

TSE exe



→ Executive MBA

in Visionary Leadership and Futures Thinking

Inspiring visionary leaders

This Executive MBA offers the opportunity for visionaries who have the courage and motivation to develop their organisational and leadership skills. The extra-occupational programme provides excellent entrepreneurial and practice-oriented education. It develops future-oriented leaders with a desire for innovation in our ever-changing business environment.

The Executive MBA is an AACSB-accredited, on-the-job programme for future and experienced leaders in broad-based management or expert positions.

- It combines the latest research with an understanding of contemporary development needs in organization.
- Participants are challenged to innovate, solve problems and create new business as well as to operate in constant change.
- It updates academic knowledge and acts as a career springboard to the top.
- It is also important to grow as a leader or expert and to apply visionary foresight as a tool for everyday management.
- Participants form a Community of Professionals together with a network of experts.

Turku School of Economics | TSE

The Executive MBA is implemented by the prestigious University of Turku Finland, which is ranked among the best 1% worldwide (QS World University Rankings 2022). Turku School of Economics (TSE) is a faculty of the university conducting research and education in business studies and boasting internationally renowned research groups. TSE is ranked among the top 1% of the world's 20.000 business schools and has been accredited with the AACSB award.

AACSB

This International Seal of Accreditation represents the highest standards achieved by the world's most respected business schools. It reinforces their commitment to quality and continuous improvement through a rigorous and comprehensive peer review. Less than 5% of business programmes offered worldwide (around 13000 altogether) have received the AACSB accreditation.

Turku School of Economics **exe** executive education (TSEexe) combines academic knowledge with a strong understanding of practical business life. TSEexe is a professional leadership development partner for business and public organisations.

→ ABOUT THE EXECUTIVE MBA

Structure

The Executive MBA consists of five modules, extends over 2 years and is a mix of compact attendance phases, synchronous and asynchronous online courses.

Thanks to the modular structure, the programme can be started from several modules and, under certain conditions, executed in random order.

A personal study plan is designed for the participant, based on the future competency goals set by the participant.

The Portfolio consists of module-specific, applied tasks, goal-oriented business development and the process of developing the participant's personal management skills.

A network of experts is available to the participant throughout the programme.

Two international study weeks complete studies by broadening insights and providing unique perspectives and experiences from around the world.

MODULES

→ GLOBAL STRATEGIC MANAGEMENT

8 days | 15 ECTS

The module consolidates the participants' knowledge of global markets, international business, and corporate strategies, managing across cultures, and working with diversity.

After this module, the participant

- has better competence to manage, develop and lead successful organizations
- can confidently do businesses in complex environments
- has a unique opportunity to experience and reflect on what leadership is
- can improve the way they strategize in virtual teams as a leader

Key Themes

- Leading the Firm in the Global Dynamic Business Environment
- Managing Across Cultures and Interactive Skills
- Strategizing in Global Virtual Teams
- Leading Successful Organizations for the Future

Module Assignment – Global Virtual Teams

- The participant will take part in a Global Virtual Team consisting of individuals from various countries and highly diverse professional levels.
- Strategizing in the Global Virtual Teams session will prepare the participant to gain major insights into strategizing processes, develop diverse professional competencies and transferable skills in the process.
- The final self-reflective assignment is a handbook "How to organize, manage and lead strategizing in Global Virtual Teams" to the practical benefit of the organization.

→ VISIONARY LEADERSHIP

8 days | 10 ECTS

The module delves into the elements of development-oriented and proactive leadership and facilitates the participants' reflection on their leadership using peer mentoring tools.

