schools. The calibre of the participants is similarly impressive, with many holding senior-level management positions in multi-national companies.

"The programme provided an opportunity to meet interesting and smart people from other professional backgrounds and industries, sharing ideas and experiences. There is a lot of information to digest over the intensive two week period, but the documentation provided throughout the course gives you the opportunity to take a second deeper look at the areas you covered in your own time, once the course has finished."

Paul Featherstone
Deloitte
Baltic Financial Controller

WHO SHOULD ATTEND

The Strategic Management Programme is designed for executives with five or more years of management experience. Participants come from a wide variety of organisations and typically are responsible for establishing policy at corporate or divisional levels. Participants should be familiar with basic business functions and ready to adopt new perspectives on these functions.

Instruction is in English and participants should be sufficiently fluent in order to contribute to classroom discussions and group work.

BENEFITS TO YOU

The Strategic Management Programme is designed to:

- Provide participants with core business management skills and improve their skills as executives;
- Enable participants to acquire a broad, cross-functional approach to general management;
- Help participants strengthen their leadership skills;
- Provide participants with course materials, readings, and tools that can be used later in their daily operations;
- Give participants an on-going professional network of peers.

PROGRAMME OUTLINE

The Strategic Management Programme features five modules, structured around an integrative strategic framework. The programme starts with an e-learning module on Competition that participants take at their own pace before the classroom sessions start. This is followed by four in-class modules. The modules present both general management principles and the most recent theoretical developments. They explore real situations faced by the participants in their own business environments. The modules combine lectures, discussions, cases, exercises, and other learning activities. Participants also conduct group work which enhances their critical thinking, decision making, and teamwork skills. They can look forward to acquiring skills in 5 key areas. Each participant will receive access to this module before arriving for the programme.

E

COMPETITION

E-Learning Module

It seems ironic that, in a world which is increasingly competitive, most managers fail to appreciate the basic nature of competition. But strategic management is premised on the notion of competition — that is to say, without competition, there is no need for a strategy.

Strategic management provides managers with the discipline and sophistication which is necessary for success in the face of competition. Competition, therefore, ought to be the starting point for any discussion of strategic management. The purpose of the e-learning module, therefore, is to introduce a model of competition. Called the Resource-Advantage Theory of Competition (R-A Theory) and drawing on a variety of scientific disciplines from philosophy to economics to management, it defines the nature of competition, and in doing so, also identifies the link between competition and performance.

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MARKETING

Module 1:

This module gives a thorough and well-rounded introduction to marketing in terms of value-creation for customers. Specifically, it aims to provide students with knowledge of marketing concepts and theories, and then to give students both the skills and the opportunities to apply the theoretical concepts in a variety of organisational and industrial contexts.

Key Topics:

- Understanding the consumer
- Marketing research, analysis and strategy
- Segmentation, targeting, and positioning
- Product design
- Distribution and logistics
- Promotion & pricing
- Marketing implementation and control

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FINANCE

Module 2:

This module shows operations managers what they need to know about the finance side of the business, how their work is tied to providing the proper return to investors and how that connects to a rising share price for the owners. Participants will be able to see the financial impacts of their business decisions. Emphasis is placed on the preparation of quality project proposals so that further funding requests are justified and may be approved.

Key Topics:

- Analysis of financial statements
- Measuring performance
- Applying Time Value of Money techniques
- Preparing winning cash flow forecasts
- Optimising working capital requirements
- Preparing make-or-buy, outsourcing, and lease-or purchase justifications
- Financing growth using debt and equity financing
- Valuation models
- Relevant communication in Finance

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LEADERSHIP

Module 3:

One of the keys to your success as a manager is the ability to generate energy and commitment among people and to channel this energy and commitment toward strategic organizational goals in an ethical and responsible way. Doing so requires a thorough understanding of individual and group behavior as well as knowledge of how your own actions and the surrounding organizational context influence that behavior. In this module we will explore important models of human performance and apply them to different organizational contexts in order to enhance your managerial effectiveness.

Key Topics:

- Three Perspectives of Looking at Organizations: the Strategic Design Perspective, the Political Perspective, and the Cultural Perspective
- Building and Using Social Networks
- Emotions in Organizations
- Motivating People
- Team Dynamics
- Conflict Management
- Negotiation
- Full Range Leadership

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STRATEGY

Module 4:

In this module, we will examine strategic issues at the business, corporate and multinational level and discuss frameworks and analytical techniques for working with these issues. Our starting point will be to examine strategy at the level of the business unit, which is the foundation level for competitive analysis and competitive advantage. Next, we will examine strategy at both corporate and multinational levels. We will also examine different models of growing the firm, including internal development and mergers/acquisitions. The final part of this module looks at the challenges of implementing various strategies. This is a critical component as many strategies fail to deliver value due to implementation barriers. We will examine the role of management in implementing strategy at different levels of the organisation.

Key Topics:

- Industry and competitive analysis
- Competitive advantage
- Growth strategies
- Mergers and acquisitions
- Strategy implementation & leadership

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FACULTY BIO

The Strategic Management Programme is led by award-winning professors, who, in addition to their academic qualifications, also have experience teaching in executive education programmes and working with companies that operate in emerging and transitional economies. They are experts in facilitating discussions and creating a positive learning environment utilising state-of-the-art teaching tools, and are skilled at meeting the expectations and needs of individual participants.



