e-Leadership

MBA

**Doing Business Transformation
& Innovation in Digital Economy**

ALGEBRA

MBA

Creating digital future for 20 years

4 undergraduate study programs / specialisations

graduate study programs / specialisations **6**

900+ higher education students

140 professors & associate teachers

Ranked 1st according to Croatian Agency for Science and Higher Education among all Universities of Applied Sciences in Republic of Croatia in respect to Quality Assurance system.

AZVO

Ranked 1st according to Croatian Agency for Science and Higher Education among all Universities of Applied Sciences in Republic of Croatia in respect to overall quality of institution.

AZVO

The only Croatian higher educational institution awarded with "Meets the Quality Requirements of NVAO" certificate by Dutch-Flemish accreditation Agency NVAO.

NVAO

MICROSOFT

Ranked 1st as "Learning Partner of the Year" by Microsoft in competition of 3200 educational organizations globally.

1. Our Research LAB scientists were ranked 1st in 2017 European Big Data Hackathon organized by European Commission, competing with data scientists representing other EU countries.

96% 96% of alumni employed 3 months after graduation.

22% The fastest growing! The average annual growth rate of the number of enrolled new students in our undergraduate studies over the past three years is 22% per annum.

1100 1.100 computers and physical servers is available in our classrooms an laboratories.

Content

WHY MBA?

The business world is changing faster and more dramatically than ever before. Not every business is a digital business, but every business must become digital or at least embrace digital paradigm. Organizations are challenged by digital momentum as they strive to find more agile ways to provide products and services. This wave of digital disruption in enterprise models and structures is caused by at least three new technology patterns. The concurrent upsurge of cloud, social and mobile technologies has an enormous potential and will intensely change every segment of our lives.

Business as usual will certainly lack the ability to deal with digital transformation. Organizations will need to transform to incorporate a number of equally important elements. Business strategies must encompass end-to-end transformation within the organization, which requires much more than just implementation of new technology. Competition is just around the corner, ready to overtake the market with a more innovative approach, and better use of data or more clever use of technology,

even before it starts to show in your current balance sheets. Today every organization needs people capable of leading that change – e-leaders, business professionals and talents who aspire to become the front-runners of corporate digital transformation or start-uppers of their own innovative business ventures in the digital world of opportunities.

This is exactly what the e-Leadership MBA program is all about. In short, its curriculum is structured around three main MBA competencies: most of the core business MBA (**General Management Program**), several of the core technology MBA (**ICT**) and some key strategic Executive MBA (**Leadership**) modules. It is meant to provide the best-of- breed MBA experience (traditional & advanced technology & strategy-oriented e-Leadership).

Goran Radman, Head of the e-Leadership MBA program / Vice Dean for International Cooperation

The program is based on:

EU

Full implementation of proposed requirements set by the EU e-Leadership initiative (European Commission);

AMBA

Full implementation of enrolment and program execution criteria set for the international AMBA accreditation;

e-Leadership MBA at a glance

Final title	Professional Master of Business Administration (e-Leadership MBA)
Overview of the program structure	The program consists of 17 (+1) modules delivered in 40 contact hours each (a total of 720 contact hours), the team Business Plan project and individual Master Thesis. The program focuses on competencies needed for dynamic business management in the context of the digital economy paradigm. It provides horizontal (divergent) expertise in managing organizations (transforming business, financial, marketing and operational functions, building and aligning strategic relationships across boundaries), a strong vertical (convergent) expertise (ICT function, solution, security and services) combined with modern leadership (leading people, developing a vision, critical and design thinking, entrepreneurship and innovation, experimenting etc.).
Key features	• Lecturers from the Kelley School of Business, Indiana University, US • Best Croatian business and digital experts • Experiential and case method learning • Developing a real startup Business Plan through an iterative, design thinking approach • Workshops and additional conferences • Hand in hand mentored Master Thesis • Up-to-date with the digital transformation paradigm • Academic calendar tailored to fit professional schedules • Limited class size • First-class teaching facilities and equipment • Career Center support • Valuable networking and influential alumni base

Education value	120 ECTS
Duration	22 months
Mode of delivery	On-campus, executive part-time program
Course schedule and delivery	Two consecutive weekends every three weeks (Friday 5 PM – 9 PM, Saturday 9 AM – 6 PM, Sunday 9 AM - 2 PM)
Tuition fee	EUR 18,000 (for a full program)
Application and admission requirements	• Bachelor's degree or equivalent • A minimum of three, ideally five or more, years of professional work experience • English language proficiency • CV in English • Highest academic degree obtained (scan is acceptable) • Motivation letter (600 – 700 words)

