

MANAGEMENT EDUCATION



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MANAGEMENT EDUCATION SERIES

FORMAT: ONLINE eLEARNING COURSE

In a time of constantly changing economic conditions, our courses provide you with world-class, cutting-edge management knowledge. With an emphasis on practical relevance, our online training programs cover all core areas within the management field and will help you navigate the challenges you face as a manager and entrepreneur. Following our emphasis on practical learning, you will benefit from our extensive mentoring program any time you require assistance. Our eMentors support you in the effective processing of the course material; they will help answer your questions regarding course content and will develop an individual study plan according to your needs and preferences. Our course packages furthermore include a series of workbooks, which also serve as offline learning scripts. Every course contains several exercises and finishes with an assessment to help you keep track of your learning progress. We also offer general technical support services.

MANAGEMENT UPDATES SERIES

FORMAT: ONLINE EDUCAST MODULE

In this series, you can familiarize yourself with innovative management approaches and strategies that have been successfully applied across several industries. Our courses allow you to systematically update and hone your management knowledge. The Educast modules examine cutting-edge developments as well as successful strategies in the field of management at the example of specific case studies. In detailed video interviews, experts and representatives of leading companies share their management knowledge and experience with you. Not only will you understand success patterns that have been drawn from rigorous research, you will also take away suggestions for their implementation in your own business environment.

LEADERSHIP SERIES

FORMAT: ONLINE eLEARNING MODULE

In this unique and groundbreaking series of eLearning modules, you encounter effective management methods that generate a better understanding of successful management practices. Whether you are a manager or an employee, you will learn to lead your company to success. Applying the modules' content is a central element of the series – thus you have the opportunity to connect the knowledge you have acquired to real-world examples within the context of your everyday working life.



01

FINANCE



1.1

INTRODUCTION TO ACCOUNTING

Authors: Prof. Flemming Ruud, PhD
Course length: 8 hours
Languages: English, German
Format: Management Education Series

This course teaches you the basic goals and rules of Accounting. After a short theoretical introduction, numerous practical examples will show you how business transactions are being assessed and recorded in terms of book-keeping. You learn to analyze accounting information and to compile financial statements including income statements and balance sheets. The course also introduces you to the differing financial statements of various companies and demonstrates how these are being communicated to external decision-makers. At the end of the course, you have the opportunity to apply the knowledge you have acquired throughout the course to a comprehensive case study that will bridge the gap between pure theory and your business's day-to-day accounting needs.

Content:

- | Overview
- | Accounting Essentials
 - | Accounting and Decision-making
 - | Financial Statement and Accounts
- | Measuring Transactions
 - | Using T-Accounts
 - | Adjustments and Depreciation
- | Closing of Accounts
- | Practice Simulation
- | Conclusion

1.2

FINANCIAL MANAGEMENT

Authors: Dr. Thorsten Trujiens

Course length: 10 hours

Languages: English, German

Format: Management Education Series

In today's environment of economic and financial turmoil, sound financial management has become one of the key ingredients of a company's financial success. The course "Financial Management" discusses the three main drivers of outstanding financial performance – operations, investments and financing. You will learn about the theoretical concepts of management accounting and financial accounting and how to analyze the correlations between balance sheets, income statements and cash flow statements. The course will also familiarize you with the most important financial ratios and you will learn how targeted management processes and realistic budgeting can help you lead a company. Comprehensive analyses of companies from different industries illustrate the practical relevance of profitability, use of resources and solvency. These case studies will enable you to successfully master the challenges that accompany investment decisions.

Content:

- Evaluating the Past
- Accounting Standards
 - Balance Sheets
 - Income Statement
 - Cash Flow Statement
 - Case Studies
- Financial Ratios
 - Why Ratios Matter
 - Profitability Ratios
 - Asset Utilization Ratios
 - Solvency Ratios
- Managing the Present
 - Management Processes
 - Management Accounting
 - Budgeting
- Planning the Future
- Case Studies
 - Car Manufacturer
 - Pharmaceutical Company
 - Retailer
 - Software Developer
- Summary



02

STRATEGY



2.1

STRATEGIC ANALYSIS

Authors: Prof. Dr. Christoph Lechner, Prof. Dr. Günter Müller-Stewens

Course length: 4 hours

Languages: English, German

Format: Management Education Series

Today, businesses have to prove themselves in an increasingly complex environment. Identifying and analyzing opportunities and risks is an essential key to success. To utilize opportunities and minimize risks, a company has to be aware of its core competencies. Strategic analysis helps companies to realize that in order for them to successfully navigate this complex external environment, they must also turn inward and get to know themselves to succeed in their relevant markets.