After this module, the participant

- has more profound skills in strategic, future-oriented leadership
- has the capability to make decisions and renew strategy utilizing diverse perspectives and futures thinking
- understands how to influence the discovery of new business opportunities and mirror opportunities in their organization with an innovative approach
- has competencies to use foresight in everyday leadership and management

Key Themes

- Sustainable Leadership
- Futures Thinking and Corporate Foresight
- Leading New Business Opportunities
- Strategy and Dialogical Strategizing
- Leading Change

Module Assignment – Peer Mentoring

- In this structured peer mentoring process, the participant consolidates their leadership skills by sharing their experiences and knowledge with their mentor and peer group.
- The mentoring sessions enable the participant to reflect on their own leadership and form a solid base for further development towards future needs.
- This process is based on trust and gives the participant a great tool to the benefit of their organization and a personal development handbook in the form of Peer Mentoring Report.



→ EXPLORING BUSINESS EXCELLENCE

9 days | 15 ECTS

The module enhances the participant's skills in comprehensive leadership and management of business environments.

After this module, the participant

- has a broader perspective on innovation and entrepreneurial thinking
- has the ability to make decisions taking into account the changing business environment, customers, and financial aspects
- by competing in a multidimensional business simulation game, has learned to view and manage the company's business holistically and make strategic and financial decisions as part of a team in a new competitive environment
- has better strategic customer focus, sharpened sales expertise, and more effective communication

Key Themes

- Leadership and Renewal Entrepreneurial Mindset
- Leading Business processes
- Performance Measurement and Management
- Strategic Marketing and Sales
- Development and Leadership in the Future

Module Assignment – Development Work

- The Development Work focuses on the organization's crucial topic or business challenge to be tackled.
- It corresponds to the strategic goals of the organization and aligns the activities accordingly.
- The Development Work combines researched knowledge and concrete actions for the benefit of the organization.
- As a result, it benefits the organization and the company as a whole financially.

→ INNOVATIVE BUSINESS CREATION

9 days | 20 ECTS

Innovation, creativity, and entrepreneurial mindset while fostering growth at the core of this module.

After this module, the participant

- is better equipped to lead and contribute to business renewal
- has gained new insights into a global business and construct ways to execute corporate foresight
- has the skills to recognize and exploit disruptive opportunities with tangible ideas and solutions of new business creation
- has gained an excellent understanding of potential future developments and create strategic actions in their organization

Key Themes

- Organizational Creativity
- Advances in Managing Innovation: Towards Design-Driven and Open Innovation
- Strategic Foresight in the World of Uncertainties
- Exe Talks, Eat Failure for Breakfast
- Strategy, Foresight and Growth

Module Assignments

a) EAT FAILURE FOR BREAKFAST

This assignment is a process of generating actions and effecting change in the participant's organization. After this process, the participant can recognize and exploit the strategic opportunities of new business creation.

b) STRATEGY AND FUTURES WORK

The main goal of the assignment is to expand and integrate knowledge on strategy and business foresight. The paper enhances the participant's understanding of changes in the operational environment and how to outline strategic responses in their organization.

” **Don't just broaden your horizons, expand your universe** “

→ LEADING TOWARD THE FUTURE

9 days | 15 ECTS

Developing one's leadership and management skills are at the core of this module.

The module enhances the participant's ability to become a Visionary Leader with future-oriented mindset. They will have a stronger view on themselves as a leader and how to lead organizations. The participant has a clearer picture of the impacts their leadership has on the organization and their role in achieving the set business targets.

After the module, the participant has

- knowledge of how to create long-lasting business impact and foster fruitful co-operation within and outside organizations
- means to identify and address relevant leadership tools and approaches from the organization's perspective.
- a broad understanding of future perspectives and possibilities of corporate responsibility and sustainable business
- understanding of the role of performance indicators in strategic management and follow-up
- a clearer picture of the impact their leadership brings to the organization

Key Themes

- Leading in the Era of Disruptions and Uncertainty
- Sustainable Growth and Responsible Business
- Balanced Strategic Management
- Negotiations and Influencing, Media Relations and Corporate Communications
- Inspirational Leadership, Mind and Emotions Management

Module Assignment – Senior Mentoring Process

- The process is led by senior mentors, a group of carefully chosen, experienced leaders from diverse business backgrounds.
- The senior mentors' role is to encourage and support participant's personal growth with a variety of leadership skill sets and methods.
- Sharing and being open-minded is the way to make the most of the senior mentoring process as well as learn from other participants.

