

Module Outlines & Dates (2018-2019)

A. Core-curriculum – 6 mandatory modules

1. Effective Communication

27, 28, 29 September 2018 (9h-18h)

Written communication: Participants will be introduced to the methodology used by leading management consultancies in management communication with the key message being on top built on a logically sound storyline. It can be used for presentations but also emails, conference calls or phone conversations.

Verbal Communication: The mere thought of it can set hearts pounding! And yet, being able to communicate one's ideas in public is an important and sought-after skill. Communicating effectively is not only a matter of having good ideas but also having the ability to engage people. Business managers, senior executives and entrepreneurs are called on regularly to make presentations to colleagues, clients and the general public. The goal of this course is to familiarize the students with key public speaking and presentation skills through lectures, discussions and individual work at home. Students will also have an opportunity to give a short presentation and receive personalized feedback.

Prof. Sebastian Schoene (Written) & Prof. John Zimmer (Verbal)

2. Risk Management

8, 9 November & 13, 14 December 2018 (9h-16h)

The aim of this course is to give students a basic understanding of the principles of risk management and their application. By the end of this module, students should have a broad understanding of the risk management function in an organization, be able to define its risk and to develop a risk policy.

Prof. Dr. Emmanuel Fragnière, Geneva Business School (HEG) & Jean-Bertrand Helip, eBay

3. Leadership and Management in NPOs

22, 23, 24 November 2018 (9h-18h)

This course module complements academic work on non-profit organizations (NPOs). It aims at providing students with a practical understanding of how international NPOs are set up, governed, led and managed based on some defining factors such as their mission, guiding principles, history and stakeholders, as well as the environment they are operating in. It will walk students through some of the key features of leadership and management of NPOs, both in terms of management frameworks and of leadership and management practices.

Susanna Swann, HR Director, École polytechnique fédérale de Lausanne





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4. Cross Sector Partnerships

3, 4, 5 December 2018 (9h-18h)

Cross-sector partnerships are increasingly becoming mainstream in areas where societal actors detect own boundaries, sense efficiency gains through collaboration, or recognize opportunities behind interdependencies. This course explains the global evolution of partnerships and the manifold types that emerged, it zooms-in on the management of partnerships, and provides guidelines as to when partnerships can and should be utilized. At the heart of the course, study-groups together with the actual partnership managers critically study, analyze, and compare a suite of globally successful partnerships.

Dr. Valérie Federico-Weinzierl, Humboldt-Viadrina School of Governance and University of Geneva

5. Communication, Fundraising and Advocacy

2, 3, 4 May 2019 (9h-18h)

What are the basics of communication processes? How to conceptualize, plan, execute and monitor a communication strategy? How to develop and establish appropriate strategic fundraising solutions? What can advocacy achieve? And how are all of these connected to each other?

Mr Gregor Henneka, UNICEF & Prof. Dr. Jurgen Seitz, Stuttgart Media University

6. Social Entrepreneurship & Business Plan

3, 4, 5 June 2019 (9h-18h)

Social entrepreneurship refers to the practice of combining innovation, opportunity and resourcefulness to address some of our most challenging social, economic and environmental problems. While social entrepreneurship is generally focused on the creation and growth of new ventures, social innovation is a broader concept that applies these same principles wherever our career paths take us, in the public, commercial, academic or citizen sector. This course will examine the evolution of the practice of entrepreneurship that focuses on transforming systems and practices that affect communities and ecosystems and the growing number of entities that are supporting its disruptive potential.

Katherine Milligan, Schwab Foundation for Social Entrepreneurship (WEF) Director



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B. Elective modules - Participants select 6 modules from the list below

1. Governance and Management Challenges in the UN System **13, 14, 15 September 2018 (9h-18h)**

The course provides a conceptual framework and an empirical basis for examining governance and management practices in the UN system. The course focuses both on the specific characteristics of intergovernmental decision making and on the practical aspects of management. The method of work will focus on group work and case studies.

Dr. Bruce Jenks, Columbia University

2. Team Leadership **24, 25, 26 September 2018 (9h-18h)**

Nowadays, projects are achieved mainly through teamwork rather than individually. Successes are the result of combined elements, including communication and leadership skills. Many difficulties arise while working in a team, while at the same time trying to communicate, motivate, reach common goals and manage different personalities and talents. This course will give you the tools necessary to effectively lead a team and to overcome the main challenges of teamwork.