18 modules

60 hours per modul

Accredited study program

2 years

120 ECTS

Academic degree

Classical MBA vs e-Leadership MBA

As opposed to similar traditional MBA programs which attempt to compensate for their lack of connection with techonology-based modern business models through one or two tech modules, this programme connects the business and technological aspect in all its elements. Specifically:

1 Classic MBA modules such as finances or management use examples and practical cases based on new business models and paradigms, and technology is used in class as the foundation for solving them (real time computer simulations, digital tools and applications, software...).

2 Technology-oriented modules such as digital transformation or IT service management are not focused on developing IT technologies, creating new IT engineers or IT department heads (CIOs). They instead focus on the strategic perspective and on the most useful application of technological solutions in business and in any industry.

3 Business plans are developed in small teams throughout the entire duration of the programme, and they do not end with a document containing analysis of a business idea, market and realisation methods as is the case with classic MBA studies and classical business plans. Instead, it often continues through the collaboration between MBA students and computer engineering program students to develop a prototype (MVP) which is then presented to investors along with the business plan. Additional benefit of this approach is strong networking which facilitates synergy between MBA, computing and digital marketing students. Result, we can be proud of today, is an impressive and very influential alumni community positioned "strategically" in progressive and growing companies.

Emphasis on leadership rather than just management skills

Classical MBA programs are often focused on management skills such as processes, planning, budgeting, structuring jobs, staffing jobs, measuring performance and problem-solving. However valuable to the organisation, management is not leadership.

e-Leadership MBA is focused on vision, people empowerment and innovation.

e-Leaders are capable of driving successful digital transformation, and capitalizing on advances in information and communication technologies.

e-Leadership skills include the competencies which enable individual to initiate and guide ICT-related innovation in all types of enterprises, from a start-up to the largest of corporations, from private to public. e-Leaders are both business and digitally savvy, and exhibit an ability to lead strategically. They might be ICT leaders who are also business-savvy or business leaders who are digitally-savvy.

e-Leadership involves leading and managing e-skilled professionals as well as other professionals through disruptive shifts that go far beyond manufacturing and economic implications of Industry 4.0 and refer to a systemic corporate, social and institutional transformation that we call the Fourth Industrial Revolution.

LEADERSHIP IN THE CONTEXT OF DIGITAL TRANSFORMATION
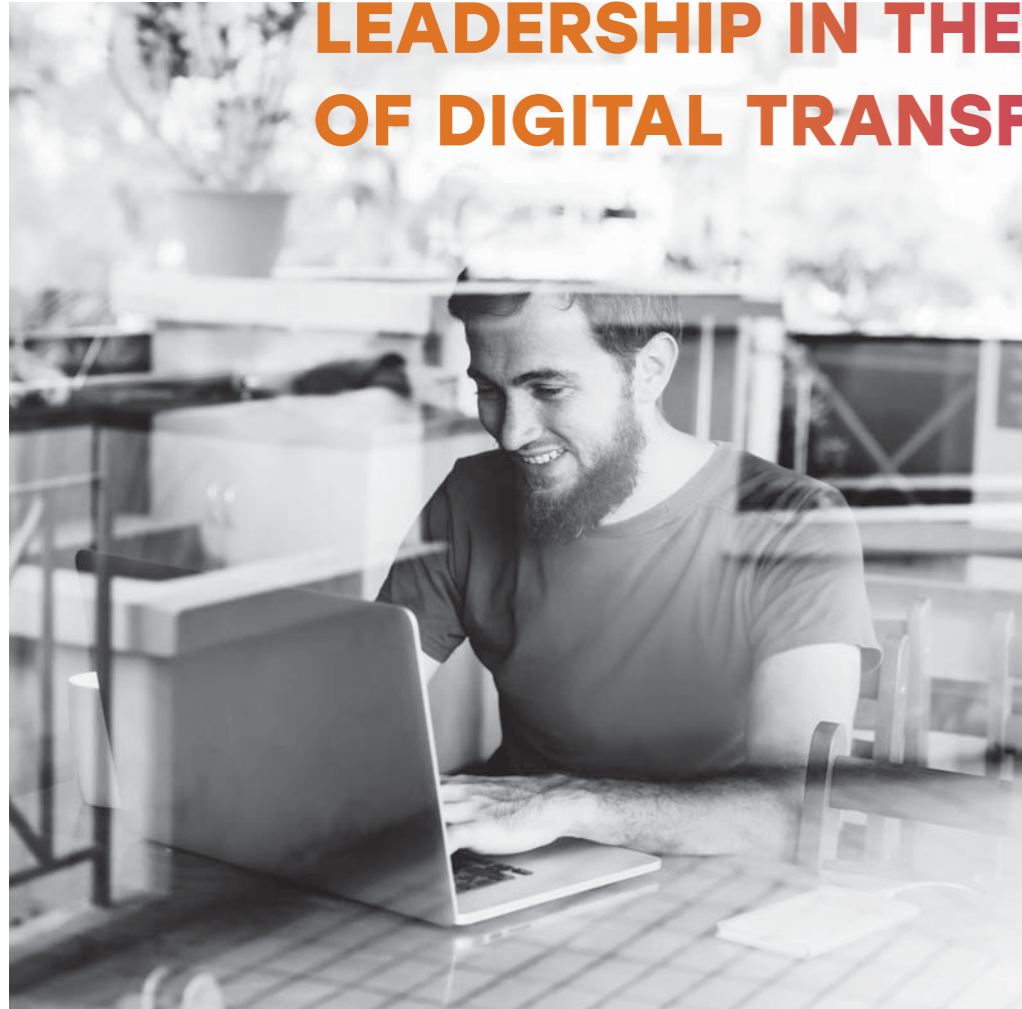
e-Leadership is a key prerequisite for fostering competitiveness and innovation by using new digital technologies for innovation and transformation, managed in a relevant organizational context and embedded in the business strategy.