This course provides you with the principles of such an analysis. You will learn about the most important analysis tools, evaluate your own strengths and weaknesses as well as strengths and weaknesses for your own business and how to derive promising strategies from this knowledge.

Content:

- Introduction
- External Analysis
 - General Environment
 - Stakeholder Analysis
 - Competitor Analysis
- Internal Analysis
 - Value Chain Analysis
 - 7S Framework
 - Core Competencies
- Conclusion
 - SWOT-Analysis
 - Developing Strategic Options

2.2

MASTERING STRATEGY PROCESSES

Authors: Prof. Dr. Christoph Lechner, Prof. Dr. Günter Müller-Stewens

Course length: 4 hours

Languages: German, English

Format: Management Education Series

In today's rapidly changing business environment, companies must be adaptable and flexible if they are to remain successful in the long run. In order to adapt to change, make effective decisions, and ascertain the participation and commitment of personnel, it is necessary for companies to master strategy processes. This course teaches you five modes of strategy making and explains how you can overcome obstacles that keep you from successfully pursuing strategic initiatives. You will also learn about the seven levers for planning strategy processes and how to apply them in practice.

Content:

- | Introduction
- | Strategy Processes
- | 5 Modes
- | Strategic Planning
 - | Seven Stages of Strategic Planning
 - | Benefits and Drawbacks of Strategic Planning
- | Guided Evolution
 - | Three Stages of Guided Evolution
 - | Benefits and Drawbacks of Guided Evolution
- | Obstacles
 - | Overcoming Internal Obstacles
 - | Overcoming External Obstacles
- | Defining Strategy Processes
 - | Seven Levers Applicable to Strategy Processes
 - | Involvement
 - | Expertise
 - | Timing
 - | Methods
 - | Approaches
 - | Decision-Making
 - | Transparency
- | Conclusion

2.3

BUSINESS STRATEGY

Authors: Prof. Dr. Christoph Lechner, Prof. Dr. Günter Müller-Stewens

Course length: 4 hours

Languages: English, German

Format: Management Education Series

In times of increased competition the formulation and execution of sound business strategies remains the basic approach through which companies derive economic success. Business strategies allow companies to gain and maintain competitive advantages. This course will familiarize you with the various dimensions of strategy formation, show you how to evaluate strategic options and as a result chose the adequate strategy for your company. Based on detailed case studies you examine which strategies lead to success in different industries.

Content:

- | Introduction
- | Strategic Business Units
 - | Competitive Advantages
 - | Characteristics of a Strategic Business Unit (SBU)
 - | Criteria for Establishing SBUs
 - | Corporate and Business Levels
- | Devising Strategy
 - | How to Compete? – Cost Leadership and Differentiation Strategies
 - | Where to Compete? – Focus and Industry-Wide Strategies
 - | Which Tactics to Deploy? – Offensive and Defensive Tactics
 - | Which 'Rule Set' to Follow? – New Game Strategies
- | Evaluating and Selecting Strategy
 - | Selection Principles
 - | Impact on Return on Investment
 - | Discounted Cash flow Analysis
 - | Sensitivity Analysis
- | Challenging Environments
 - | Stagnating Industries
 - | High-Technology Industries
 - | Erosion of Competitive Advantages
- | Summary

2.4

VALUE CREATION

Authors: Prof. Dr. Christoph Lechner, Prof. Dr. Günter Müller-Stewens

Course length: 4 hours

Languages: English, German

Format: Management Education Series

In the first part of this course, you will analyze the theoretical basis of value creation and explore the development of a company's value-creating activities. The course presents various value frames and demonstrates how whole industries can be revolutionized by redefining the value chain, thereby creating exceptional successes. In the second part of the course, you have the opportunity to apply the knowledge you have acquired in part one to real-world examples: You will learn how to utilize your company's resources to execute strategies in ways that create extra value for your stakeholders. This exercise culminates in the design of an actual value creation strategy for your company.