→ INTERNATIONAL STUDY WEEK

The international study weeks extend the participant's understanding of the complexity of the global business environment. The study weeks will enhance the skills required to lead international operations. TSE exe plans to visit partner universities in Asia, South Africa, the USA and Europe. Destinations are announced 6 months in advance.

→ INTEGRATED PORTFOLIO PROCESS

15 ECTS

The Integrated Executive MBA Portfolio compiled during the course. It consists of the insights, frames and tools, module-based assignments, processes and analysis as well as the reflections on the learning journey in terms of organizational objectives, development needs and participants' leadership skills.

- At the beginning of the Portfolio process, the participant will set professional and organizational goals for the programme.
- The participant will use module-based assignments, processes and study materials in preparing the Portfolio.
- In the Portfolio, the participant will address the goals and review them through past, present, and future.



GENERAL INFORMATION

→ Admission requirements

- Bachelor's degree or equivalent work experience
- Minimum of 5 years' work experience in a demanding specialist or managerial position or equivalent leadership experience
- Good command of English as all the materials, communication and training sessions are held in English

→ Facts & Figures

- Part-time programme, 2 years
- Flexible entry
- Study language English
- Five modules, two international study weeks
- 90 ECTS credits
- AACSB accredited
- Executive Master of Business Administration conferred by Turku School of Economics

→ Tuition Fee

The admission fee is **EUR 32 000** to be paid in 4 installments (+ VAT when applicable) for IfM participants

(the normal fee is 38 000 € + VAT).

THIS FEE INCLUDES:

- Tuition
- Study materials
- Analysis and evaluations
- Integrated Portfolio Process
- Practical tools
- Peer and senior mentoring process

ADDITIONAL COSTS:

- Travel and accommodation costs
- International Study Weeks

→ Subsidies and tax savings

The funding landscape is wide-ranging and varies greatly from country to country. There are few fixed state subsidies in Austria, with the exception of tax deductibility for all expenses (travel costs, laptops, books, etc.) and tuition fees. A discussion with your tax consultant is highly recommended.

→ Alumni Club

After graduation, you become a member of both the TSE exe alumni as well as the IfM alumni network. Exclusive networking and business events are organized several times a year in Finland, Germany and Austria. As an alumnus you may also attend study weeks abroad with reduced fees.

→ TSE Campus

Turku is one of the most important cities for studying in Finland. Approximately 4.000 international students come from more than 100 countries each year. When you walk along the green riverbank, pass idyllic cafes and restaurants, you could believe that you were on holiday. Turku is said to be just the right size (195.000 inhabitants) and has everything, in the right proportions. Finland is a Nordic welfare state where equality is the fundamental ideology behind education. International rankings confirm that Finland is a great place to study.



→ IfM Campus

The famous Leopoldskron Castle and its hotel have been owned by the „Salzburg Global Seminar“ company since 1959 and combines a pleasant learning atmosphere with proximity to nature and the city in equal measure. This exclusive conference and training venue is easy to reach and offers comfortable accommodation (with special rates for IfM participants). The city centre, railway station and airport are just a few minutes away.



→ IfM – Institute for Management

The IfM Institute for Management ist a private educational institute in Salzburg with the most flexible extra-occupational studies and training programmes and the best support. Renowned companies in Austria and abroad trust in the high quality of IfM's in-house training, coaching and consulting. CEO Wolfgang Reiger and his team are happy to provide support in the spirit of our motto „Leading you to success!“ as they have done since the company's foundation in 2003.

Take your next step in your career and graduate with us:

- **Seminars & Workshops**
- **Courses & Seminars**
- **Training & Consulting**
- **Bachelor's Degree**
- **Executive MBA**
- **Doctoral studies / PhD**



WE ARE HAPPY TO INFORM YOU! –

in person, by phone and online

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