e-Leadership skills are the skills that an individual requires to initiate and achieve digital innovation & transformation:

1. **Strategic Leadership**: New type of soft skills necessary to lead interdisciplinary staff, and influence stakeholders across boundaries (functional, geographic).

2. **Business Savvy**: Introducing innovative business and operating models, delivering value to organizations.

3. **Digital Savvy**: Envisioning and driving the change in business performance, exploiting digital technology trends as innovation opportunities.

One of the most cited definitions of difference between leadership and management is one by Warren Bennins, pioneer of the contemporary Leadership studies and University Professor and Founding Chairman of The Leadership Institute at the University of Southern California who said: "Leaders are people who do the right thing; managers are people who do things right."

According to the latest Deloitte's Human Capital professionals research, analytics and industry insights: "Global Human Capital Trends 2016, The new organization: Different by design", ten most important trends in HR development were recognized by senior executives and HR leaders worldwide. They are shown in the graphics, and five of them are strongly developed by e-Leadership MBA program and are rarely supported by most classical MBA programs. Namely: **Organizational design, Leadership, Design Thinking, Digital HE and Analytics**. Other five trends are more traditional and are supported by most of the MBA programs, as well as by e-leadership MBA.

Leaders:

e-Leadership forecast for Europe (EU28) 2015 - 2020

Source: empirica 2015
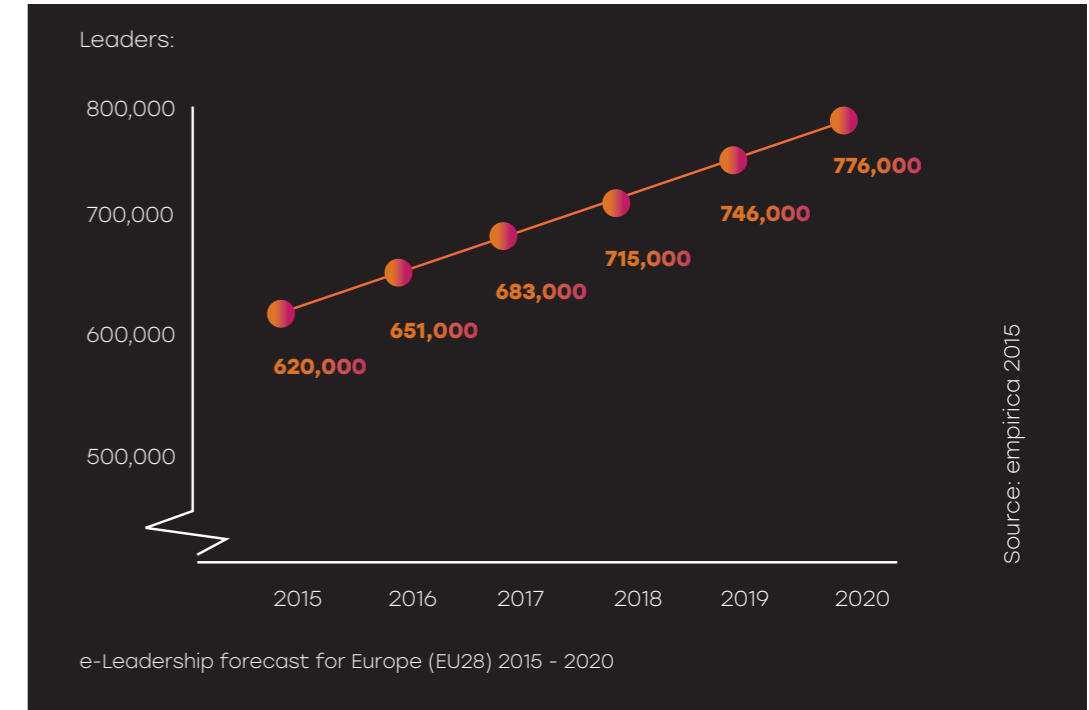
"For Europe to compete, grow and generate jobs, we must ensure that we have the people who can lead the digital innovation and transformation of our industries. New technologies are a key engine for growth fuelled by the ideas of highly-skilled professionals and business leaders (e-leaders). Shortages are estimated to reach over 800,000 for digital professionals and 200,000 for e-leaders by 2020."

