Strategy and AI for Executives

Strategy

Develops an understanding of the strategies learned in management, operations, marketing, accounting, and finance. Emphasis is on combining analytical, integrative, communication, and decision-making skills to develop and implement a strategic direction for an organization. Issues include formulation of alternatives and providing solutions and recommendations with a main focus on gaining an advantage against competitors in the complex and dynamic global marketplace.

Strategic analysis

Examines the tools and analytical techniques that managers need to evaluate and implement short and long-term strategies.

Leading with Artificial Intelligence

This is designed to equip participants with a solid understanding of AI fundamentals, practical frameworks for executing AI initiatives, and hands-on experience with AI tools that generate tangible business value. Through a focus on current AI challenges in business, participants will explore responsible AI practices and learn how to effectively lead and support workers in AI-driven projects. Both individual and collaborative activities will enable participants to apply the knowledge gained to real-world use cases and personal business contexts, fostering practical insights and solutions.

Managing Risk and Uncertainty

Discusses strategic and operational models covering action-oriented plans in order to mitigate risks. Topics include analysis of business uncertainty, decision-making required for strategy success, assessment of qualitative and qualitative risks, risk response, risk management plans, estimation of decision analysis parameters, decision analysis, and risk management closeout.

Marketing for Strategic Decision Making

Strategic Marketing

Offers a contemporary understanding of the art and science of marketing. The course attempts to offer comprehensive, yet streamlined and balanced coverage of key Strategic Marketing Management concepts, and how the marketing function integrates with other functional areas of business to create and maintain customer and company value. Issues covered include: adapting marketing practices to the new market realities; understanding markets and realizing market opportunities; achieving customer satisfaction, value, and retention; understanding key characteristics of the business and consumer markets; defining competition; appreciating distinct features of services; understanding segmentation, targeting, and positioning; role of market research; and designing marketing mix programs.

Digital Marketing

Focuses on how digitalization has transformed traditional marketing. It introduces a 5th P of Participation (by consumers). Participants will explore best-practices related to the business use of social media, digital marketing and how to use analytics in marketing to conduct business effectively in the digital era. The course will draw on a wide range of business transformation examples from the last few years. It also examines the impact of digital advertising, mobile marketing, social media, user-generated content, crowdfunding and social networks.

Driving Operational Excellence & Global Supply Chains

Operations Management

Provides a foundation for understanding the operations of a firm as a competitive advantage. It Introduces the basic skills necessary to critically analyze a firm's operating performance and practices. We adopt in this course a process view approach that applies across industries. A great emphasis is also put on a set of tools and techniques that can be used in practice to help managers be more effective in making strategic (operational) decisions.

Sustainable Supply Chain Management

Discusses the design, planning, and management of sustainable supply chain processes. We connect the competitive strategy to the different logistical and cross-functional drivers affecting the supply chain function. We highlight the role of sustainability at the core of supply chain management and vice versa. We focus on concepts and tools to hedge against risk of information and alignment including postponement strategies, supply chain integration, and channel coordination.

Quantitative Models for Decision-Making

Introduces the basic concepts and methods of management science and their application to the analysis of strategic and tactical decision problems. Topics covered can include decision-making under uncertainty, linear programming, integer programing and simulation in business. Applications will cover a wide range of areas.

Financial Mastery for Strategic Leaders

Applied Corporate Finance

Covers major theoretical and practical themes of corporate finance. The course integrates the use of financial theory to solve practical problems with the goal of wealth maximization. Topics include cash flows estimation, risk and return measurement, discounted cash flows techniques under certainty and uncertainty, capital restructuring, mergers, acquisitions, spin-offs, take-overs, and their applications. The learning pedagogy is focused on applied case setting.

