Interactive Online **DBA**

- Interactive Online Education
- The possibility to enroll anytime
- A wide variety of specializations
- Self-paced degree programs

It is our pleasure to welcome you to LIGS University – a modern university combining practical methods and innovative approaches of the American and European system of education. Our university came into existence by merging the American and the European LIGS University and has a long tradition of providing Interactive Online education. We are very pleased that we help meeting our students' expectations, namely that the MBA, MSc, DBA and Ph.D. programs provide them with new knowledge and skills needed to become even better managers and professionals. LIGS University helps its graduates develop their critical abilities and thus gives them an advantage in the labor market. We have an experienced faculty, who leads and assists students in all courses, provides them with valuable feedback and consultations, and encourages them to pursue the highest goals.
At LIGS University we are very proud of our faculty/lecturers, who are all experts in the field of Management and Business Administration. Thanks to them, the feedback and discussions are truly beneficial for the future career and personal growth of our students. Because of this the graduates value our programs highly.

We are aware that a vast majority of our students are career students who choose to study while working full-time. It's hard to combine demanding work with studies, family life and other interests. Therefore LIGS University strives to provide its students with flexible support and all information necessary to focus solely on studying.

In the course of their studies, students have an opportunity to attend a language course combined with a trip to Hawaii.
Upon successful completion of the program, the graduates earn a degree and receive a degree certificate issued by the LIGS University.

We would be very glad to introduce you to the degree programs at LIGS University and answer all of your questions in person or on a video-call. We are convinced choosing LIGS University for your studies will help you in your further professional and personal growth.

Dr. Pavel Makovsky
President
LIGS University

About LIGS University

LIGS University is a modern university combining effective methods and innovative approaches of the American and European system of education. The university came into existence by merging the American and the European LIGS University, and has a long tradition of providing Interactive Online education.

Why should I choose LIGS University?

- All our classes are 100% online and self-paced.
- You have a choice from a variety of specializations in all programs.
- One-on-one approach to tutoring
- Lecturers of LIGS University are professionals and specialists in their field, and because of this, the knowledge they use to communicate to students is based on real-world experience.
- Programs are suitable for busy students.
- Programs are focused on practice.
- You can start your studies anytime all year long.

Mission, vision and strategy

MISION

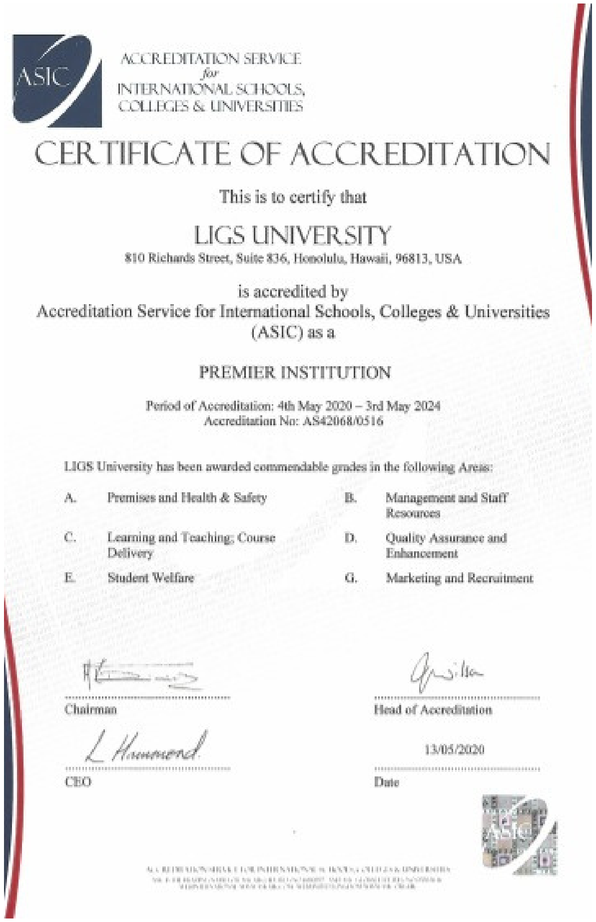
LIGS University mission is to provide quality and advanced interactive online education to students from around the world at a favorable price.

VISION

LIGS University vision is to be a high-quality and innovative institution of higher education with services, attitude, and service beyond the expectations of students, lecturers and staff. Vision of LIGS University is focused on the following objectives:

- Leadership - we're leaders in the interactive online education
- Innovation - we have innovative approach
- Growth - we support personal growth
- Success - we help to succeed

Accreditation


ASIC

ACCREDITATION SERVICE
for
INTERNATIONAL SCHOOLS,
COLLEGES & UNIVERSITIES

CERTIFICATE OF ACCREDITATION

This is to certify that

LIGS UNIVERSITY

810 Richards Street, Suite 836, Honolulu, Hawaii, 96813, USA

is accredited by
Accreditation Service for International Schools, Colleges & Universities
(ASIC) as a

PREMIER INSTITUTION

Period of Accreditation: 4th May 2020 – 3rd May 2024
Accreditation No: AS42068/0516

LIGS University has been awarded commendable grades in the following Areas:

A.	Premises and Health & Safety	B.	Management and Staff Resources
C.	Learning and Teaching; Course Delivery	D.	Quality Assurance and Enhancement
E.	Student Welfare	G.	Marketing and Recruitment

Chairman

Head of Accreditation

CEO

13/05/2020

Date

The LIGS University is accredited by Accreditation Service for International Schools, Colleges and Universities (ASIC). The University has earned Premier status with ASIC for its commendable areas of operation. ASIC accreditation helps students and parents make a more informed choice and will also help a school, college, university, training provider or distance education provider, demonstrate to the international student body that they are a high quality institution. ASIC is recognised by UKVI in UK, is a member of the CHEA International Quality Group (CIQG) in USA and is listed in their International Directory, is a member of the BQF (British Quality Foundation) and are institutional members of EDEN (European Distance and E-Learning Network). LIGS UNIVERSITY IS NOT ACCREDITED BY AN ACCREDITING AGENCY RECOGNIZED BY THE UNITED STATES SECRETARY OF EDUCATION

US Accreditation Disclosure

Due to the differences in American and other systems of higher education and in accordance with the requirements of the laws of the State of Hawaii we need to inform you that

LIGS UNIVERSITY IS NOT ACCREDITED BY AN ACCREDITING AGENCY RECOGNIZED BY THE UNITED STATES SECRETARY OF EDUCATION.

Note: In the United States, many licensing authorities require accredited degrees as the basis for eligibility for licensing. In some cases, accredited colleges may not accept for transfer courses and degrees completed at unaccredited colleges, and some employers may require an accredited degree as a basis for eligibility for employment.

Certification

LIGS University also holds the ISO / IEC 9001 Quality Management System Certificate, emphasizing higher credibility through an internationally recognized audited certificate.

LIGS University holds an **ISO/IEC 27001** certificate, an internationally recognized standard defining requirement for the information security of management of employees, processes, IT systems and company strategies. Additionally, it ensures compliance with current legislative requirements (especially the protection of personal data). ISO 27001 enforces the building of a solid information management system, provides greater security and reduces the risk of sensitive information leakage.

LIGS University also holds the ISO 29990:2010 certificate, which endorses the fact that we comply with, and continuously improve, the quality of our learning services to the full extent.

We are so proud that the community of students at LIGS University is diverse and truly international – the students are located in the USA as well as many other countries in the world. We believe it is a proof of the high quality and excellent service provided to all students.

Interactive Online DBA

The Doctoral DBA program represents the highest level of management education, and it is designed primarily for experienced managers who are operating at the upper management level. While studying the DBA program, you will learn how to better understand the environment in which you are engaged in professionally, and you will also develop the ability to respond efficiently and promptly to new challenges. The DBA program will expose you to the techniques of scientific research and their applicability when put to practice.

The study is 100% online in accordance with the newest trends in the field of professional education and the latest communication technologies. Thanks to the Student information system, you can study anytime, anywhere and from any kind of computer connected to the Internet.

Successful graduates get a degree and a diploma from American university.

The advantages of the DBA degree program

Flexibility – the studies can be customized to suit your professional and personal life to the maximum extent.

Independence and comfort – Interactive online form allows you to study anytime and anywhere in the world simply on a computer with internet connection.

Support – professional support from lecturers, informational, organizational and technical support from LIGS University by means of Learning Management system, e-mails, chat etc.

Sources – e-books, webinars, presentations, and other electronic study materials, a list of recommended literature and specific Internet sources make the educational process easier.

Oxford tutorial model – one-on-one model, which connects each student to one specific lecturer for each course significantly, increases the efficiency of education

As an Interactive Online DBA graduate you will have:

- Learned to use the many different tools of management and critically assess their possibilities, advantages and limitations. Learned to understand the environment of business better and thus have developed an ability to react effectively and promptly to new challenges.
- Developed critical thinking skills, techniques of scientific research and will have learned to put their application into practice.
- Worked with specialized sources of information,
- Communicated the information effectively both orally and in writing,
- Selected your area of specialization, which will have helped the student to increase the focus in the selected field, and
- Develop strengths to meet your current and future professional challenges and goals.

Specification of the program

Program duration: 2 to 3 years (or individually)

Language of instruction: English

Form of education: The Effective Oxford tutorial model combined with an Interactive Online form of education.

Start date of the program: Anytime

Admissions requirement: MBA or MSc graduates

Degree earned: DBA (Doctor of Business Administration)

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Admission Requirements

- Language proficiency in the chosen language of study
- Master's degree from a university or college.
- Managerial experience of 5 years

What documents are needed to enroll in the program?

- Enrollment agreement
- Dissertation proposal and draft (approved by LIGS
- University),
- Copies of documents proving the highest degree earned,
- Curriculum vitae reflecting your scientific and publication activity.
- Copy of a document proving your identity(ID, passport,..)

Send all documents electronically via electronic aplication form

Application is considered upon complete submission of the documents and after the application fee of $100 is credited. Final acceptance is subject to the decision of the Dean of Students at his sole discretion.