Content:

- Introduction
- Reflection I
 - The Firm: Two Views – Resourced-based view and Capability-based view
- Reflection II
 - Levels of Value Creation – The Business Unit, The Corporate Center, The Competition
 - Value Architectures – The Market Maker, The Orchestrator, The Integrator, The Layer Player
 - Creating Value: Revolutionizing Industries: Reconceiving Products or Services, Redefining Market Space, Redrawing Industry Boundaries
- Practice
 - A Value Creation Framework
 - Resources: Human Resources, Organizational Structures, Knowledge Processes
 - Resource Strategy
 - Evaluation
- Conclusion

2.5

COMPETITIVE ADVANTAGE – SUCCESS THROUGH DIFFERENTIATION STRATEGY – CASE STUDY: A-K-R-I-S-

Authors: Prof. Dr. Günter Müller-Stewens

Course length: 1 hour

Languages: German

Format: Management Updates Series

The crucial challenge regarding business strategies is to be efficient and to stand out from the competition. But how can you achieve this in already highly competitive industries?

The owners of the globally renowned St.Gallen couture designer company A-K-R-I-S- demonstrate how to excel in the competitive fashion industry through the consistent implementation of well-defined strategies, on both a creative and an economic level. Our subject expert in this module is Prof. Dr. Günter Müller-Stewens.

03

BUSINESS DEVELOPMENT



3.1

BUILDING WINNING BUSINESS MODELS

Authors: Prof. Dr. Raphael Amit, Prof. Dr. Christoph Zott

Course length: 4 hours

Languages: German, English

Format: Management Education Series

The modern economy is undergoing an unprecedented period of change brought about by the relentless explosion of new technologies. Traditionally, a business model's value chain was a linear progression from suppliers through to customers. But companies can no longer rely on this model to create enough value to meet complex customer demands. Nowadays companies have to align their business model in a completely new way. In the new model, value is created by the intelligent configuration of a sophisticated network of stakeholders that function as a comprehensive value-creation system. This course provides you with a detailed understanding of what a business model is, and you will explore four ways to systematically enrich any given business model in order to create maximum value. The course unravels the visionary thinking of some of today's most successful organizations worldwide, enabling you to gain a clear competitive advantage in an increasingly demanding business world. At the end of the module, you have the opportunity to work through an in-depth case study and apply the knowledge you have acquired throughout the course.

Content:

- Introduction
- The Business Model
 - Traditional vs. New
 - Industry Examples
 - Business Model vs. Strategy
- Dimensions
 - Structure
 - Content
 - Governance
- Value Creation
 - The NICE Model: Novelty, Lock-In, Complementarities, Efficiency
 - The NICE Value Matrix
- Application
- Summary

3.2

CHANGE MANAGEMENT

Authors: Prof. Dr. Christoph Lechner, Prof. Dr. Günter Müller-Stewens

Course length: 4 hours

Languages: German, English

Format: Management Education Series

In recent years, the face of the globe has been utterly transformed. Former state-controlled economies have entered free markets. Reduced trade barriers and linked currencies have accelerated the flow of global capital, allowing increased international economic integration. Emerging economies offer access to new markets and new production capacities. Startling technological developments have expanded the scope and speed of both communication and transportation, instantaneously linking businesses and their customers, even over great distances. This means that more than ever before, your company must learn to embrace and manage change if you want to remain successful. In this course, you will learn how sensitivity to market trends, flexibility and strategies for action within an organization can be developed to ensure the correct dealing with varying business strategies. Comprehensive exercises allow you to develop action strategies and create a master plan for change that has the potential to transform your company.