The Dynamics of Global and Regional Financial Markets

Introduces the structure, performance, and evolving dynamics of global and regional financial markets with an emphasis on risk analysis, investment strategies, and the instructions that shape financial systems. Topics include money, bond, equity, foreign exchange, and gold markets; risk management and measurement; bond and equity pricing; yield curve analysis; and portfolio management strategies. The course also explores the impact of artificial intelligence, digital transformation, cryptocurrencies, central bank digital currencies (CBDCs), stablecoins, blockchain, and tokenization on financial markets. In addition, it examines the role of commercial and investment banks, wealth management, mutual funds, ETFs, index funds and hedge funds, while providing a regional perspective through the study of Gulf capital markets, sovereign and corporate bond markets, Islamic finance instruments, and Sukuk Issuance and analysis.

Strategic Financial Management

Introduces framework, concepts and tools for analyzing financial decisions based on modern financial theory. Topics include financial planning, forecasting and valuation models, advanced capital budgeting under uncertainty, real options, advanced capital structure, capital restructuring and working capital management. The course provides an overview of the role of finance in strategic decision-making, the formulations and implementation of financial policies, procedures to problem-solving situations, financial innovation and corporate strategy and business simulation models through the use of business cases.

Financial Reporting & Analysis for Executives

Financial Statements Analysis

Integrates contemporary corporate financial reporting issues with financial analysis pertaining to the executive's own organization. The course, which stresses the user approach, covers the creation and analysis of balance sheets, profit and loss accounts and cash flow statement, effective financial statements and disclosures interpretation, financial statements measurements, standard setting issues and communicating decision-useful information to stakeholders. It also addresses international financial reporting, investment and performance evaluation, extraction of information to support the development, implementation, monitoring, and evaluation of a successful global strategy, using a case approach.

Managerial Accounting

Introduces management accounting tools and techniques that are most useful to generate information for decision making and control. It examines the accounting information used by managers for decision making purposes to improve overall performance, profitability, and competitiveness. Topics covered include cost behavior, cost allocation systems, cost-volume-profit analysis, as well as budgeting and variance analysis.

Economic Analysis for Executive Decision-Making

Microeconomics

Introduces the principles of microeconomics and its applications in managerial decision making. The course begins with the analysis of market equilibrium using the framework of demand and supply and proceeds to quantitative demand analysis, with a particular emphasis on the elasticity of demand and its relation to a firm's total revenues. The course proceeds to an examination of the production and costs of a firm, with an emphasis on the optimal choice of input. The profit-maximizing output decisions under different market structures (perfect competition, monopoly, monopolistic, competition, and oligopoly) are also thoroughly examined. The course concludes with an introduction to game theory, a tool which allows managers to devise optimal courses of action in market structures that are characterized by strategic interdependence.

Macroeconomics

Introduces the basic principles of macroeconomics and its applications. It gives a high-level overview of the determinants and drivers of economic activity as well as the effects of monetary and fiscal policies on economic activity. The main topics covered include measuring aggregate economic activity and prices, economic fluctuations, and business cycles as well as monetary and fiscal policies' effects on economic activity. The course proceeds to a discussion of the determinants of exchange rate fluctuations in view of the latter's importance for the activities of an international organization.

Machine Learning & Data Analysis for Evidence-Based Decision-Making

Statistics and Data Analysis

Introduces statistical concepts and tools to support the executive decision-making process in a business environment. The course, which stresses application and managerial problem-solving actions, covering data collection and analysis, descriptive statistics, graphical summarization, probability and probability distribution, sampling, statistical inference, confidence intervals, hypothesis testing, simple and multiple regression analysis and forecasting.

Business and Data Analytics

Gives managers and executives a better understanding of how data analytics tools can be used to improve business performance and help organizations gain a competitive advantage. More specifically, the course's main focus is on commonly used predictive analytics techniques. Examples from various business fields are provided. Although this is not a computer-skills course, it does include some use of user-friendly software such as Statistical Package for the Social Sciences (SPSS).