The compulsory and facultative study requirements:

Compulsory activities (have to be completed in order to graduate successfully):

- Passing the Scientific-research module – you need to study
- individually the theoretical basis for completion of the
- program
- Submitting a seminar paper from each course of the specialization and elective module consisting of 5,000 words each
- The publication activity is required in a minimum extent of 4 theses
- Dissertation consisting of 30,000 – 50,000 words must be submitted and defended

Facultative activities (are included in the general tuition) include Specialized webinars (online seminars) by LIGS University, which help students gain a better understanding of a particular field.

Learning Management System

The most valuable guide throughout the whole educational process is the Learning Management System (LMS). In the secure environment of LMS, all necessary information regarding the program at the students' disposal including e-learning materials, e-library, e-tests, contact details of lecturers and other additional information. One can also keep the trail of their education, courses completed, submitted essays and theses, etc. Thanks to the LMS you can study anytime and anywhere!

Ending of the Program

Upon successful completion of their studies, graduates of the Interactive Online Ph.D. program earn a degree from LIGS University.

Tuition

Lump-sum	One year plan	Two year plan
$ 8,400	$ 9,660	$ 11,676

*The application fee of $100 is not included in the tuition. The tuition payment schedule can be adjusted to suit the needs of the student. Feel free to contact the Admissions Advisor for more information.

Included in the tuition:

- Electronic study materials,
- Recommended online webinars,
- Access to the Learning Management System
- Feedback from lecturers on all assignments,
- Electronic communication with lecturers,
- E-learning tests,
- Supervision of the lecturer – supervisor
- DBA degree certificate

Not included in the tuition:

- One-time non-refundable application fee of $100 paid upon submitting the application,
- Graduation fee of $100 covering the costs associated with issuing, printing and shipping of the diploma via standard post service
- Telecommunication fees and internet access fees.

SCHOLARSHIPS

Studying at LIGS University is a significant investment of time and money that requires prior planning.
Our goal is to offer various solutions to find what best suits your profile and economic needs. LIGS University is eager to support those who cannot reach their right to education because of financial difficulties. We will help everyone who has a problem with financing education and for whom education is an obstacle because of finance, pay gap, or low income. We can develop a solid financial plan that will allow you to meet your professional goals or offer a special scholarship such as:

Early Admission Scholarship

Bonus scholarship for those who complete their enrolment process within two weeks from initiating contact with LIGS University.

Scholarship Topics of Dissertation

NNew students interested in studying the program at LIGS University may choose from the scholarship topics dissertation. Applicants who select one of the scholarship topics are entitled to receive a regular tuition fee scholarship. The eligibility will be reviewed by the Admission Advisor and the Supervisor of the thesis.

Including:

- Installments without increase
- Extension for a maximum of 24 months
- Condition of submitting a professional article

lump sum payment	two-years plan	monthly payment
$7,900	$9,900	$412

Hardship Scholarship

Special scholarship by individual agreement depending on financial or other difficulties such as:

- Developing countries wage
- Fiscal restrain
- Handicap
- Gender paygap

Including:

- Installments without increase
- Extension for doctocal programs maximum 30 months

total tuition	extension	monthly payment
$10,400	30 months	$345

DBA degree program structure

The Interactive Online DBA program comprises 10 courses. Students complete 2 courses of the specialization (of your choice), 2 courses from the elective module (of your choice) and 6 courses of the Scientific research module (uniform for all students).

Specialization

Students choose one specialty, which comprises two courses.

Management

- Management
- Strategic Management

Marketing

- Global Marketing
- Marketing Communication

Project Management

- Project Management
- Team Management

Finance

- Financial Management
- Risk Management

HR Management

- HR Management
- Planning and Development of Human Resources

Elective module

Students select 2 courses; the selected courses may not be the same as the courses of the specialization. Syllabi can be found below or on our website.

- Management
- Strategic Management
- Project Management
- Process Management
- Financial Management
- Risk Management
- Financial Markets and Investments
- Financial Reporting and Analysis
- Managerial Accounting
- Strategic Management of Sales
- E-Commerce
- HR Management
- Crisis Management
- Planning and Development of Human Resources
- Recruitment and Selection
- Digital Marketing
- Strategic Communication and PR
- Marketing Communication
- Global Marketing
- Corporate Social Responsibility
- Change Management
- International Trade
- Team Management
- Media Communication

Scientific – research module

Courses are the same for all students.

- Research Methodology
- Project I - Proposal
- Project II – Literature review and theoretical background
- Project III - Methodology
- Project IV – Survey and data analysis
- Project V – Consultations and manuscript of the dissertation thesis

2
specialization
courses

+

2
elective
module
courses

+

6
Scientific -
research
module
courses

An example of the DBA degree program structure in the specialization Project Management:

- Project Management
- Team Management

+

- HR Management
- Global Marketing

+

- Research Methodology
- Project I
- Project II
- Project III
- Project IV
- Project V

Time requirements

Time required for completion of the Interactive Online DBA program is based on individual pace of each student. With even distribution of activities over 3 years it is recommended to study approximately 3 – 4 hours a week.

Course of studies

1. Application
The first step is to fill out the application form and paying the $100 of registration fee.

2. Enrollment Agreement
The program can be started anytime during a year after signing the enrollment agreement.

3. Payment
After paying the tuition fee (or its part), the student is given access to the Student Information System.

4. Self-paced studying
Study activities comprise of submitting seminar papers, passing e-learning tests and attending webinars; and much more. All at an individual pace of each student.

5. Dissertation thesis
After completing the study activities, students submit dissertation thesis from the chosen specialization.

6. DBA Degree
Upon successful completion of their studies, the graduates of the Interactive Online DBA program earn a DBA degree from the LIGS University.

Syllabi of courses

SPECIALIZATION MANAGEMENT

1. MANAGEMENT

Course syllabus

Course abstract:
Management represents the core of every company and organization. Because of this, it is vital to study and understand the art of management. This Management course is vital for all study levels in the field of Business Administration. In the first part of this course, management is introduced from the theoretical and procedural point of view. The second part of the course is focused on practical issues such as managerial skills and their development with regard to the personality of each individual manager as well as other important factors. Managerial skills needed for employee management and team support are given special attention in the course since they represent a current topic in the area of both theoretical and practical management. The final part of the course is dedicated to the management of companies and organizations at all levels.

Course content:
Theoretical point of view

- Historical development of management - scientific approach
- New challenges in the context of globalization
- Social and ethical roles of management

Procedural point of view

- Planning process, designing the plan and its criteria
- Organizational structure
- Organizational changes
- Management control and its forms
- Management information system

Personality of the manager

- Profile and personality of the manager
- Necessary abilities to perform the role of the manager
- Development of management skills
- Social responsibility of management

Human Resources Management

- Leadership
- Increasing work efficiency
- Effective leadership styles of employees and teams

Management of organizations and companies

- Managerial decision making process, methodology, rationality and support of the managerial decision making
- Group decision making
- Phases of solving decision problems
- Identification of decision problems

Analysis in Management

- Causal Analysis
- Situational Analysis
- Selection of evaluation criteria
- Designing possible solutions to decision problems
- Selection of the solution and multicriterial evaluation of alternative solutions
- A retrospective analysis

Change Management

- Identifying the need for change, preparation and implementation of changes
- Theory of change management
- Theory of bottlenecks

2. STRATEGIC MANAGEMENT

Course syllabus

Course abstract:

In this course Strategic Management is perceived as a continuous process of keeping the mission of an organization up to date, viable and well communicated to all people in the organization. Since the conditions outside and inside the organization keep changing, the strategy has to be changed with the times too.

The message communicated in the whole module of the course is that an organization without strategy can't be successful in the long term. The first part the course provides students with an overview of theoretical issues of strategic management, phases of strategic analysis and planning, its implementation to strategic plans and subsequent monitoring and control.

With this theoretical background the students are led into the second part of the course to master the tools and processes used within the Strategic Management in their professional career and in the seminar paper and/or dissertation writing.

Course content:

Core principles of Strategic Management

- Definition of a strategy
- Development of a strategy

Schools of strategy

- The Planning school (Ansoff)
- The Positional school (Porter; Boston Consulting Group matrix)
- The Resource based school

Types of strategy

- Planned intended strategy
- Imposed strategy
- Deliberate strategy
- Emergent strategy
- Opportunistic strategy
- Realized and unrealized strategy

Stakeholder theory

- Internal stakeholders
- Connected stakeholders
- External stakeholders

Strategic analyses

- External
- Internal
- Situational
- SWOT and its variations
- PEST and its variations
- BCG Matrix

Implementation of a strategy

- Managing change
- Changing the corporate/organizational culture

Strategic management in global and international scale

SPECIALIZATION PROJECT MANAGEMENT

1. PROJECT MANAGEMENT

Course syllabus

Course abstract:

Project Management comprises all activities aimed at achieving the objectives of the project within the scheduled time framework and at a planned cost. The students in this course look in detail into the different phases of the project management cycle, which include the preparation phase, the implementation phase, and the subsequent monitoring phase of a successful project. The key factor in the monitoring process is the measurement of economic efficiency by specific methods, which the participants are encouraged to study within the course. Students shall also master the systematic approach to problem solving while considering phenomena in their mutual relations.

The students are welcome to discuss the different methods of each phase and to compare them with their own individual practice, and share their experience of application of project management practices in their professional lives. The course also presents important information on methods used in the management of projects and the challenges that are faced. Last but not least the students will get guidance on working with the Project Management Body of Knowledge (PMBOK®). Upon completion of this course, students will be able to present valuable new ideas in their research based on current trends in the area of Project Management based on the theories presented in the course as well as the students' practical experience.