Lowri Evans, Director General of DG Internal Market, Industry, Entrepreneurship and SMEs, European Commission.
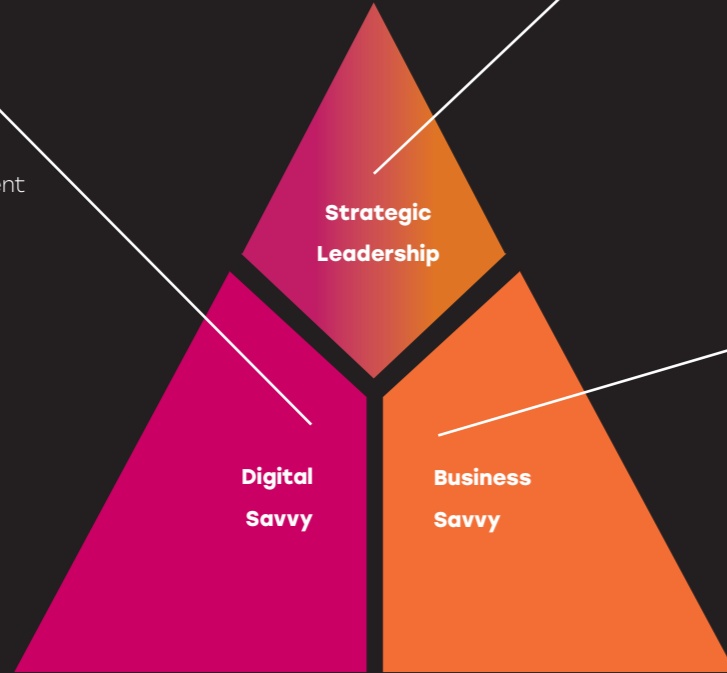
As presented within EU Commissions e-Leadership initiative documents, top competences required by European businesses were as shown in the graphics.

Business transformation and innovation in digital economics

e-Leadership MBA program - Strategic Leadership, Digital and Business Savvy

Strategic Leadership:

Forecasting needs for information

Understanding customer needs

Solution orientation

Communication

Creativity

Independent learner

Team leading

Cultures, internationalization

Digital Savvy:

Big data analytics & tools

Cloud computing & virtualization

Mobile app design and development

Complex bisiness systems

Web development & tools

IT architecture, platform architecture

Security skills

ERP systems

Social media

Business Savvy:

Customer relations & sales

Partnership establishment

Business development

Organisational change

Project management

Process optimisation

Strategic marketing

Agile methodology

Business analytics

Market analysis

Financial skills

Strategic Leadership

Digital Savvy

Business Savvy

They consist of three groups of skills: Strategic Leadership, Digital and Business Savvy. Most of classical MBA programs strongly supports Business Savvy with modules such as Project or Strategic management, Sales, Marketing and Finance. Still, these programs are in most cases much less focused on Leadership aspects such as Information needs forecasting, creativity or Understanding customers' needs through design thinking approaches. Finally, with most of such programs, Digital Savvy is fully or mostly underdeveloped, missing modules such as: Business use of Big data or Social media.