Content:

- Introduction
- Reflection
 - Fundamental vs. Incremental Change
 - S-Curves
 - Change Workshop
 - Managing Change
 - Convergence
 - Management Approaches
- Practice: The Master Plan
 - Context
 - Roles
 - Issues
 - Timing
- Practice: Change Management Cycle
 - Phase 1: Sensitization
 - Phase 2: Launch
 - Phase 3: Energization
 - Phase 4: Sustaining Moment
 - Phase 5: Consolidation
- Conclusion

3.3

CORE PRINCIPLES OF MARKETING

Authors: Prof. Dr. Thorsten Tomczak, Prof. Dr. Sven Reinecke, Dr. Sabine Reinecke

Course length: 8 hours

Languages: German, English

Format: Management Education Series

There are many misunderstandings regarding the term “marketing”: Some people claim that marketing aims to manipulate the customer, others confuse it with advertising or think that marketing is supposed to meet all of a customer’s wishes. This course explains what marketing really is and discusses the key to sustainable market success. You will learn to define and segment relevant markets for your business. Based on many practical examples, you will be able to answer questions such as: How can I identify customer needs? How can I develop an integrated solution for my customers? What constitutes a competitive product range? Finally, the course shows you how you can create customer relationships most efficiently and how you can satisfy customer demand in the long-run.

Content:

- Introduction
- Market Definition
 - Satisfaction of Customer Needs
 - Defining the Market
 - Emotional vs. Rational Needs
 - B2B vs. B2C Consumer Needs
 - Relevant Needs
- Market Segmentation
 - What is Market Segmentation?
 - Effective Segmentation
 - 5 Points for Effective Market Segmentation
 - Roles in the Buying Center
 - The Price of Excluding Customer Segments
- Problem Solution
 - Integrated Solution
 - Market Segmentation
 - 5 Product Levels
 - The Buying Cycle
 - Problem Solution
- Competitive Strategy
 - Marketing and the Competition
 - The Competitive Situation in Business
 - Better or Cheaper
 - Price-Volume Strategy vs. Preference Strategy
 - Quality Advantage vs. Price Advantage
 - Price vs. performance Matrix
- Communication
 - Perceived Value
 - Goals for Effective Communication
 - Six Points for Successful Communication
- Customer Satisfaction
 - Major Goal of Marketing
 - Life-long Customer Relationships
 - The Value of a Customer
 - Importance of Customer Service
- Summary

3.4

SYNERGIES THROUGH HORIZONTAL INTEGRATION OF BUSINESSES – CASE STUDY: SIEMENS ONE

Authors: Prof. Dr. Günter Müller-Stewens

Course length: 1 hour

Languages: German

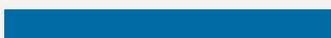
Format: Management Update Series

The pressure on diversified businesses to streamline their divisions is continuously increasing. This Educast shows you how multi-business companies have successfully achieved synergies through horizontal integration. At the example of SiemensOne, you will learn how to establish an organization's horizontal integration of its vertical business units, thereby creating customer-oriented solutions.

The Smart-Linking study developed at the University of St.Gallen's Institute of Management sets the context for this exercise. Our expert for this module is Prof. Dr. Günter Müller-Stewens.

04

RESOURCE MANAGEMENT AND LEADERSHIP



4.1

HUMAN RESOURCE MANAGEMENT

Authors: Dr. Ursula Knorr

Course length: 4 hours

Languages: English, German

Format: Management Education Series

Employees are an organization's principal asset and the source for generating competitive advantages. This course discusses the responsibilities of the Human Resource Management department as well as of every manager from line management to an executive level. You will learn about the 4P model, consisting of the factors Profile, Purpose Creation, People Management and Process. A special focus lies in the big challenges for HR arising from the increasing globalization and the associated internationalization of companies. The course will also show you how your company can create, monitor and adjust its HR strategy in accordance with its corporate strategy.