Course content:

- Project management
  - Substantive and procedural definition of a project
  - Development, implementation and evaluation of the project
  - Determination and justification of the project content
  - Verification of the quality of the project plan
- Methodology in Project Management
- Methods and Challenges in Project Management
- Project Management Body of Knowledge (PMBOK®).
- Management of the project scope
  - Planning stage of the project scope
  - Logical framework of the project
  - Verification of the extent and change management
- Time Management
  - Definition of activities and determination of their importance
  - Estimate of the duration of activities
  - Time schedule and its control
- Cost Management
  - Plan of resources and estimate of costs
  - Budgeting and cost control
- Human resource management and communication
- Project completion and delivery of results

2. TEAM MANAGEMENT

Course syllabus

Course abstract:

The course on Team Management aims at showing students the modern tools and procedures for the coordination and management of project teams. Successful project management depends on the proper combination of "hard" structured project management instruments with "soft" tools, supporting teamwork and acceptance of the required resulting changes. The course is focused on acquiring deep knowledge and mastering the principles of teamwork. Students are encouraged to study and research existing and new tools used to communicate efficiently and effectively with the members of the team (working group) as well as between teams. In the course students have an opportunity to study and discuss the principles and rules of cooperation in the team where the aim is to find such a state that leads to the necessary results. Students of the course also obtain valuable and current information about the most effective techniques to improve the performance of teams and working groups. Upon completion of the course students will have mastered the Team Management procedures and tools at a doctoral level of knowledge.

Course content:

Project Manager's Role

- The competence for managing the project team
- Different styles of group and individual management
- Power sources
- Communication and information
- Motivation and stimulation
- Managing project team meetings
  - Types of meetings
  - Techniques for managing meetings
- The role of the project manager based on the IPMA methodology

The Team, the importance of team work

- Definition of the Team and the Working Group along with the differences in approach
- Phases of team building
  - Forming
  - Storming
  - Norming
  - Performing
  - Disbandment / Adjourning
- Definition of team performance
- Individual and group/team performance

Building the Team

- Homogeneous and heterogeneous teams
- Team roles
  - Belbin Team Roles
  - MBTI - Myers-Briggs Type indicator
- Procedures to build a productive team
  - Technical (professional) competences and project competences
- Approaching the project team based on the PMI methodology
- Approaching the project team based on the Prince2 methodology

Managing the project team

- Teams in the organizational context
- Situational management and leadership
- Delegating and transmitting information
- Risks of team management
- Relationships between team members
- Team mood and conflict solving
- Multicultural teams
- Virtual teams

SPECIALIZATION FINANCE

1. FINANCIAL MANAGEMENT

Course syllabus

Course abstract:

The course Financial Management provides students with a deep and detailed overview of finance in the economy on both the macro and micro level. The financial management of organizations and companies, and the tools used for measuring and managing business performance, are at the center of attention of the micro level portion of the course. Another important part of this level is the process of financial planning and budgeting along with defining interrelations between strategic objectives. Management of the working capital is also an integral part of this course. The macro level of this course covers the area of financial markets and the segmentation of financial markets. The principles of investment decision making process and methods of evaluation of chosen financial instruments are also discussed in the course. The students will get a deep and detailed knowledge on current trends in the area of financial instruments and approaches used within companies and organizations as well as on the level of macroeconomics that they develop and research further while completing the seminar paper for the course.

Course content:

- Methods for determining the market value of the company
- Financial planning and budgeting
- Management of the working capital
- Corporate finance
    - Short-term financing
    - Strategic financial and investment decisions
    - Financial analysis and planning
    - Financial risk
- The financial system and the financial market
- Categories of financial market and segmentation
- Financial market instruments
- Securities
    - Primary and secondary securities market
    - Margin lending transactions
- The debt market
    - The market for interbank deposits, yield curve
    - Fair value, yield to maturity and duration of the debt instrument
    - Loans, credits and deposits, bonds, bills of exchange and checks
- International financial supervision

2. RISK MANAGEMENT

Course syllabus

Course abstract:

Participants of the course study the differences and typical features of various types of risks, which the company typically faces and which include financial as well as non-financial risks. Upon completion of the course the students should master management, methods of measurement and control of financial risks as well as understand detailed concepts of credit, liquidity and interest rate risk, operational and credit risk analysis and the importance of capital adequacy as it pertains to the concept of market risk.

Course content:

- Characteristics of a successful company
- Changes in a company and the risk – models of change in the company, change in the corporate strategy, change as a way to improve a company's performance
- Risk – definition, risk analysis, risk management, risk types
- Risk management – development, tools and procedures
    - Management at the corporate level
    - Management at the business strategy level
    - Management at the project level
- Reducing risk in the company – tools for reduction, methods of risk reduction
- Investment decisions and risk – financial analysis, liquidity, investment parameters
- Project financing and risk
- Portfolio analysis and cash-flow
- Legal risks – the conditions for validity of transactions and prevention Crisis Planning

SPECIALIZATION MARKETING

1. GLOBAL MARKETING

Course syllabus

Course abstract:
The aim of this course is to make students think about and question the principles, specifics and tools of strategic marketing in global merit. It is not possible to think about marketing as a separate activity from other crucial activities in a company therefore the students are encouraged to perceive marketing as an activity interlinked with strategy and planning of the whole organization. In the next part of the course the students will learn about important marketing practices and methods of marketing research that will help them understand the global environment in a broad context. The topics discussed in this part of the course are dedicated to the research of the international environment including the economic, demographic, technological, socio-cultural, ecological, political and legal factors. The students will also gain deep knowledge of the methods of selection of target markets, positioning in the international environment, and will look into its specifics. Students will study marketing practices, marketing research and marketing mix. The internet marketing as an important part of a global marketing strategy forms a separate part of the course. Students will look into the specifics and cultural differences that have an effect on the marketing strategies in different cultural contexts. In conclusion, participants will gain knowledge about the factors that influence decisions to enter the international markets, what are the entry forms that require a minimal amount of capital investments (licensing, franchising), capital entry into foreign markets along with other factors not mentioned.

Course content:

- The definition of marketing
  - Competition
  - Competitive edge
  - Resource-based viewpoint of the firm (RBV)
- The marketing mix, its components and modifications in the global context
- The marketing communication mix
- Segmentation
- Targeting
- Positioning
- Branding
- Research of environment and situation
  - PESLEDI
  - BCG matrix
  - Porter's 5 forces
  - Ansoff's matrix
  - 5Ms internal audit
  - SWOT Analysis
- Internet marketing
  - Search engines
  - Social media
  - Email marketing
  - Guerilla marketing
- International marketing activities
  - Intercultural marketing
  - Media and culture
  - Economic, cultural, political, and legal factors

2. MARKETING COMMUNICATION

Course syllabus

Course abstract:
The aim of the course is to present the main current trends in marketing communication, its objectives, and to give students a valuable starting point for further research on the topic. Students learn the latest trends in marketing communication along with the tools and options available for a marketing communication campaign. Since the current trends evolve around online communication, inbound marketing and content marketing form an important part of the course. Participants of the course are encouraged to do research on practical examples that demonstrate what the role of communication is as it pertains to the marketing

strategy of a company and whether the role of the standard tools such as advertising, sales promotion, PR, sponsorship, personal selling, etc. has changed recently; if they have, in what ways and to what extent. The marketing communication research and its methodology form an important part of the course that the students will master upon its completion. After completion of this course, students will be well informed about current trends in marketing communication and they will be able to make use of the methods studied in their academic as well as professional career.

Course content:

Definition of communication

- Types: intrapersonal, interpersonal, dyadic, group and mass communication
- The structure of the communication process
- Means of communication

The functions of communication

- Informing
- Sharing
- Persuading
- Negotiating
- Self-presentation

Fundamentals of communication in marketing

- Mass communication
  - Definition, elements and means
  - Implications and impact on public opinion
- public relations
  - Definition, impact and reasons for use
  - The target groups
  - Resources and activities
- Promotion planning and techniques
- Media
- Direct marketing
- Personal selling
- Sponsorship

Marketing and Advertising research

Marketing Communication departments and their management

SPECIALIZATION HR MANAGEMENT

1. HR MANAGEMENT

Course syllabus

Course abstract:

The HR Management course concentrates on human capital and its management as a key factor for the success of an organization. In this course students are encouraged to analyze and look deeper into the processes of staff selection and adaptation as well as into the system of remuneration in correlation with an employee's performance and an organization's possibilities. The next part of the course is dedicated to employee evaluation system and training, education and career development of staff. The students will also study the current topics of corporate culture and ethics in business and management. The last area covered within the course's curriculum is personnel audit, staff planning and outsourcing. Upon completion of the course the students will gain a deep practical, as well as theoretical insight into HR procedural processes within a company, which will enable them to predict and most of all be a part of the development in the area of HR in their professional careers.

Course content:

Management of the human capital

- Definition of the process
- Strategic HR management
- Performance management
- Knowledge management
- The role of the HR department
- The role of line managers

Working with the staff

- Resources and development
- Staff management
- HR department and its role within a company / organization
- Analysis of jobs and roles
- Job creation
- Management and planning of the workforce
- Selection and recruitment of employees
- Recruitment, adaptation and deployment of new employees

Remuneration and motivation

- Remuneration system
  - In relation to an employee's performance
  - In relation to an organization's possibilities
- Types of employee remuneration
- Employee evaluation system
- Evaluation criteria
- Evaluator and the employee
- Outputs and practical impact of the assessment system
- Training, education and career development of an employee
  - Training plan and education
  - Types of education and their usefulness for development and career advancement of staff
  - The effectiveness of educational process
  - E - learning

Corporate Culture

- Corporate culture and ethics of the organization
  - Basic definitions
  - Aspects shaping the corporate culture
  - The CSR policy of the organization
  - Ethics of the organization

Personnel Audit and Planning

- HR audit
  - Internal audit
  - External audit
- HR planning
  - The suitability and usability
  - HR outsourcing

2. PLANNING AND DEVELOPMENT OF HUMAN RESOURCES

Course syllabus

Course abstract:

The course examines the practices, methods and issues related to the process of Planning and Development of Human Resources. Students will analyze and evaluate the current trends in HR planning and performance management. They will engage in creative strategies for securing human resources that enable organizations to face rapid changes. In order to be able to develop effective HR development plans, students are encouraged to examine the HR psychology and acquire knowledge of different employee personality types. The course aims to increase the awareness of and importance of identifying the training needs of employees and the latest trends in human resource development. Performance management is analyzed from the point of view of the needs of an individual as well as from a team perspective. Employee motivation is a current issue. It is one of the most important factors that are needed for securing qualified and satisfied specialists and staff; because of these factors, special attention is given to employee motivation in this course. Students will learn different motivational theories and how to put their applicability into practice. The curriculum of the course is completed by workplace enquiries and investigations. The students of this course will engage in the analysis of concepts, current trends and strategies relating to the development of human resources. Upon completion of the course, students will be able to demonstrate a deep understanding of the process of planning and development of human resources in organizations of different types. They will be able to engage in the development of training as well as performance management plans which address specific individual, organizational, and job needs.