“As an executive, I need to be able to ask the right questions about financial performance. After completing the Strategic Management Programme, I feel much more comfortable in negotiations with partners and colleagues.”

Sanda Liepiņa
Chairman of the Executive Board
at Association of Commercial Banks
of Latvia

MARKETING

Professor **John Branch** teaches marketing and international business courses at the undergraduate, MBA, and executive levels at the Stephen M. Ross School of Business at the University of Michigan (USA). He has also served as Director of Educational Outreach at the University’s William Davidson Institute, which focuses on business in emerging economies.



Professor Branch has also served as an adjunct or visiting professor at more than 40 business schools throughout world and was a visiting scholar at Queen Elizabeth House of the University of Oxford and at the J. L. Kellogg Graduate School of Management of Northwestern University. He has conducted management training in numerous international companies, including British American Tobacco, British Telecom, Mercedes Benz, Oracle, Coca-Cola, Michelin, Ericsson, and Nestlé. Professor Branch holds a BSc. in Electronics from the University of Western Ontario, an MBA from the University of New Brunswick, an MA in Education from Washington University in Saint Louis, and a Ph.D. in Marketing from the University of Cambridge.

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FINANCE

Professor **Anete Pajuste** teaches finance and accounting courses at the undergraduate and executive levels at the Stockholm School of Economics in Riga. She holds a PhD in Finance from the Stockholm School of Economics (Sweden) and has spent a year as a visiting research fellow at Harvard University. Her primary research focus is on corporate governance, corporate finance and law and finance. Her articles have appeared in several journals including the Journal of Corporate Finance, the



Corporate Governance International Review, the Oxford Review of Economic Policy, and the Journal of Banking and Finance. She is a research member of the European Corporate Governance Institute (ECGI). Professor Pajuste has been teaching for 18 years at the undergraduate, MBA and executive education level, and has an extensive experience and training in participant centered learning methods such as cases and experiential learning.

In parallel with her academic work, Professor Pajuste serves as a consultant on firm valuation, cost accounting, investment management and financial planning issues and shares her practical knowledge from investing in equities, index funds and real estate. Past clients include Tenax Group, Citadele Bank, Valmieras Glass, Repharm, amongst others.

LEADERSHIP

Peter Zashev is SSE Riga Adjunct Professor. He holds a PhD in Economics and Business



Administration from the Hanken School of Economics. He has more than 15 years of experience in executive education as lecturer and programme director. He has worked with the management of big companies across Europe and mainly in the Nordic countries, the Baltic States and Russia. As high-energy speaker, he engages audiences with his natural storytelling ability. His thought-provoking messages leave audiences with valuable information to take back to the office and immediately put into practice. His academic interests include leadership and management, international business strategy and entrepreneurship, and cross-cultural communications.

STRATEGY

Professor **Yusaf H. Akbar** teaches Management at Central European University Business School in Budapest. His main teaching interests are in Strategy, International Trade and Investment. He has taught at universities and business schools all over the world, including Queen’s University, Canada; Central European University, Budapest; Thunderbird Graduate School of International Management; Barcelona Management Institute, ISEG Paris; the University of Vilnius, and the American University in Bulgaria. Dr. Akbar’s main research interests are in international trade and investment, multinational enterprise strategy, and value chain configuration. He has published two books and has been published in peer-reviewed journals including the Journal of World Business, Business and Politics, Global Governance, Thunderbird International Business Review, and World Competition. Dr. Akbar is Editor-in-Chief of the International Journal of Emerging Markets. He received



his doctorate at the Sussex European Institute, University of Sussex, UK.

ORGANISERS



THE STOCKHOLM SCHOOL OF ECONOMICS IN RIGA

The mission of the Stockholm School of Economics in Riga (SSE Riga) has been, since its inception in 1994, to provide a state-of-the-art education in Business and Economics that contributes to the economic and social development of the region, in particular Estonia, Latvia and Lithuania.

SSE Riga offers BSc, Executive MBA and Executive Education programmes, providing a wide range of training and development opportunities to local and international clients in the private and public sector. The educational portfolio offered by the SSE Riga Executive Education unit ranges from open programmes to tailor made in-house programmes.

Through our top-quality executive education programmes we strive to encourage individuals and organizations to challenge the status quo and unleash their potential to achieve better results.

**For more information
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WILLIAM DAVIDSON INSTITUTE AT THE UNIVERSITY OF MICHIGAN

Founded in 1992 as a non-profit institute located at the University of Michigan, the William Davidson Institute (WDI) offers companies and individuals the opportunity to participate in premier executive education programmes that are held locally. Through the Institute's programmes, managers develop an improved understanding of the individual competencies, business organisations, and institutional structures necessary for companies to compete successfully in the global marketplace.

Since its founding, WDI has trained more than 16,000 managers from 8,000 organizations with a strong focus on Central and Eastern Europe and Eurasia.

WDI programmes feature the latest global management thinking and pedagogical tools while also weaving in local examples to ensure that learning is relevant to the target audience.

**For more information
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& the United States:**

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