Leading People & Organizations with Impact

Organizational Behavior

Focuses on the behavioral issues of individuals and groups in organizations by examining the skills required for leading people and teams and developing talent, shaping, and changing culture, and ensuring alignment with strategy. This course explores the behavioral aspects of the modern workplace including processes such as individual attributes, perceptions, values and attitudes, motivation, team dynamics and cross-cultural differences. The course provides a micro-level analysis of behavior of individuals and groups within their organizations, and the influence that the environment has on such behavior patterns. The course also tackles the importance of organizational culture, how it is shaped and how it is possible to better align strategy and culture.

Negotiation and Conflict Resolution

Examines key principles and concepts that are built based on a robust negotiation framework and that are critical to the negotiation process and how to apply these concepts to real life negotiations. In addition, it focuses on the development of analytical and behavioral skills for resolving conflicts at the workplace. The course will include in-class negotiation simulations that give participants the opportunity to practice negotiation strategies and tactics in a low-risk environment and to learn about how others negotiate in similar situations. The course is highly experiential and builds on real life examples and practices. Emphasis is placed on managing emotions during the negotiation process, effective communication, advanced negotiation based on a framework, and different types of power and influence.

People Management

Discusses strategies for building a sustainable competitive advantage through people. Emphasis will be placed on trends and innovations in HR, strategic HR, talent acquisition, learning and development, trends in performance management, compensation, and benefits, as well as talent retention and managing the diverse workforce.

Innovation Management

Focuses on how innovation is different from invention; how innovation can be technological, organizational, and business model; familiarizes participants with approaches to organizing and managing an innovative initiative within an existing firm or new venture.

Corporate Information Technology Management

Focuses on how processes, technologies and information can be used to align the strategy of company with its operations in four areas: technology/information management; alignment of strategy with operations; process management; and integration of processes within and across organizations with technology and information.

Executive Communication

Explores the range and qualities of effective leadership communication in business. Emphasis is placed on putting theory and technique into practice, with respect to thinking, listening, writing, speaking and behavior. The course also focuses on strategies for cross-cultural communication and speaking to influence and inspire action. Case studies, roleplaying and presentations offer specific guidance and individualized feedback into enhancing skills and developing performance.

Leading People and Organizations

Focuses on the concepts and skills needed for executive leadership in the modern organization. Emphasis will be placed on leadership concepts and applications in relation to vision, power, influence, motivation, values, attitudes, behavior, followership, communication, leading strategic change, empowerment, and ethical leadership. The course draws on case studies, role-modeling exercises, and personal assessment and development.

Corporate Governance

Explores the ecosystem behind the corporate governance system, and how businesses and corporations are structured, managed, directed, and controlled. Differentiate between the different structures of Governance including the duties, rights, and responsibilities of the main stakeholders. Understand the impact of the stakeholders' primacy versus the shareholders' primacy on businesses, and how it can affect business sustainability.

Special Topics

Covers topical and emerging issues in management, strategy, or other business disciplines. Topics vary by cohort.

Leadership Development Program

Designed to place self-awareness and personalized executive assessment at the heart of leadership development. Through a structured, multi-phase engagement spanning several residencies, participants undertake a rigorous process of self-discovery, professional coaching, and reflective planning. The course is designed to complement and deepen participants' leadership growth throughout the program.

International Residency Session

A one-week immersive experience at a partner global business school, designed to broaden participants' international perspective and deepen their understanding of leadership and business in a global context. Participants engage with world-class faculty and business leaders, gaining exposure to contemporary and emerging trends shaping organizations worldwide. The residency challenges participants to think beyond their immediate business environment and develop the cross-cultural awareness and global mindset essential for senior leadership in today's interconnected world.

Capstone Project

Addresses a specific opportunity and/or challenge relevant to a company from a strategic, executive perspective, or an idea for a new business The capstone project is a practical and integrative project meant to address a specific opportunity and/or challenge relevant to the Executive MBA program participant's company or provide scope for the Executive MBA program participant to develop an idea for a new business. Executive MBA program participants may work individually or in small groups on the capstone project.