Course content:

Performance management

- Setting goals, priorities, standards
- Providing feedback
- Reasons for poor performance
- Improving performance
    - The GROW Model
    - The OUTCOMES Model
    - The Personal Development Program (PDP)
- Team performance management
    - Conditions for high-performing teams

Motivation of employees

- Theories of motivation
    - Herzberg's Motivational Theory
    - Vroom's Expectancy Theory
    - McClelland's Need-Based Model
    - Maslow's Hierarchy of Needs
- Factors of motivation
- Positive motivation
- Negative motivation
- Demotivation

Recognition and reward system

- Special financial incentives

Personality types

- Developing a strategy for different personality types of employees

Workplace investigations

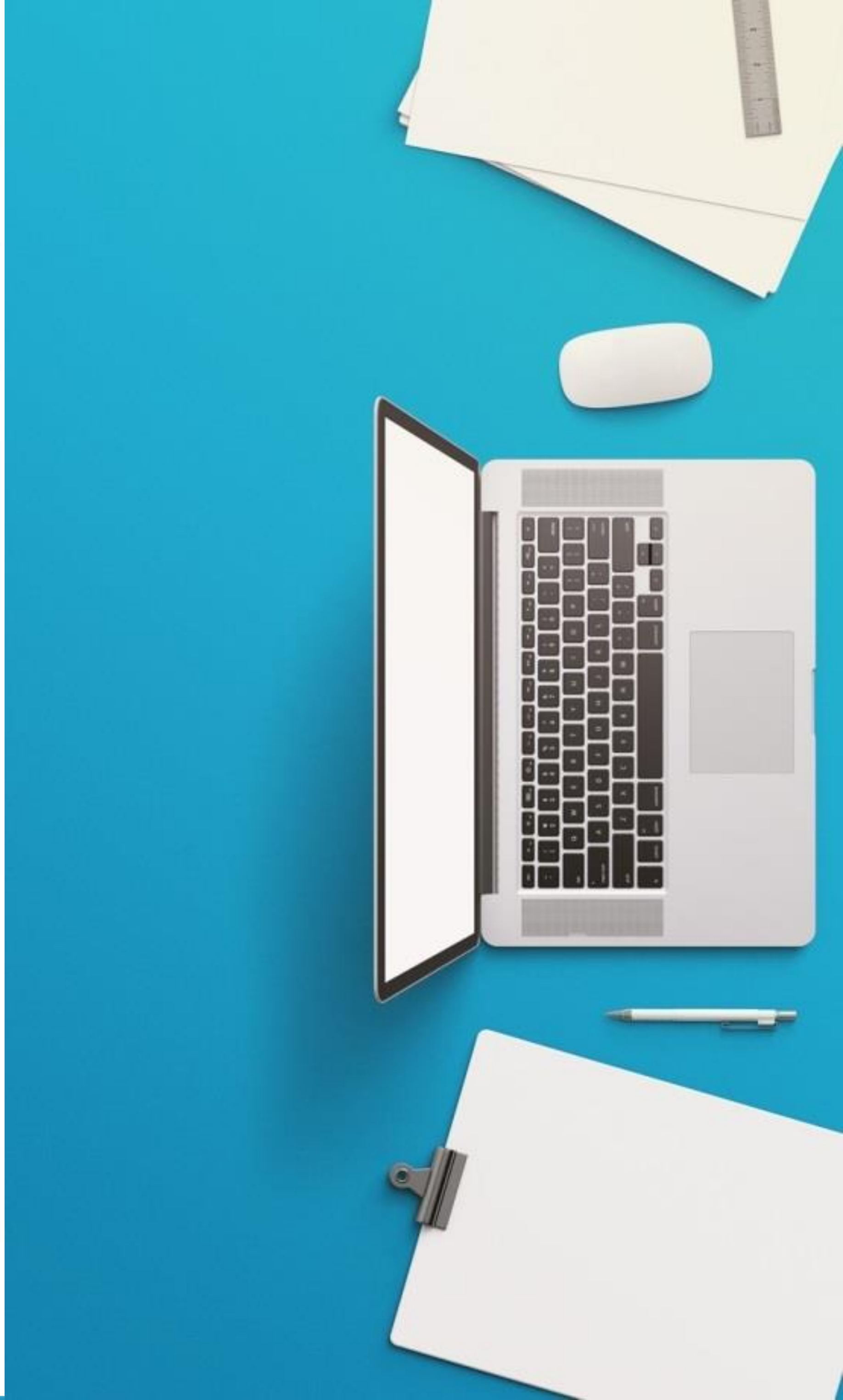
- Employee privacy
- ACAS code
- Holistic approach
- Interviewing witnesses
- Burden of proof

Elective module

Students select 2 courses; the courses may not be the same as the courses of the specialization.

Syllabi of the elective module courses can be found bellow.

- Management
- Strategic Management
- Project Management
- Process Management
- Financial Management
- Risk Management
- Financial Markets and Investment
- Financial Reporting and Analysis
- Managerial Accounting
- Strategic Management of Sales
- HR Management
- Planning and Development of HR
- E-Commerce
- Recruitment and Selection
- Digital Marketing
- Media Communication
- Strategic Communication and PR
- Marketing Communication
- Global Marketing
- Corporate Social Responsibility
- Change Management
- International Trade
- Team Management
- Crisis Management



1. MANAGEMENT

Course syllabus

Course abstract:

Management represents the core of every company and organization. Because of this, it is vital to study and understand the art of management. This Management course is vital for all study levels in the field of Business Administration. In the first part of this course, management is introduced from the theoretical and procedural point of view. The second part of the course is focused on practical issues such as managerial skills and their development with regard to the personality of each individual manager as well as other important factors. Managerial skills needed for employee management and team support are given special attention in the course since they represent a current topic in the area of both theoretical and practical management. The final part of the course is dedicated to the management of companies and organizations at all levels.

Course content:

Theoretical point of view

- Historical development of management - scientific approach
- New challenges in the context of globalization
- Social and ethical roles of management

Procedural point of view

- Planning process, designing the plan and its criteria
- Organizational structure
- Organizational changes
- Management control and its forms
- Management information system

Personality of the manager

- Profile and personality of the manager
- Necessary abilities to perform the role of the manager
- Development of management skills
- Social responsibility of management

Human Resources Management

- Leadership
- Increasing work efficiency
- Effective leadership styles of employees and teams

Management of organizations and companies

- Managerial decision making process, methodology, rationality and support of the managerial decision making
- Group decision making
- Phases of solving decision problems
- Identification of decision problems

Analysis in Management

- Causal Analysis
- Situational Analysis
- Selection of evaluation criteria
- Designing possible solutions to decision problems
- Selection of the solution and multicriterial evaluation of alternative solutions
- A retrospective analysis

Change Management

- Identifying the need for change, preparation and implementation of changes
- Theory of change management
- Theory of bottlenecks

2. STRATEGIC MANAGEMENT

Course syllabus

Course abstract:

In this course Strategic Management is perceived as a continuous process of keeping the mission of an organization up to date, viable and well communicated to all people in the organization. Since the conditions outside and inside the organization keep changing, the strategy has to be changed with the times too. The message communicated in the whole module of the course is that an organization without strategy can't be successful in the long term. The first part the course provides students with an overview of theoretical issues of strategic management, phases of strategic analysis and planning, its implementation to strategic plans and subsequent monitoring and control. With this theoretical background the students are led into the second part of the course to master the tools and processes used within the Strategic Management in their professional career and in the seminar paper and/or dissertation writing.

Course content:

Core principles of Strategic Management

- Definition of a strategy
- Development of a strategy

Schools of strategy

- The Planning school (Ansoff)
- The Positional school (Porter; Boston Consulting Group matrix)
- The Resource based school

Types of strategy

- Planned intended strategy
- Imposed strategy
- Deliberate strategy
- Emergent strategy
- Opportunistic strategy
- Realized and unrealized strategy

Stakeholder theory

- Internal stakeholders
- Connected stakeholders
- External stakeholders

Strategic analyses

- External
- Internal
- Situational
- SWOT and its variations
- PEST and its variations
- BCG Matrix

Implementation of a strategy

- Managing change
- Changing the corporate/organizational culture

Strategic management in global and international scale

3. PROJECT MANAGEMENT

Course syllabus

Course abstract:

Project Management comprises all activities aimed at achieving the objectives of the project within the scheduled time framework and at a planned cost. The students in this course look in detail into the different phases of the project management cycle, which include the preparation phase, the implementation phase, and the subsequent monitoring phase of a successful project.

The key factor in the monitoring process is the measurement of economic efficiency by specific methods, which the participants are encouraged to study within the course.

Students shall also master the systematic approach to problem solving while considering phenomena in their mutual relations. The students are welcome to discuss the different methods of each phase and to compare them with their own individual practice, and share their experience of application of project management practices in their professional lives.

The course also presents important information on methods used in the management of projects and the challenges that are faced. Last but not least the students will get guidance on working with the Project Management Body of Knowledge (PMBOK®). Upon completion of this course, students will be able to present valuable new ideas in their research based on current trends in the area of Project Management based on the theories presented in the course as well as the students' practical experience.

Course content:

- Project management
    - Substantive and procedural definition of a project

- Development, implementation and evaluation of the project
- Determination and justification of the project content
- Verification of the quality of the project plan

▪ Methodology in Project Management
▪ Methods and Challenges in Project Management
▪ Project Management Body of Knowledge (PMBOK®).
▪ Management of the project scope
  - Planning stage of the project scope
  - Logical framework of the project
  - Verification of the extent and change management
▪ Time Management
  - Definition of activities and determination of their importance
  - Estimate of the duration of activities
  - Time schedule and its control
▪ Cost Management
  - Plan of resources and estimate of costs
  - Budgeting and cost control
▪ Human resource management and communication
▪ Project completion and delivery of results

4. PROCESS MANAGEMENT

Course syllabus

Course abstract:

Process Management is defined as the use of knowledge, experience, skills, tools, techniques and systems to define, visualize, measure, control, inform, and process improvements in order to meet customer requirements with simultaneous optimal profitability of current activities. The aim of this course is to teach students what the comprehensive information of the management of processes is, along with operations within organizations and companies. Students will examine in depth the many different methods of process management, their advantages and disadvantages, and possible limitations of use for each. Lean Six Sigma is given special attention in the course. The last part of the Process Management course is dedicated to sophisticated interdisciplinary methods of engineering optimal process designs.

