GOETHE MANAGEMENT PROGRAM

CORPORATE STRATEGY

FINANCE

MANAGERIAL ACCOUNTING

DECISION MAKING

DATA ANALYSIS

LEADERSHIP

INNOVATION

TEAMS

ORGANIZATIONAL DEVELOPMENT

COMPLEXITY

DIGITAL TRANSFORMATION
INTRODUCTION

The Goethe Management Program provides cutting-edge business and leadership skills in a compact format, specifically designed for executive development in small and medium-sized companies (Mittelstand). The program aims at experienced managers, specialists and high potentials, who want to boost their career by acquiring, refreshing or deepening their management and leadership knowledge, directly applicable to real workplace situations. Besides management and leadership essentials, key challenges of the future economic and technological landscape for companies in the global marketplace are addressed, such as the impact of digitalization on markets as well as on the companies’ value chain and best practice examples of how to deploy newly available data in times of digitalization.

AT A GLANCE

TARGET GROUP
Managers, experts and high potentials with several years of work experience from small and medium sized companies.

CONTENT
Fundamental management and leadership skills, key challenges of the future economic and technological landscape for companies in the global marketplace. A capstone real-life case study combines topical business challenges with content covered in the modules.

FORMAT
Exclusive closed format for a network of dedicated small and medium sized companies. The program comprises 6 modules of 2.5 days each – in total, 15 days – which are delivered in 3x1-week residencies with 2 month working phases in between.

COOPERATION PARTNERS

“Goethe Management Program covers fundamental management and leadership skills that are cutting-edge, scientifically sound and highly practice-oriented. Participants will significantly expand their business acumen which can be directly implemented into practice in their daily work.”

Prof. Dr. Uwe Walz, Chair of Industrial Organization, Goethe University and Academic Director, Goethe Business School
Successful managers need to broaden perspectives beyond their own functional area, have a solid knowledge of fundamental management concepts and understand processes within an organization as a whole. They must be aware of how their own individual management styles affect their teams and organizations. The awareness and capability of dealing with newly emerged data is crucial, in particular in the light of the rapid changes of business models caused by digitalization.

The Goethe Management Program provides participants with the essentials of modern management and leadership – with an academic as well as practice-oriented approach.
The Goethe Management Program is composed of six modules of 2.5 days each. In total, the program comprises 15 days of lectures delivered in 3x1-week residencies with 2 month working phases in between. The modules present both fundamental management principles and the most recent findings from academia, and at the same time discuss real-world situations using the example of participants’ experiences in their own business environments. This interactive learning approach as well as intensive group work enhance participants’ critical thinking, decision making, and teamwork skills. The entire program is welded together by a real-life capstone case study in which teams of program participants address specific topical challenges resulting in key proposals for top management. Results are presented to a group of senior managers from the participants’ companies in a final workshop at the end of week 3.
This module will familiarize participants with state-of-the-art concepts of strategic management and organizational development. Starting from the idea of a dynamic environment with its permanent repercussions on firm strategy and organizational structure, the module provides participants with a strategic toolkit to understand and address these challenges. It will allow participants to better identify potential strategic moves and to select the most promising one. Furthermore, this module explores the dynamics of organizational structure and aims at providing participants with a set of instruments to understand the implications of organizational designs.

**Corporation Strategy & Organizational Development**

* How does a coherent and integrated strategic management process look like?
* How can I systematically analyze the internal and external environment of my company and integrate this into the corporate strategy process?
* What are the foundations and state-of-the-art approaches of organizational structure and design?
* How do I deal with organizational resistance in the context of organizational structure, culture, and politics?
* How can I manage corporate development projects in a multi-business company?