Lucette Quarteron, TEKO

3. Self-Leadership **Online module starting in September 2018**

This module is on one hand designed to help students to think about their career and how to make the most of their MBA. In other words, it will enable the students to take stock of their personal development so as to better manage their learning curve during after their study program. They will gain a better understanding of their own drivers and plan their future career in a positive way.

On the other hand, this module will help you to better influence your environment. Managing others in the complex environment we are in requires first to manage oneself as well as to make a personal brand from our personal assets. The students will collect several insights on how they specifically behave and will learn in what they are useful for others. This will lead them to clarify their professional identity and to focalize on the strengths which make a difference.

Jean-Yves Mercier, University of Geneva

4. Practice of International Relations **4, 5, 6 October 2018 (9h-18h)**

The growing intensity, and velocity of global interactions requires new approaches to studying the practice of international relations. This course combines theory and case study practice to make sense of an



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increasingly complex global actor and issue landscape. The course is based on highly interactive and participatory group learning and puts an emphasis on presentation and discussion skills.

Dr. Sebastian Backup, World Economic Forum and Dr. Stephan Mergenthaler, World Economic Forum

5. Sustainable Finance

18, 19, 20 October 2018 (9h-18h)

In this three-day course, we will study the increasingly important issues of sustainability and the environment in the context of finance and investments. On the first day, we will start by reviewing basic finance concepts. For example, we will learn about financial securities, asset classes, the financial system, financial institutions, and about the important role that financial institutions and markets play in intermediating between providers and demanders of capital. The second and third day will be dedicated more specifically to sustainable finance. We will start by reviewing the concept of sustainable development and study how it is operationalized in finance and investments. In particular, we will examine key Environmental, Social, and Governance (ESG) issues and how such issues are typically defined and quantified. On the third day, we will focus more specifically on environmental issues. As such, we will start by reviewing climate related issues in the context of finance. For instance, we will learn about initiatives aimed at increasing transparency with respect to climate risks in financial markets.

Prof. Philipp Krüger, Responsible Finance & Junior Chair, Swiss Finance Institute University of Geneva, GSEM, University of Geneva

6. Change Management

Online module starting in October 2018

The course is designed to give the participants a sound grasp of complex organizational change management and organizational design. The challenges managers are facing today in view of continuous change require them to be familiar with the basic concepts as well as the pitfalls of organizational change. As current or future managers, participants need to be able to disseminate best practices and effective strategies to plan and implement change management projects successfully. Furthermore, they are responsible for strategic resources such as knowledge in order to create and maintain a learning organization. The idea of the course is that participants will discover theories and practice by analyzing and teaching the main insights themselves. This will happen through intense case discussions that typically start with a brief theoretical introduction of Prof. Probst, followed by a case presentation of the participants that links theoretical and practical insights, a subsequent in-class discussion, and a more intensive debate in smaller focus groups.

Professor of Strategic Management, Ecole hôtelière de Lausanne

7. Leadership and Strategic Change in the UN system

1, 2, 3 November 2018 (9h-18h)

The course provides a conceptual framework for understanding the concept of leadership in the UN System. It analyses the practice of leadership by successive Secretaries General and explores the experience with different leadership models. The course examines current and past efforts at reform in the UN.



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Dr. Bruce Jenks, Columbia University

8. Conflicts Resolution in Business and Politics

6, 7, 8 December 2018 (9h-18h)

Increasing interdependence within and between societies inevitably leads to conflicts of interest. A dominant way to overcome these obstacles is the new disciplines of conflict resolution and negotiation. After setting the stage with theories of conflict and cooperation, this course covers structural and dynamic issues of negotiation processes. It combines analytical and practical techniques with discussion of real-world examples from business and political conflicts at international level.

Robert Weibel, The Centre for European Negotiation and Decision-making (CENAD)

9. Designing Development Projects

7, 8 & 10, 11 January 2019 (9h-16h)

This course provides an overview of the international development landscape and how different approaches to delivering development assistance have evolved through time while combining theoretical knowledge with practical hands-on training. Using detailed case studies of existing and hypothetical projects, the course explores essential tools for planning and implementing development projects.

Dr. Taylor Brown & Karen Iles, the IDL Group in Development

10. Managerial Accounting

31 Jan, 1 Feb & 14, 15 Feb & 21, 22 Feb & 2 March 2019 (only mornings)

The course is designed to expose students to the theory and practice of selecting and analyzing financial and managerial accounting information for decision-making, planning, directing and controlling purposes. It focuses on the understanding and questioning of accounting numbers and of underlying assumptions behind those numbers, and on the need to integrate accounting reports with nonfinancial performance measures and effective tools of analysis.