Course content:

Introduction

▪ The principle of process management
▪ Process structure
▪ Relationship between process and organizational structures

Process management

▪ Defining processes, defining the issues, risks
▪ Measurement of processes, data collection
▪ Data analysis, Capability Maturity Model
▪ Process improvement, process standards ("Best Practice")
▪ Implementation of control elements

Operations management

▪ Operations strategy
▪ Product design and process selection
▪ Total quality management
▪ Supply chain management
▪ Capacity planning
▪ Facility location and layout
▪ Inventory systems

Methods of process management

▪ ARIS
▪ Six Sigma
▪ Lean
▪ Business process reengineering
▪ Enterprise resource planning
▪ Other methods

Lean Six Sigma

▪ Definition of Lean Manufacturing and Six Sigma
▪ Implementation in companies of different sizes
▪ Changes in the approach since the 1980s
▪ DMAIC approach
▪ Impact on an organizational culture

- Methodologies used within LSS

Process modeling

- Modeling tools
- Model of value-added
- Organogram
- Balanced Scorecards
- Flowcharts
- Ishikawa diagrams

Optimization

- Engineering system design
- The interdisciplinary process of engineering design
- Use of mathematical functions to get to the optimum design

5. FINANCIAL MANAGEMENT

Course syllabus

Course abstract:

The course Financial Management provides students with a deep and detailed overview of finance in the economy on both the macro and micro level. The financial management of organizations and companies, and the tools used for measuring and managing business performance, are at the center of attention of the micro level portion of the course. Another important part of this level is the process of financial planning and budgeting along with defining interrelations between strategic objectives. Management of the working capital is also an integral part of this course. The macro level of this course covers the area of financial markets and the segmentation of financial markets. The principles of investment decision making process and methods of evaluation of chosen financial instruments are also discussed in the course. The students will get a deep and detailed knowledge on current trends in the area of financial instruments and approaches used within companies and organizations as well as on the level of macroeconomics that they develop and research further while completing the seminar paper for the course.

Course content:

- Methods for determining the market value of the company
- Financial planning and budgeting
- Management of the working capital
- Corporate finance
  - Short-term financing
  - Strategic financial and investment decisions
  - Financial analysis and planning
  - Financial risk
- The financial system and the financial market
- Categories of financial market and segmentation
- Financial market instruments
- Securities
  - Primary and secondary securities market
  - Margin lending transactions
- The debt market
  - The market for interbank deposits, yield curve
  - Fair value, yield to maturity and duration of the debt instrument
  - Loans, credits and deposits, bonds, bills of exchange and checks
- International financial supervision

6. RISK MANAGEMENT

Course syllabus

Course abstract:

Participants of the course study the differences and typical features of various types of risks, which the company typically faces and which include financial as well as non-financial risks. Upon completion of the course the students should master management, methods of measurement and control of financial risks as well as understand detailed concepts of credit, liquidity and interest rate risk, operational and credit risk analysis and the importance of capital adequacy as it pertains to the concept of market risk.

Course content:

- Characteristics of a successful company
- Changes in a company and the risk – models of change in the company, change in the corporate strategy, change as a way to improve a company's performance
- Risk – definition, risk analysis, risk management, risk types
- Risk management – development, tools and procedures
    - Management at the corporate level
    - Management at the business strategy level
    - Management at the project level
- Reducing risk in the company – tools for reduction, methods of risk reduction
- Investment decisions and risk – financial analysis, liquidity, investment parameters
- Project financing and risk
- Portfolio analysis and cash-flow
- Legal risks – the conditions for validity of transactions and prevention
- Crisis Planning

7. FINANCIAL MARKETS AND INVESTMENTS

Course syllabus

Course abstract:

The aim of the Financial Markets and Investments course is to deepen students' knowledge in the field of theories that explain the functions of financial markets as well as the principles and practice of trading in securities. The first part of the course is dedicated to the topics related to stock, bond, money, capital markets, stock exchanges and OTC organizations. Concepts of risk, return and an efficiency of financial markets form another part of the course. Students' also study the highly current topic of the influence of financial crises on business cycles, and the interlinked topic of the regulation and supervision over financial markets on both national and international levels. Participants of this course are encouraged to study and research the functioning of different categories of financial markets as well as the operations on financial markets. The last part of the course is dedicated to the utmost current topic of the Investor Behavior. Students examine the theories of Behavioral Finance in comparison to the Standard Finance theory.

Course content:

- Different categories of markets
    - Money
    - Mortgage
    - Stock
    - Foreign exchange
    - Derivative securities
- The driving forces of financial markets
- Determination of interest rates
- Market players
    - Commercial banks
    - Insurance companies
    - Mutual, hedge, and pension funds
- Securities
    - Types and forms of securities
    - Primary and secondary securities market
    - Margin dealings
- Financial risks
- Regulation and supervision of the financial market
- International Financial Supervision
- Business cycles and Financial Crises
    - The theory of business cycles
    - The Financial Instability Hypothesis
- Portfolio theory and investment analysis
- Investor behavior
    - Standard finance vs. Behavioral finance
    - Investments bubbles

8. FINANCIAL REPORTING AND ANALYSIS

Course syllabus

Course abstract:

This course covers the current practices in corporate financial reporting and fundamental issues relating to asset valuation and income determination. The emphasis is on financial statement analysis, reporting techniques and the interpretation of financial disclosures to help improve risk assessment, forecasting, and decision-making. The use of cost analysis in decision-making contexts is also discussed. In the course of studies the students will be asked to investigate and research annual reports based on International Accounting Standards. Students should make their own informed opinion about the financial performance, situation and perspective of the reporting entity that published the annual report.

Course content:

Financial Reporting

- Introduction to International Financial Reporting Standards (IFRS)
- Analysis and Interpretation of Financial Statements (Balance Sheet, Income Statement, Cash Flow Statement, Statement of Changes in Equity, Annual Report)
- Methods of Financial Statement Evaluation (Ratio Analysis and Profitability Analysis)

Income Measurement & The Reporting Cycle

- “Measurement Triggering” transactions and events
- The periodicity assumption and its accounting implications
- Basic elements of revenue and expense recognition
- The adjusting process and related entries
- Accrual versus cash basis accounting
- Preparation of financial statements
- The accounting cycle and the closing process
- The nature of ‘optional‘ reversing entries
- Classified balance sheets
- The importance of business liquidity and the concept of an operating cycle

Cost Analysis

- Cost-volume-profit and Business Scalability
- Cost behavior patterns and implications for managing business growth
- Methods of cost behavior analysis
- Break-even and target income analysis
- Cost and profit sensitivity analysis
- Cost-volume-profit analysis for multi-product scenarios
- Critical assumptions of cost-volume-profit modeling

Reporting Techniques

- Variable costing versus absorption costing
- Segmental reporting
- Measures of residual income
- Concepts in allocating service department costs
- Leveraging modern information systems to enable better decisions

9. MANAGERIAL ACCOUNTING

Course syllabus

Course abstract:

This course aims to develop a deep and thorough understanding of accounting information used by management in planning and controlling operations. A framework for measuring managerial performance is developed through an analytical treatment of cost behavior under dynamic conditions by employing tools such as job costing, process costing, activity-based costing, variable costing, cost estimation, cost-volume-profit analysis and budgeting. The use of costs in decision-making contexts is emphasized.

Course Objectives

- To understand how accounting systems can provide information and data for management decision making and the influencing of management decisions

- To analyze and interpret managerial accounting reports that provide both objective measures of past operations and subjective estimates of future decisions
- To analyze and interpret cost behavior
- To understand various cost systems: e.g. Job Order Costing, Process Costing
- To apply and interpret financial statement analysis
- To summarize and interpret cash flow activities
- To describe and illustrate an income analysis under various costing assumptions
- To be able to apply and analyze product costing allocation methods
- To be comfortable with performing accounting analysis and approaching business problems from a management point of view

Course content:

Introduction to Managerial Accounting

- Identify the distinguishing characteristics of managerial accounting
- Understand the role of managerial accounting in support of planning, directing, and controlling
- Key production cost components: direct materials, direct labor, and factory overhead
- Product costs versus period costs
- Categories of inventory for manufacturers and related financial statement implications

Cost-Value-Profit and Business Scalability

- Cost behavior patterns and implications for managing business growth
- Methods of cost behavior analysis
- Break-even and target income analysis
- Cost and profit sensitivity analysis
- Cost-volume-profit analysis for multiproduct scenarios
- Critical assumptions regarding cost-volume-profit modeling

Cost Management Systems

- Basic concepts in job costing
- Information systems for job costing environments
- Tracking job costs in the corporate ledger
- Accounting for actual and applied overhead
- Job costing in service, not-for-profit, and government environments
- Modern management of costs and quality

Process Costing and Activity-Based Costing

- The purpose and functionality of a process cost accounting system
- The concept of equivalent units of production
- Assigning total cost to completed units and units in process
- Activity-based costing systems

10. STRATEGIC MANAGEMENT OF SALES

Course syllabus

Course abstract:

Sales are a crucial part of every commercial organization. It is a complex and lively concept but many people still mistaken it for meeting the set targets and numbers of products sold alone. If the sales are to be really 'managed' there needs to be a comprehensive analysis of the situation, a sales plan needs to be set and a sales strategy and policy as well as an operational system set for monitoring, measurement and evaluation of activities. The objective of this course is to encourage students to explore into depth the roles and important functions of Sales Management in a company.

The analysis should include ways to build and implement sales plans, manage sales as well as achieve the set sales targets. Based on research and analysis students should come up with new sales techniques and strategies of closing sales as well as prospecting and negotiating in sales.