Content:

- | Introduction
- | Global Integration
 - | The Global Value Chain
 - | Global HRM Practices
 - | Sharing of Responsibility: Integration of HRM
 - | The Human Resource Cycle
 - | Planning for HRM
 - | Phases for Internationalism: International, Multinational, Global, Glocal
 - | Strategic HRM in Multinational Enterprises
- | The 4 Ps
 - | Profile
 - | Purpose Creation
 - | People Management
 - | Tools (People Management):
 - | Recruitment, Performance Management, Development, Rewards, International People Management
 - | Process
- | Conclusion

4.2

ORGANIZATIONAL ENERGY – CASE STUDY: HILTI

Author: Prof. Dr. Heike Bruch

Course length: 1 hour

Languages: German

Format: Management Updates Series

When groups of people work together to achieve a common goal, the result is often far greater than the efforts of individuals working towards that same goal. There are many reasons that organizations tap into their workforce's energy - from overcoming obstacles to achieving huge goals. A company that can harness and direct this energy has a great competitive advantage. Illustrating this strategy, Hilti's long success story shows how a company can build sustainable long-term success through keeping up energy and avoiding energy traps.

Prof. Dr. Heike Bruch illustrates this aspect in detail throughout the course of her research on leadership. She uses the concept of organizational energy to explain above-average performance, and explains how you can employ organizational energy to create a competitive advantage for your company.

4.3

GLOBAL DIVERSITY AND MULTICULTURAL COMPETENCE

Author: SwissVBS

Course length: 2 hours

Languages: English

Format: Management Education Series

The more connected the world, the more urgent is the need to manage diversity effectively and to build an inclusive culture. “Global Diversity” provides a sound understanding of the importance of diversity and inclusion and the impact they have on teamwork, motivation, productivity, and quality improvement. Throughout the course, you will learn more about the importance of diversity and its connection to leadership and values. The course will equip you with valuable methods and application models that will allow you to develop so-called “diversity management” on an international level. You will be able to apply these techniques in several areas of management; for instance, you will learn how to strengthen awareness of global diversity and multiculturalism, and you will discover new perspectives towards intercultural performance.

In addition to a self-assessment component that allows you to monitor your progress, the course contains examples, case studies and interactive exercises to help you create a more integrated and respectful corporate culture.

4.4

MANAGEMENT OF CORPORATE SUSTAINABILITY

Authors: Prof. Dr. Thomas Dyllick, Oliver Schmid-Schönbein

Course length: 4 hours

Languages: English, German

Format: Management Education Series

Global trends, such as escalating energy demand, the loss of biodiversity, the declining fossil fuel base and aging populations, are impacting markets and business models in unprecedented ways. Companies face a business environment in which markets and politics are often volatile, resources are difficult to secure, and consumers' reactions are increasingly hard to predict. In order to succeed, your company needs a framework to put these trends into context - a framework which will deal with these challenges in a comprehensive and systematic way. Fortunately, there is a new paradigm emerging that can help your business to minimize risk consistently and to create new opportunities – "corporate sustainability". In this course, you have the opportunity to familiarize yourself with this concept, which helps you identify and make sense of recent trends. The course introduces the Corporate Sustainability Framework that will allow you to systematically develop sustainable business strategies. At the end of the course, you can use this framework to analyze your business and discuss how to incorporate sustainability into your company's mainstream planning and management.

Content:

- Introduction
- The Paradigm
 - Core Principles
 - Drivers of Sustainability
 - An Integrated Model
- The Framework
 - Operations Level
 - Corporate Level
 - Market Level
 - Societal Level
- Analysis
 - Your Company
 - Results
- Putting It Into Practice
 - Strategy & Planning
 - Management Systems & Standards
- Summary

4.5

DON SCHMINCKE'S RENEGADE LEADERSHIP SERIES

Author: SwissVBS

Course length: 5 x 20 minutes

Languages: English

Format: Leadership Series

In five eLearning modules, this series explores Don Schmincke's leadership program by breaking down your attachments to "conventional knowledge" and providing you with new leadership concepts based on credible research and historical facts. The series focuses on the core concepts of Renegade Leadership, teaching you how to identify and implement appropriate methods for leadership success in the corporate environment. The series is a cost-effective, revolutionary learning solution providing you with business education that can take place anytime and anywhere. This opportunity will present you with a major competitive advantage.

Don Schmincke is part author, mad scientist and renegade consultant. He is known for challenging conventional management theories and uncovering research-based performance concepts.