**Reflective Leadership**

To identify participants’ personal leadership potential and to unlock unused capabilities are the main objectives of this module. By determining individual value systems, specific attitudes, and unexplored resources, participants gain a clear understanding of their individual role as a leader. They get in touch with action fields and growth opportunities and get to know what parameters they can change or transform. In addition, they learn how to shift their view in the light of upcoming challenges by unlocking their self-regulation capacities and using their impulses, thoughts and feelings in order to reach their full potential. By the end of the module, participants will have re-shaped their understanding of their leadership role and are able to continue the initiated development process.

* How can my personality as a leader be described and how can I change it?
* What is my understanding of leadership and how do I want my role to be perceived within my organization?
* Which values, attitudes, and beliefs guide me in my daily leadership function?
* Where do certain mindsets hinder me to act in a desired way and how can I change this?
* Why is self-regulation a key strategy for me to effectively deal with performance blockers and energy drainers in the workplace?

**Data-Driven Decision Making**

This module illustrates how game theory, data analysis and in particular the combination of both facilitate strategic decision-making. It consists of a mixture of presentations, business simulations and classroom experiments. As a starting point, the key concepts of strategic interaction and decision-making will be interactively developed. Participants will learn to identify strategic situations in their own daily business environment and to detect strategic similarities across seemingly unrelated settings. Furthermore, the module provides participants with the empirical tools required to approach business problems with proper data analysis, forming the basis for data based decision-making. This includes ways how to find the “right” data to analyze the question at hand as well as an understanding of the difference between correlation and causality. Participants learn how a changing data environment causes substantial change to many businesses and how to make use of these developments to gain a competitive edge.

* How do key concepts of strategic thinking work in practice?
* How can I detect and analyze strategic situations?
* How can I make use of “Big Data” to gain competitive advantage?
* How can I link “Big Data” and strategic thinking and embed data-driven decision making into corporate strategy?
**MODULE 4: FINANCE & ACCOUNTING**

The aim of this module is to provide a thorough introduction in the universe of finance. Participants receive state-of-the-art insights in the main topics of financial management and financial accounting. They will learn how to apply these concepts and will get to know relevant problem-solving tools applicable to their business environment. This module will enable especially non-financial managers to cope with the main financial management and accounting aspects of their decision-making processes as well as gain thorough insights in the world of modern finance. Basic concepts as well as exciting new aspects of modern finance will be covered thereby also providing a better understanding of modern capital markets and their dynamics.

* How do companies report their financial situation?
* How can projects be budgeted and valued?
* What is behind “finance talk”?
* How do I manage my projects from a financial point of view?
* How do capital markets work and what are implications for companies and their capital budgeting decisions?

**MODULE 5: INNOVATION MANAGEMENT**

This module focuses on understanding and managing organizations engaged in creation, invention, and innovation, and on diagnosing potential innovation failures before they can occur. Participants learn how firms manage the challenges in designing and implementing innovation systems. Particular attention is given to the conditions under which innovation processes succeed and fail, and to examine organizations that excel at identifying, building, and commercializing innovations. The purpose of this module is to provide participants with frameworks allowing them to effectively design and manage firm innovation strategy. In doing so, the module caters for a broad range of challenges in which corporate growth through the development of new products and services is fundamental.

* What are the main drivers and obstacles in innovation success and how can we manage them?
* In which circumstances is innovation particularly important?
* How do the different steps of the innovation process and its organization interact?
* How can companies integrate customers and new technologies into new product development?
* How does market intelligence fuel the development and improvement of new products and processes?

**MODULE 6: MANAGING THE DIGITAL TRANSFORMATION**

This module focuses on how information technology affects market structure as well as organizations. Especially small and medium sized companies (Mittelstand) will undergo massive, disruptive changes in their business models due to the enormous advances in technology in the years to come. Participants will learn how to use newly emerged data gathered both within and outside their own organization. By doing so, participants will not only learn techniques necessary for analyzing this new type of data, but also and even more importantly identify, how competitors facing the same challenges deal with these transformations. Finally, the module offers guidelines on understanding and developing corporate strategies in digital environments.