DESIGN THINKING

Design Thinking is implemented in e-Leadership MBA program

Design Thinking is solution based approach developed at Stanford University in 1980 and 1990 and implemented widely in business only relatively recently. Put shortly, it minimizes the uncertainty and risk of innovation by engaging customers or users through a series of prototypes to learn, test and refine concepts. Design thinkers rely on customer insights gained from real-world experiments, not just historical data or market research. In such a way, iterative development approach is used to propel innovation and to test ideas at each development stage of product or a service. Idea of design thinking and its elements is shown in the graphics.

PLANT

HARVEST

GROW
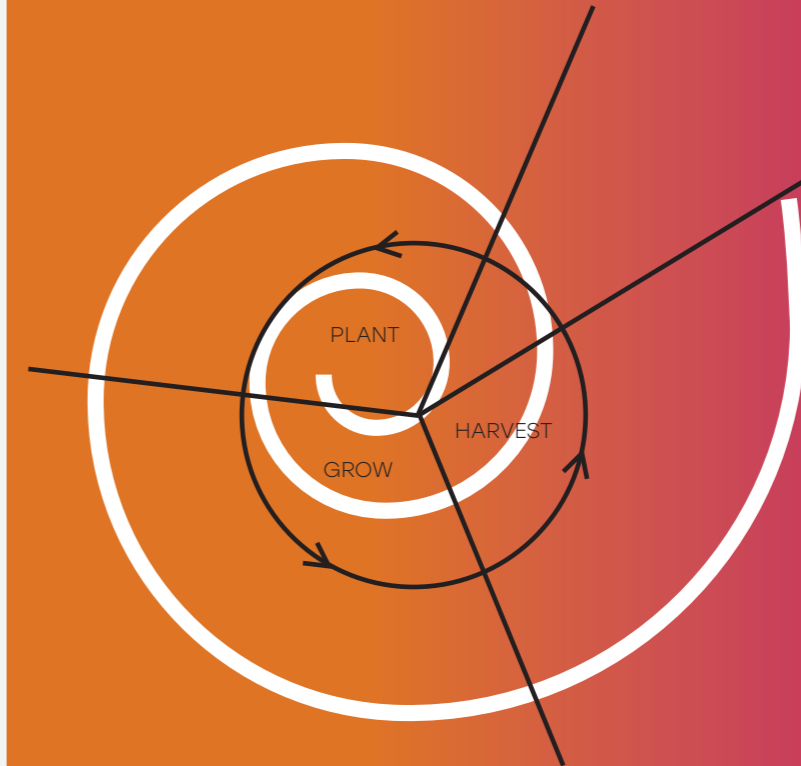
1. Discovery
Choose an affirmative, strategic topic. Gather data. Understand & empathize with unmet needs.

2. (Re)Frame opportunity
Look for patterns & insights. Question assumptions. Frame your POV. Define your scope.

3. Incubate
Switch gears. Feed your brain with diverse stimuli. Meditate. Sleep on it.

4. Ideate / illuminate
Experiment. Explore possibilities. Envision a desired future. Co-create in diverse team. Make your ideas visible.

5 Evaluate / Refine ideas
What is desirable, feasible, viable about your ideas? What are the constraints?

6. Rapid Prototype / test
Think big, act small, fail fast; learn from end-users and refine.

7. Deliver
Final testing, approval and launch.

8. Iterate & Scale
Evaluate. Learn. Create. Innovate.

PROGRAM STRUCTURE

Learn executive-level business concepts and strategies, expand your knowledge base as you navigate through challenging coursework with peers from different disciplines, and acquire the knowledge you need to successfully lead enterprises in different industries both locally and globally.

"Organizations need leaders who are able to accomplish increasingly dynamic, complex and demanding business objectives using powerful modern technology and innovative leadership."

Ratko Mutavdžić, CEE PS Director Cloud Services at Microsoft Corporation, alumni

"Beyond digital transformation itself, e-Leadership is about the personal capacity to deal successfully with structural disruptions in the age of digital economy."