Participants are encouraged to challenge and come up with new theories and ideas about the leading styles of sales teams, management, leading and motivation of sales teams, coaching, delegation along with the roles and tasks of a Sales Manager. Upon successful completion of this course, students will be able to analyze and create a strategic sales plan for a company and master selling skills to create training and a coaching plan for the sales force.

Course content:

The sales process - setting goals, measuring the achieving target values

The importance of sales planning

- Sales & Operations Planning - an integrated process of synchronization and coordination between marketing, sales, production and administration
- Sales planned to hit targets – Pareto rule, personal sales plan

Closing the sale

- General principles, understanding buyers' behavior
- Closing techniques, body language
- Cross selling, upselling
- Creating customer's needs

Prospecting in sales – its importance for successful Sales Management

- Prospecting skills – research, organization, listening, communication, interpersonal, skills, along with many others
- Cold calling techniques
- Prospecting with existing customers
- New techniques for prospecting in sales

Break-Even Analysis in Sales

- Simple vs. multi-product Break-Even Point
- Operating leverage
- Discounts vs. promotions

Negotiating Sales

- Strategies for overcoming objections
- Strategies of getting to an agreement
- The time after the negotiation

Leading a Sales Team – the specifics of leading a sales team

11. E-COMMERCE

Course syllabus

Course abstract:

In the E-Commerce course the students are asked to study and are encouraged to discuss and explore the issues of marketing strategy and trade conducted through the internet. A portion of this course is dedicated to the research and the development of the internet environment along with its specific aspects and factors that influence and support the businesses in the market. Last but not least the students study and work on the development of the planning process for a corporate strategy of a company in the area of trade and internet-based promotion. Upon successful completion, students should come up with new ways of addressing specific problems and situations that are taken from the field of internet based commerce and promotion activities, and implement these into the decision-making processes of managers.

Course content:

- An introduction to the issues of presentation on the internet. The creation of a company on the internet
    - Formulating a company presentation, taking the first steps, making the initial analysis
- Web design, graphic design of presentation and its ergonomics
- Internet marketing strategy
    - The development and maintenance
- Search engine optimization and search engine marketing
- Applicability of presentation and user behavior
    - Creating an appropriate structure of presentation
- Static vs. Dynamic presentation
    - Editorial system and various open source solutions
- Copywriting
    - Writing text and creating content for the web
- E-Shop
    - User and business practices
- Functioning of e-shop, various types of solutions including open sources, which are linked to corporate applications

- Business tactics on the internet, using various sales channels

- Product website and microsites
    - Suitability of its use and what it actually relates to

12. HR MANAGEMENT

Course syllabus

Course abstract:

The HR Management course concentrates on human capital and its management as a key factor for the success of an organization. In this course students are encouraged to analyze and look deeper into the processes of staff selection and adaptation as well as into the system of remuneration in correlation with an employee's performance and an organization's possibilities. The next part of the course is dedicated to employee evaluation system and training, education and career development of staff. The students will also study the current topics of corporate culture and ethics in business and management. The last area covered within the course's curriculum is personnel audit, staff planning and outsourcing. Upon completion of the course the students will gain a deep practical, as well as theoretical insight into HR procedural processes within a company, which will enable them to predict and most of all be a part of the development in the area of HR in their professional careers.

Course content:

Management of the human capital

- Definition of the process
- Strategic HR management
- Performance management
- Knowledge management
- The role of the HR department
- The role of line managers

Working with the staff

- Resources and development
- Staff management
- HR department and its role within a company / organization
- Analysis of jobs and roles
- Job creation
- Management and planning of the workforce
- Selection and recruitment of employees
- Recruitment, adaptation and deployment of new employees

Remuneration and motivation

- Remuneration system
    - In relation to an employee's performance
    - In relation to an organization's possibilities
- Types of employee remuneration
- Employee evaluation system
- Evaluation criteria
- Evaluator and the employee
- Outputs and practical impact of the assessment system
- Training, education and career development of an employee
    - Training plan and education
    - Types of education and their usefulness for development and career advancement of staff
    - The effectiveness of educational process
    - E - learning

Corporate Culture

- Corporate culture and ethics of the organization
    - Basic definitions
    - Aspects shaping the corporate culture
    - The CSR policy of the organization
    - Ethics of the organization

Personnel Audit and Planning

- HR audit
    - Internal audit
    - External audit
- HR planning
    - The suitability and usability
    - HR outsourcing

13. PLANNING AND DEVELOPMENT OF HUMAN RESOURCES

Course syllabus

Course abstract:

The course examines the practices, methods and issues related to the process of Planning and Development of Human Resources. Students will analyze and evaluate the current trends in HR planning and performance management. They will engage in creative strategies for securing human resources that enable organizations to face rapid changes. In order to be able to develop effective HR development plans, students are encouraged to examine the HR psychology and acquire knowledge of different employee personality types. The course aims to increase the awareness of and importance of identifying the training needs of employees and the latest trends in human resource development. Performance management is analyzed from the point of view of the needs of an individual as well as from a team perspective. Employee motivation is a current issue. It is one of the most important factors that are needed for securing qualified and satisfied specialists and staff; because of these factors, special attention is given to employee motivation in this course. Students will learn different motivational theories and how to put their applicability into practice. The curriculum of the course is completed by workplace enquiries and investigations. The students of this course will engage in the analysis of concepts, current trends and strategies relating to the development of human resources. Upon completion of the course, students will be able to demonstrate a deep understanding of the process of planning and development of human resources in organizations of different types. They will be able to engage in the development of training as well as performance management plans which address specific individual, organizational, and job needs.

Course content:

Performance management

- Setting goals, priorities, standards
- Providing feedback
- Reasons for poor performance
- Improving performance
    - The GROW Model
    - The OUTCOMES Model
    - The Personal Development Program (PDP)
- Team performance management
    - Conditions for high-performing teams

Motivation of employees

- Theories of motivation
    - Herzberg's Motivational Theory
    - Vroom's Expectancy Theory
    - McClelland's Need-Based Model
    - Maslow's Hierarchy of Needs
- Factors of motivation
- Positive motivation
- Negative motivation
- Demotivation

Recognition and reward system

- Special financial incentives

Personality types

- Developing a strategy for different personality types of employees

Workplace investigations

- Employee privacy
- ACAS code
- Holistic approach
- Interviewing witnesses
- Burden of proof

14. RECRUITMENT AND SELECTION

Course syllabus

Course abstract:

The Recruitment and Selection course provides an introduction to theoretical, applied, and professional issues associated with the process of selecting and recruiting new employees. The course explores a range of theoretical and applied perspectives on the Recruitment and Selection process within Human Resource Management. Upon completion of the course students will be able to explain, compare and discuss the functions of recruiting and selecting employees in detail. Students will be able to define and assess procedures for finding, selecting and developing employees' skills. They will be able to choose the appropriate method for individual parts of the process from the perspective of both organization and individual. They will learn how to apply principles of ethics throughout the whole process.

Course content:

- Staff resources
  - External vs. internal
  - Their advantages and disadvantages
  - The choice of sources for a specific job
- Important elements of ethics in the process of hiring
- The recruitment process
  - Responsibilities of management within a company
- Identification and matching of the most suitable candidates with a specific job
  - Form and content of addressing
  - Selection methods of target groups to address
- Selection methods
  - Job description
  - Description of the sought requirements in the candidate
  - Interviews and assessment centers, requirements for the professionals who are carrying out the assessment and on the appointee, advantages and disadvantages
- A new employee
  - Compliance with requirements vs. the reality
  - Employee training
  - Feedback
  - Expectations
- Elements of motivation
  - Procedures in the process of motivation
  - Motivation as a dynamic process

15. DIGITAL MARKETING

Course syllabus

Course abstract:

The aim of this course is to furbish students with up to date knowledge of the many aspects of the internet marketing strategy using the SEO (search engine optimization) and SEM (search engine marketing) tools, content and affiliate marketing, social media and email marketing. In the course of their studies students will research and create a plan of a corporate strategy related to both the financial and the strategic point of view of the internet marketing.

Course content:

- Support for corporate presentations and e-shop - electronic marketing
  - Tools, goals, possibilities
- PPC (Pay per click) campaigns
  - Principles, practices, possibilities of use
- SEM and banner campaigns
- SEO - support of positions in search engines
  - Selection of keywords and their support
  - Prohibited practices
  - Contents and exclusions from the SEO analysis
- Facebook - support on the social network

    - Rules, objectives and procedures
- Mailing as a marketing tool
    - Objectives and solutions to a wide variety of problems
- Evaluation of campaigns and the effectiveness of individual marketing events
    - Google analytics
- The hosting for corporate presentations or an e-shop
- Mobile Internet as a tool of Internet marketing

16. MEDIA COMMUNICATION

Course syllabus

Course abstract:

Communication in this course is introduced within its general definition as the way to share information as well as from the point of view of its historical evolution; up to its modern use in favor of propaganda, Public Relations (PR) and leadership. Students will examine PR in order to be capable of using it as an active tool to communicate with the media instead of being passive objects of events. Students get to study and research various forms of communication, their changeover in time, and their gradation. The risks that are associated with some of the most common errors in PR are also tackled. Part of this course deals with the topic of public speaking in terms of getting the message across in a clear, confident, and persuasive manner, which is an important skill in the Business World. Upon completion of the course, the graduates will be able to perceive Public Relations within a very sensitive realm. They will be able to demonstrate practical as well as theoretical knowledge of the area of Media and Culture. Students of the course will be able to engage in Mass and Social Media. They will develop practical and theoretical understanding of the communication phases, evolution, and they will be able to use the outcomes of their research in their professional practice.

Course content:

Communication as a universal phenomenon.

- Human communication
- Body language
- Communication protocols with the media
- Timing of communication and its rules and options.

Mass media and Social media

- Segmentation of media as a way to PR success.