* How does digitalization affect industry structure and a company’s value chain?
* How can I link digitalization and strategic decision making into corporate strategy?
* How can the company unlock business value from digital investments?
* How can I analyze and evaluate business models in the digitalized era?
The Goethe Management Program represents a unique learning concept: Core modules are enriched with various complementary elements to intensify participants’ learning experience.

1. An elaborate series of program complements of various formats scheduled during residencies initiate a deeper understanding of the contents covered throughout the lectures. Round table discussions with company representatives, live-cases and impulse speeches presented by leading experts deepen the practical relevance of the content taught and ensure that learnings are reflected in a strategic context.

2. The program is embedded in a capstone case study, which continuously takes new topics dealt with throughout the program into account. It also addresses relevant business situations from participants’ day-to-day work. Working in cross-company teams on the case study will foster the dialogue among participants and initiate discussions taking into account the multitude of professional functional and industrial experiences.

3. Participants will have vast opportunity for networking and learning from the experience of their peers during case work and extracurricular activities. Graduates join a strong alumni community and stay connected beyond the end of the program.

CONVENIENT LEARNING

The program was designed to meet the needs of working professionals and take tight business schedules into account. Besides opportunity for coffee breaks, snacks and lunch on campus, ample time will be provided for participants to pursue important business obligations during residencies. Participants also benefit from the excellent infrastructure at the House of Finance including free parking on campus.
EXCLUSIVE CLOSED FORMAT
CREATES BENEFITS FOR DEDICATED COMPANIES

Participants of the Goethe Management Program come from a network of dedicated companies from different industries. Company input will be continuously taken into account to readjust learning goals and meet the needs of program participants. This interactive and dynamic approach ensures that top-notch business education comprising the main challenges of a globalized economy can be provided at all times.

co-create a structured and scientifically sound talent development program

qualify and retain top talents through a compact, effective and hands-on format

foster employee productivity and morale

link current management topics to own company perspective

expand network and learn from the experience of peer companies

CERTIFICATE

Upon completion of the program participants receive Goethe Management Program certificates issued by Goethe Business School.
The program is taught by leading faculty from Goethe University’s AASCB-accredited Faculty of Economics and Business Administration as well as by experts from selected cooperation partners. The program’s faculty is experienced in teaching diverse executive education formats and in making business concepts readily understandable and immediately applicable to daily business situations.
GOETHE UNIVERSITY FRANKFURT

Founded in 1914 with private funding and inspired by the legacy of the European Enlightenment, Goethe University Frankfurt stands out as a pioneering citizens’ university. Positioned among the top international research universities, Goethe University Frankfurt offers a wide variety of academic programs, a diverse group of research institutes, and a focus on interdisciplinary approaches for solving complex problems.

HOUSE OF FINANCE

The House of Finance is a platform that bundles interdisciplinary research and educational institutions at the interface of business administration, economics and law – among them, the leading Center for Excellence "Sustainable Architecture for Finance in Europe (SAFE)". In all, around 200 scholars conduct research and offer courses on finance and monetary issues, among them 40 professors. It is one of Europe’s largest research groups in this field.

FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION

Goethe University’s AACSB-accredited Faculty of Economics and Business Administration is widely regarded as one of Germany’s leading faculties in its field. Its researchers and lecturers are regularly ranked among the best in their field and are members of top advisory boards across Europe. The Faculty’s excellent reputation is evidenced by over 5,000 student enrolments, as well as by numerous national and international companies recruiting its graduates and intensively collaborating on research and education.

GOETHE BUSINESS SCHOOL

Since 2004, Goethe Business School (GBS) offers executives and young professionals an exclusive and broad portfolio of education and training programs at Goethe University Frankfurt – at the heart of Europe’s financial center Frankfurt am Main. The GBS learning approach is truly unique as it offers a custom-tailored type of education based on the combination of insights of leading academics, practical content as well as relevant soft skills. The attractive study facilities of the House of Finance enable participants to further enhance their professional and personal skills.