The Renegade Leadership Series contains the following course modules:

1. DON SCHMINCKE'S RENEGADE LEADERSHIP

The core module will (re)introduce you to Don Schmincke, break down your attachments to "conventional knowledge", deliver new leadership concepts based on credible research and historical facts and open your eyes to a new path to success. This module will establish the background and understanding that will allow you to identify and implement appropriate methods for success in the following courses.

2. ANCIENT SECRETS: MANAGING BELIEFS & BEHAVIOUR

The second module builds on the knowledge you have acquired in the first module by focusing on how to drive performance through managing beliefs. You will learn about the danger of "Tool Seduction" and the limitations that "techniques" and "systems" can impose on anyone who lacks a comprehensive understanding of leadership. The module demonstrates that by understanding that beliefs drive behavior, you can manage those beliefs and create tangible results. In order to give you a better grasp of these concepts, examples, tips, and a do-it-yourself exercise will be included in this module.

3. STRATEGIC SAGA CREATION

The third module focuses specifically on how to manage beliefs in order to modify behavior. It looks at a primal method used to align the beliefs of a group of humans—the “Compelling Saga”.

This is an ancient means of compelling a group to work in unity to create consistent results. The module also discusses “selfishness” as a danger to a mutual belief system and provides you with a case study, helpful tips, and an exercise to enhance your understanding of the concepts you have encountered so far.

4. POWER LEADERSHIP: DYING FOR A HIGHER CAUSE

The fourth module in the series analyzes how powerful cultures are developed and considers the metaphor of “dying for a higher cause”. Naturally, the danger to “Higher Cause Development” is fear of “death”. Fear causes leaders to either freeze or run; however, companies that accept their “death” become free to make decisions and create breakthroughs.

This module examines the psychology of the “Higher Cause” as a motivator and looks at how accepting “death” removes fear and provides power. Examples, tips, and an exercise will conclude the module.

5. TRIBAL ENVIRONMENT: CREATING THE TRIBAL ENVIRONMENT

The concluding module discusses how a company’s cause is supported and perpetuated through the development of a “Tribal Environment” and illustrates how you can create such an environment. At this stage, the main danger is that an organization’s previous “environment” has been too deeply integrated into its company structure.

The module also introduces examples of different symbols that conflict with the creation of a new regime. It follows up with a summary of the “Primal Trigger” concepts, their dangers, and the associated factors for success. As in the other modules, tips, examples, and an exercise will provide you with a deeper understanding of the material and will give you an opportunity to apply these concepts in a practical context.

4.6

KIENBAUM LEADERSHIP: ANALYZING EMPLOYEE POTENTIAL

Author: SwissVBS and Kienbaum

Course length: 30 minutes

Languages: German

Format: Leadership Series

The development of qualified executive and management staff is a key factor for the success of a company; lack of leadership talent is frequently cited as the primary obstacle to growth. Therefore, companies and organizations face a constant need for leadership training—often for an audience that is geographically diverse, and thus costly and cumbersome to unite in one location. This course deals with key challenges that managers face in large corporate companies. Regardless of your position, its broad yet practical approach will enable you to find significant value for your company.

In the module “Analyzing Employee Potential”, managers who find themselves under a lot of time pressure can learn how to analyze and evaluate their employees’ potential most effectively. The knowledge conveyed in the course is delivered in a clear and easily understandable way and can further be consolidated through practice-oriented case studies.

4.7

SELF LEADERSHIP WITH WILLPOWER & FOCUS – CASE STUDY: OLIVER KAHN

Author: Prof. Dr. Heike Bruch

Course length: 1 hour

Languages: German

Format: Management Updates Series

This Educast discusses the individual performance of managers. Most of them are highly motivated individuals – but why do some excel while others do not? Recent research on this matter indicates which steps you need to take in order to achieve your goals and how to avoid “busyness”. Professional sports strategies often parallel important management success patterns. Thus, successful soccer professional Oliver Kahn discusses how adopting and implementing the principles of self leadership helped him become a multiple national champion and cup winner, and how you can use these principles to excel in your field.

Our expert is Prof. Dr. Heike Bruch from the Institute for Leadership and Human Resource Management at the University of St.Gallen.