Public Relations as a specialty

- Public and Public opinion
- Propaganda
- Corporate communication
- Special events, press releases

PR in practice

- Product PR
- Business PR
- Financial PR
- Political PR
- Internal PR

Public speaking

- The evolution
- Components of successful public speaking
- Persuasion techniques

Media and Cultural Theories

- Theories of Enlightenment
- Marxism and Global Media
- Semiotics and Formalism
- The Frankfurt School and Neo Marxism
- Structuralism and Poststructuralism
- Postmodernity and Consumer Culture
- Consumer Agency and Cultural Studies
- Feminism
- Post-Colonialism

17. STRATEGIC COMMUNICATION AND PR

Course syllabus

Course abstract:

This course focuses on the use of psychological methodology and its application in order to uncover and understand how journalists operate. The value added of to this approach for students of this course is that by understanding deeply the practices of the inner working of the media, the achievement of goals set within the Public Relations strategy of any organization or company is made much easier. In this course students examine different methods of planning of PR activities and their appropriate use with different media outlets. Another part of this course is dedicated to mastering the advanced communication and presentation skills in order to understand how to be a successful public speaker. Whilst adhering to best practices, one will gain confidence and have the ability to be able to resiliently withstand all aggressive journalistic attacks. At the same time one will find out what are the strengths and weaknesses within the media and how to control and manage them intelligently in order to attract the public's interest.

Course content:

- The definition of Public Relations
- PR in different context (business, politics, etc.)
- PR planning
- Media relations (newspapers, TV, radio)
- Working practices of journalists
- How media professionals think and what are their priorities
- Persuasion techniques
- Different communication styles of a journalist from the agency, press, radio and television
- The unity of content and form in the relevant and tabloid media
- When, where, to whom and which way to pass the information to catch the interest of the public
- Off the record, or only in private?
- Time and deadline
- The story and its basic structure
- Successful public speaking
- Components of a successful speech
- Advanced communication and presentation skills

18. MARKETING COMMUNICATION

Course syllabus

Course abstract:

The aim of the course is to present the main current trends in marketing communication, its objectives, and to give students a valuable starting point for further research on the topic. Students learn the latest trends in marketing communication along with the tools and options available for a marketing communication campaign. Since the current trends evolve around online communication, inbound marketing and content marketing form an important part of the course. Participants of the course are encouraged to do research on practical examples that demonstrate what the role of communication is as it pertains to the marketing strategy of a company and whether the role of the standard tools such as advertising, sales promotion, PR, sponsorship, personal selling, etc. has changed recently; if they have, in what ways and to what extent. The marketing communication research and its methodology form an important part of the course that the students will master upon its completion. After completion of this course, students will be well informed about current trends in marketing communication and they will be able to make use of the methods studied in their academic as well as professional career.

Course content:

Definition of communication

- Types: intrapersonal, interpersonal, dyadic, group and mass communication
- The structure of the communication process
- Means of communication

The functions of communication

- Informing
- Sharing
- Persuading
- Negotiating
- Self-presentation

Fundamentals of communication in marketing

- Mass communication
  - Definition, elements and means
  - Implications and impact on public opinion
- public relations
  - Definition, impact and reasons for use
  - The target groups
  - Resources and activities
- Promotion planning and techniques
- Media
- Direct marketing
- Personal selling
- Sponsorship

Marketing and Advertising research

Marketing Communication departments and their management

19. GLOBAL MARKETING

Course syllabus

Course abstract:

The aim of this course is to make students think about and question the principles, specifics and tools of strategic marketing in global merit. It is not possible to think about marketing as a separate activity from other crucial activities in a company therefore the students are encouraged to perceive marketing as an activity interlinked with strategy and planning of the whole organization. In the next part of the course the students will learn about important marketing practices and methods of marketing research that will help them understand the global environment in a broad context. The topics discussed in this part of the course are dedicated to the research of the international environment including the economic, demographic, technological, socio-cultural, ecological, political and legal factors. The students will also gain deep knowledge of the methods of selection of target markets, positioning in the international environment, and will look into its specifics. Students will study marketing practices, marketing research and marketing mix. The internet marketing as an important part of a global marketing strategy forms a separate part of the course. Students will look into the specifics and cultural differences that have an effect on the marketing strategies in different cultural contexts. In conclusion, participants will gain knowledge about the factors that influence decisions to enter the international markets, what are the entry forms that require a minimal amount of capital investments (licensing, franchising), capital entry into foreign markets along with other factors not mentioned.

Course content:

- The definition of marketing
  - Competition
  - Competitive edge
  - Resource-based viewpoint of the firm (RBV)
- The marketing mix, its components and modifications in the global context
- The marketing communication mix
- Segmentation
- Targeting
- Positioning
- Branding
- Research of environment and situation
  - PESLEDI
  - BCG matrix
  - Porter's 5 forces
  - Ansoff's matrix
  - 5Ms internal audit
  - SWOT Analysis
- Internet marketing
  - Search engines

    - Social media
    - Email marketing
    - Guerilla marketing
- International marketing activities
    - Intercultural marketing
    - Media and culture
    - Economic, cultural, political, and legal factors

20. CORPORATE SOCIAL RESPONSIBILITY

Course syllabus

Course abstract:

The course on Corporate Social Responsibility deals with the importance, possibilities and pitfalls in implementing CSR activities and programs in companies. Students of the course will learn to evaluate the consequential and positive impact of such activities on the company, its profits and image.

Students will also get the necessary information and knowledge needed to manage and lead a company in line with the principles of CSR. They are encouraged to research and develop strategies to improve the public image of the company, as well as different ways to positively manage the resources that are available for the CSR activities within the companies. The course includes practical examples of the biggest mistakes that managers commit in implementing CSR. Upon completion of the course students will have an improved ability to critically think and problem solve in the context of corporate and social ties.

Course content:

- Definition and principles of Corporate Social Responsibility
- Concept of sustainable human development and social responsibility in the management process of organizations
- Strategies to diagnose, plan and implement social responsibility policies in the internal and external fields of organizations
- Identification of risks in order to eliminate cost ineffective projects
- Preparation and development of financial plans to implement social responsibility programs and practices inside organizations
- Creation and guidance of strategic analysis of the organization in any social and cultural context
- Regulatory frameworks for social responsibility at national, supranational and international levels
- CSR as a tool for improvement of the company image. Developing a CSR internal and external communications strategy, branding CSR work
- Measurement of the effectivity of CSR projects

21. CHANGE MANAGEMENT

Course syllabus

Course abstract:

The Change Management course is focused on development of internal systems of organization and change management. Change means opportunity, innovation and growth for many. On the other hand - it may also cause instability, feel of thread and demotivation. Rapidly changing environment creates the need for an organization to respond quickly and address the turbulence and instability effectively.

The success of change depends on the ability of employees in the organization to adapt to the new conditions, their ability to successfully introduce and start using new technologies and procedures, internal change processes and organizational structures. In this course, students study and research the methods and principles of systematic change management, how to initiate the changes and gain long-term support for them. The students also get to study and discuss the typical reactions to change, how to get prepared for them, and how to manage potential resistance to change.

Upon completion of the course the students will have mastered the most current trends in the area of Change Management including shifting the balance of risks caused by change and proposing safeguards for smooth and effective implementation of change.

Course content:

Characteristics and scope of changes

- What is the change
  - Scope, influence and reason for the change
- Scope of change
  - Strategy of the organization
  - Organizational structure
  - Processes of the organization
  - Technologies in use
  - Human Resources Management
- Systematic approach, identification of problems
- Forces of the change

General change models

- Targeted vs. deliberate
- Active vs. passive attitude
- Elementary vs. complex approach
- Innovation

Change management models

- Lewin's Change Model
- Bullock and Batten – Planned Change
- Kotter's Eight Steps of Change model

Role in the implementation of changes

- Change Team – roles
- Sponsor, Change Advocate, Change Agent
- Roles and organizational relationships

Announcing the Change and its vision

- The need for Vision
- Creating the Vision
- Communicating the Vision
- People's reaction to change, resistance

Management of changes and the link to other elements of management

- Management of the Strategy
- Development of the organizational structure and processes
- Management of projects
- Management of risks

Anchoring change in corporate culture, stabilization

22. INTERNATIONAL BUSINESS

Course syllabus

Course abstract:

The aim of the course is to provide students with new approaches to international trade in their companies and to inspire students to form new sophisticated strategies based on analysis of risks and cultural differences. The International Business course is designed for students who are or intend to be active in the field of foreign markets and foreign trade. In the course the students will study the best strategies to approach trade on a global scale. It will also give them inspiration regarding the work associated with risk in a diverse environment from the perspective of culture, socio-economic aspects, government and integration. Students will study the differences between domestic business environment and international environment, and they are encouraged to research selected areas for the future of international trade. To support the research the students will be presented with tools to evaluate risks that are a part of the markets. The course leads students to develop a strategy that has a potential to succeed in a global environment based on the research they have done.

Course content:

- Globalization
- Political and Government systems and Government Intervention
- Cultural factors of international business
- International Trade and Investment
- Regional economic integration
- Global preferential trade agreement
- International monetary environment
- Emerging, Developing and Advanced Economies
- International Marketing
- Selected business etiquette in Asia, Europe and the US

23. TEAM MANAGEMENT

Course syllabus

Course abstract:

The course on Team Management aims at showing students the modern tools and procedures for the coordination and management of project teams. Successful project management depends on the proper combination of "hard" structured project management instruments with "soft" tools, supporting teamwork and acceptance of the required resulting changes. The course is focused on acquiring deep knowledge and mastering the principles of teamwork. Students are encouraged to study and research existing and new tools used to communicate efficiently and effectively with the members of the team (working group) as well as between teams. In the course students have an opportunity to study and discuss the principles and rules of cooperation in the team where the aim is to find such a state that leads to the necessary results. Students of the course also obtain valuable and current information about the most effective techniques to improve the performance of teams and working groups. Upon completion of the course students will have mastered the Team Management procedures and tools at a doctoral level of knowledge.