Antonio Vegezzi, Capital Italia Fund and Università della Svizzera Italiana

11. Global Strategy

Online module starting in January 2019

Organizations – for-profit or non-for-profit ones – need to develop strategies how to act in the global environment. This course aims at developing strategic thinking in a global context. We introduce you to the domain of global strategy, gain understanding of the processes of strategy analysis and formulation, and then apply them in a global setting.

The course blends input sessions with tools and frameworks as well as interactive discussions and assignments. We will work on a case study in real-time and interact with the organization's management

Learnt concepts are applied in a simulation scenario about strategic decisions taking for several markets.



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Prof. Dr. Tina Ambos, University of Geneva

12. Business & Society

4, 5, 6 March 2019 (9h-18h)

After an introduction to the roles and drivers of society's different stakeholders, the business case for engaging in society is discussed. The course's core focus lies on the different ways in which companies can and do engage socially, and how they can benefit society and the environment. The course then provides insights and practical learning on engagement measurement, company ratings and non-financial reporting, the manifold forms of collaboration between the UN system and business, as well as on the business of climate change.

Prof. Judith Schrempf-Stirling, GSEM, University of Geneva

13. Managing Across Cultures

7, 8, 9 March 2019 (9h-18h)

To gain a sound grasp of the challenges inherent in managing across cultures. We begin by analyzing the importance and relevance of culture in management practice and then go on to explore methods for understanding culture, and develop a framework for cultural analysis (national, corporate, functional, etc.). We examine the impact of culture on strategy, structure, and human resource management, and we evaluate different approaches to managing cultural differences and examine the role of managers and organizations in a global economy.

Prof. Gunter K. Stahl, University of Vienna

14. International Law and its Effects on IOs and NGOs

**14, 15, 16 March & 18, 19, 20 March 2019
(only mornings)**

This course focuses on the effects that international law has on the creation and functioning of international intergovernmental organizations. It deals with how IOs operate in this system of law, as well as with their influence on the legal aspect of international relations. The emerging role of NGOs and their impact on intergovernmental organizations is also considered.

Dr. Drazen Petrovic, International Labour Office

15. International Trade

8, 9, 10 April 2019 (9h-18h)

The aim of this course is to provide participants with a general framework to understand Globalization. This course explores the changes and consequences of Globalization on economy, society and politics, for both developed and developing countries and also the impact of government policies at the national and international levels when firms compete in global markets. What do we know about the effects of globalization on economic growth, income inequality, and poverty? What's the impact of industrial,



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investment, competition and trade policies on firm's productivity and growth? How does it affect workers? When is government intervention necessary? When is the government intervention the most efficient? Is there a need for policy coordination at the international level through International Governmental Organizations for instance? How can Non-Governmental Organizations and civil society react?

Prof. Mathieu Couttenier, University of Geneva

16. Doing Business in Emerging Markets

11, 12, 13 April 2019 (9h-18h)

To gain an understanding of the strategic and management challenges that firms are confronted with in the new global competition marked by the increasing participation of emerging economies and particularly the BRIC's (Brazil, Russia, India, China.). Emerging markets offer opportunities because of their growth and the rapid expansion of a middle class. At the same time, new competitors native from those countries are expanding their presence, not only in their home markets, but also in the international arena. In this course, we will try to characterize the specific features of those emerging countries and players, pinpointing their similarities and differences. We will then deal with strategic and managerial issues that are generic with particular applicability in one specific country.

Prof. Marc Laperrouzza, EPFL, University of Lausanne

17. Performance and Resource Management in NPOs

8, 9 May & 13, 14 June 2019 (9h-18h)

This 'practitioner course' takes the students in six thematic sessions through the resource management functions in Non-Profit Organizations (NPOs). The course examines the constituent elements and boundaries of NPOs, their embedded incentive systems, and challenges to manage NPOs for results. It also provides the students the tools and analytical framework for an assessment of a NPO of their choice.

Achim von Heynitz, Consultant at IFAD, AfDB, ILO, OPCW

18. Global Innovation Management

6, 7, 8 June 2019 (9h-18h)

The Course on "Global Innovation Management" focuses on global best practice processes of innovation strategies. The term "innovation" covers a broad range of initiatives, like the classical product innovations, process innovations, service innovations, system and platform innovations, social innovations as well as the actual hype about business model innovations driven by new technologies and the digitization of economies and societies. All these initiatives will be integrated within a structural framework with the objective to analyze the targets, methodologies, chances and limitations of each of those innovation approaches and initiatives in detail.

Prof. Dr. Feix Thorsten, Augsburg University of Applied Sciences



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