Course content:

Project Manager's Role

- The competence for managing the project team
- Different styles of group and individual management
- Power sources
- Communication and information
- Motivation and stimulation
- Managing project team meetings
    - Types of meetings
    - Techniques for managing meetings
- The role of the project manager based on the IPMA methodology

The Team, the importance of team work

- Definition of the Team and the Working Group along with the differences in approach
- Phases of team building
    - Forming
    - Storming
    - Norming
    - Performing
    - Disbandment / Adjourning
- Definition of team performance
- Individual and group/team performance

Building the Team

- Homogeneous and heterogeneous teams
- Team roles
    - Belbin Team Roles
    - MBTI - Myers-Briggs Type indicator
- Procedures to build a productive team
    - Technical (professional) competences and project competences
- Approaching the project team based on the PMI methodology
- Approaching the project team based on the Prince2 methodology

Managing the project team

- Teams in the organizational context
- Situational management and leadership
- Delegating and transmitting information
- Risks of team management
- Relationships between team members
- Team mood and conflict solving
- Multicultural teams
- Virtual teams

24. CRISIS MANAGEMENT

Course syllabus

Course abstract:

The subject of Anti - Crisis Management and the whole discipline is an important topic, especially among business governing professions.

The purpose of the Anti – Crisis Management course in the DBA program is to:

- Demonstrate approaches, visions and ideas that allow students to apply the knowledge in the field of Corporate governing, Industrial and Financial activities under conditions of changing global trends of doing business
- Look into the role of the organization's leader in understanding and assessing financial and operational activities in the crisis management process and ensuring the continuity of business
- Explore ways and patterns of using corporate target performance and KPI management to create value and competitiveness in the company or institution
- Build an ethical and lean culture for achieving the performance in business unit

The main goal is to demonstrate the concepts of opportunities and challenges of modern corporate finance, risk management and effective management models.

At the end of the course Crisis Management the students will:

- Have an understanding of the mechanism of modern corporate and banking financial crisis, its assessment and mitigating
- Know the principles of assessing and managing economic activities and ratios
- Be able to apply their knowledge in practical situations as well academic research to save business competitiveness and competence of the team leader
- Learn from leading Crisis Management practitioners, through a case study and business game approach

Course content:

Global, regional and local crisis trends

- Experience of and an understanding of the tendency of financial and economic shocks
- Myths and the nature of crisis management
- An authority's reaction to an Economical, Social and Environmental disaster
- Lessons for policy and decision makers
- The "Big Five" Challenges in corporate finance

Risk and Crisis assessment and its mitigation

- Business continuity planning
- Company diagnoses and rehabilitation practice
- Math and Expert methods of crisis forecasting
- Business model changing in the middle of a crisis

Crisis management regulation and disclosure requirement

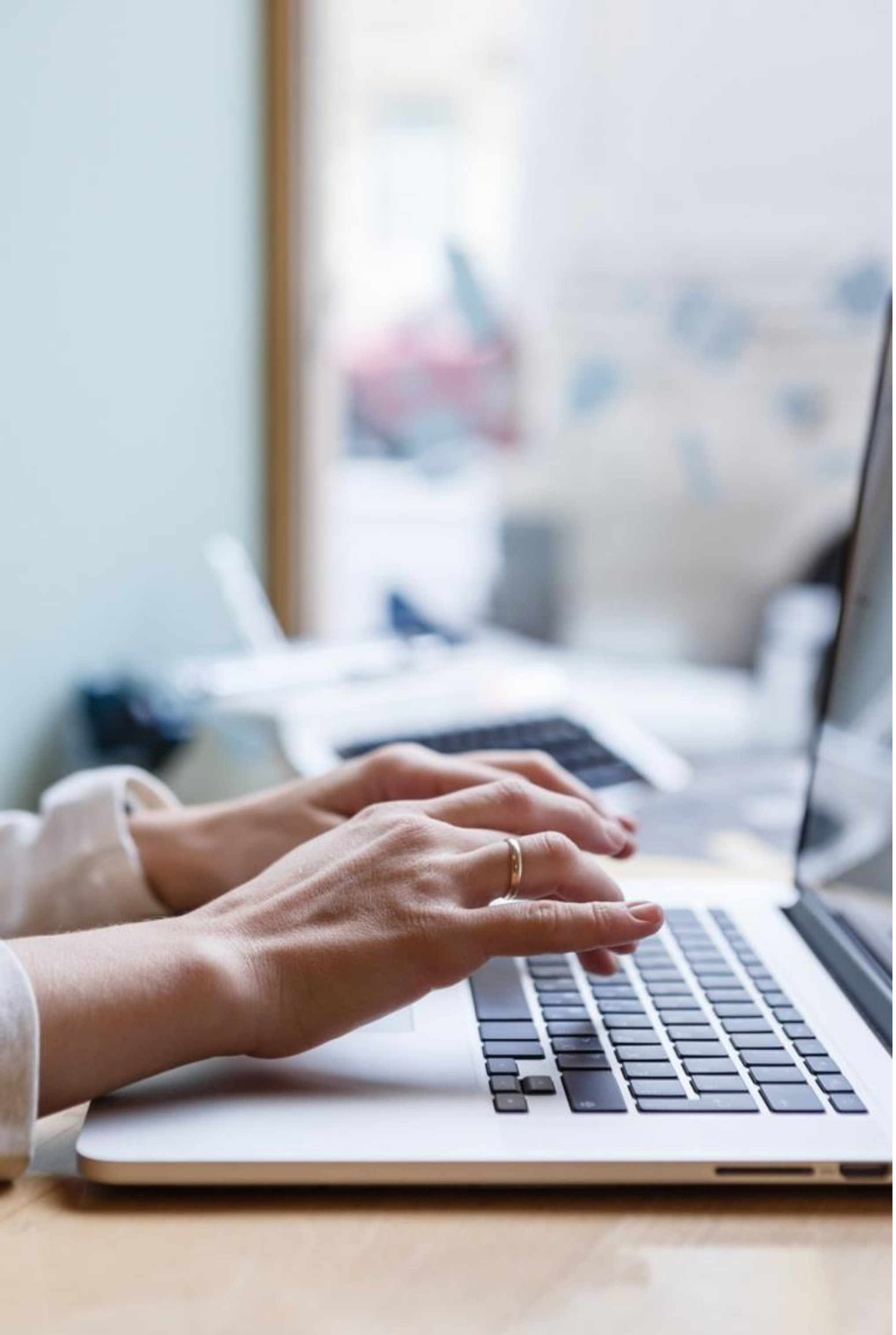
- Legislation in bankruptcy prediction
- Disclosure principles: Dodd Frank, Oxley, FATCA & etc.
- Transition to the international standards
- Enterprise Crisis-management assessment
- Contemporary approaches in Crisis Management
- Emergency operational and continuity procedures
- Reputational risks and risk of compliance
- Human resources crisis; new totem of communication

Designing Crisis Management strategies

- Values of Recovery planning and executing
- Business rehabilitation Models (BCG, Dupont, Grant, etc.)
- Corporate restructuring and organizational change
- Investment and Fund-raising in growing market competition
- Going public, IPO and SPO beyond crisis
- Competence and team leading in uncertainty (be flexible, reactive and strong in Crisis Management)

Practical Seminars

- Analysis of the legal and operational indicators of a company
- Evaluation of solvency features, restructuring of assets and liabilities of a modular company
- Creating a model of effective rehabilitation of a company



Scientific – research module:

1. RESEARCH METHODOLOGY

Course syllabus

Course abstract:

The focus of this course is to prepare and familiarize students with the many aspects of doctoral scholarship, which involve theory and research logic, theoretical as well as empirical constructs and the relationship between them. A variety of specific research methodologies are introduced, namely the utmost important scholarly publication process and qualitative as well as quantitative research methods (e.g. sampling and data collection techniques).

2. DISSERTATION PROJECT I. – PROPOSAL

Course syllabus

Course abstract:

Doctoral candidates are led to choose a relevant and viable topic for their dissertation. It is important that they select a creative and meaningful topic that applies to the field of Business Administration which is based in literature as well as having a theoretical background. The topic which is under research will be systematically and deliberately developed from a problem statement through analytic methodology into a proposal. It will then be presented to the dissertation committee after successful completion of this course. The proposal (approximately 3,600 words) has to comprise following components:

- A clear and descriptive title of the dissertation
- Introduction of the research problem, presentation of the research questions and hypotheses stating their importance and purpose which will be setting boundaries to the research in order to provide a clear focus to the research
- A proposed bibliography
- An overview of the methodology

- Definitions of terms and key concepts

3. DISSERTATION PROJECT II. – LITERATURE REVIEW AND THEORETICAL BACKGROUND

Course syllabus

Course abstract:

The aim of this course is to guide students through a thorough review of literature and their theoretical background. Upon completion of the dissertation project, students should be able to demonstrate an understanding of theoretical issues as well as be able to give a critical evaluation of relevant information and synthesis of the existing literature related to their research. Student who take on this project will be led to develop a conceptual framework for the dissertation and present its significance for the literature and the field of Business Administration.

4. DISSERTATION PROJECT III. – METHODOLOGY

Course syllabus

Course abstract:

Students are required to present their work plan for developing a dissertation which will include how the research is going to be organized. This will consist of a presentation of activities. It will also consist of things like a questionnaire design, who the people are that are going to be participating in the study, what the measuring instruments are going to be and what their viability is, what type of data is going to be collected and what kind of procedures (statistical) the student is planning to use in order to test their hypotheses or answer their research questions.

5. DISSERTATION PROJECT IV. – SURVEY AND DATA ANALYSIS

Course syllabus

Course abstract:

In this course students move on from their theoretical work and begin to put it into practice by focusing on survey and demographic data collection. Their sample has to truly represent the population which is demonstrated by descriptive statistical reporting. Students address each research question stated in their work plan individually and are advised to keep to the following points: restating the research question; stating the null hypothesis (in case the research question is testable); stating the type of statistical test(s) used; demonstrating the statistics and results using table(s) and graphs.

Students are encouraged to discuss the findings:

- Whether they support existing theories
- Explain why they turned out the way they did
- Present recommendations based on the findings
- Present possible topics for future studies

6. DISSERTATION PROJECT V. – CONSULTATIONS AND MANUSCRIPT OF THE DISSERTATION THESIS

Course syllabus

Course abstract:

Students are required to integrate the materials from all previous courses to a coherent publishable dissertation as well as prepare a power point presentation for its defense

Students and graduates of LIGS University come from different areas and background.

LIGS University lecturers

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LIGS University Graduation Ceremony

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