Katarina Šiber Makar, Chief Digital Officer, CEO at IN2 Group

„The program is designed to cover both general skills and in-depth knowledge of a specific area in a T-shaped Portfolio of Skills. The horizontal line (the "top" of the "T") represents general skills while the vertical line (the "leg" of the "T") represents in-depth knowledge. Future e-Leaders should also have a strong vertical expertise in information and communication technologies, both in terms of their function, technological aspects and the product specific knowledge, as well as the knowledge for their implementation in specific sectors. The real challenge, in which this e-Leadership program excels, is to provide future e-Leaders with personalized expertise, and make them leading experts in the field they are already familiar with. E-Leaders should be able to make sense of a situation (identify interdependencies) and identify resulting risks and synergies."

PhD. Robert Kopal, assist. prof.

COURSE DYNAMICS

Preparation period

A few weeks prior to the session, you will receive preparation materials and a practical case describing a specific business situation. Usually you will be expected to turn in pre-assignments so that both you and your lecturer can determine your level of understanding of the subject.

Course title	Total Hours	Contact Hours	ECTS
Introduction to Leadership (MBA Requirements and Value)	60	40	3
Managerial Economics	60	40	6
Strategic Management	60	40	6
Operations management	60	40	6
Financial Management	60	40	6
Critical Thinking & Creativity	60	40	6
Marketing and Sales Management	60	40	6
Financial and Managerial Accounting	60	40	7
Quantitative Methods	60	40	7
Project Management	60	40	6
Entrepreneurship and Innovation	60	40	6
Business Plan (team assignment)	-	40	6
Strategic Management of Technology and Innovation	60	40	6
Digital Transformation and Business Process Modelling	60	40	6
Information Systems in Modern Organizations	60	40	6
Managing Information Risk and Security	60	40	6
IT Service Management	60	40	6
Leading and Managing People in a Global Environment	60	40	6
New Products Management	60	40	6
Master Thesis (mentored)	-		7

PROGRAM COURSES

MBA Requirements and Value (an introductory course)

This preparatory module is designed to introduce you to leadership and various areas of business administration such as communication, organizational and consumer behavior, accounting, information systems and data analysis, finance, marketing, strategic thinking, human resources, ethical decision making, etc. The objective is also to motivate you to discover, understand, enhance and utilize your unique talents and leadership skills, recognize ethical, social, cultural and environmental values important to extend understanding of rational decision-making process needed to lead an organization trough crucial transformations, often initiated by technology.

Managerial Economics

An effective business executive is able to integrate accounting, economic, organizational, and marketing concepts into a single vision that accurately assesses a business environment and seamlessly develops an optimal business strategy. Without any one of these components, the executive's vision is necessarily incomplete, offering a strategic advantage to other firms. This course is designed to introduce you to the economic viewpoint of managerial decisions. It is not designed as an alternative to other managerial views, but instead should be viewed as complementary.

Among other topics, we will analyze the economic foundations of price setting, firm organization, business cycle and production optimization. You should not view this course as a "how-to" guide offering techniques to perform specific tasks. If effective business leadership could be distilled to this level, there would be significantly more Warren Buffett's in the world. Instead, as in your other classes, we will present the foundations upon which your future insights, analysis, and intuition can be built. You will not leave this course as an economic expert, but hopefully you will leave this course with an economic understanding that will help you become a more effective executive. These learning outcomes support the goals listed at the end of this syllabus.

Strategic Management

Startegic Management is an integrative and interdisciplinary course. It assumes a broad view of the environment that includes buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and views the external environment as dynamic and characterized by uncertainty. In this module, we will approach strategic management of organizations as a complex undertaking which starts with the central question: why do some companies succeed while others fail? The course will require you to examine that critical question by integrating knowledge from prior business courses, while simultaneously learning and applying new strategic management concepts, principles, frameworks, and methodologies. This course applies multi-disciplinary techniques to diagnose and recommend actions appropriate to specific company situations.

Operations Management

Operations management is defined as the design, execution, and improvement of the systems that create and deliver the firm's products and services. This module will provide an understanding of the operations management function and its relationship to other functional areas within the firm. In this module, we will develop frameworks to analyze the strengths and weaknesses of a firm's operations, and we will develop viable alternatives in pursuing firm goals and objectives. We will examine the tradeoffs that managers face in emphasizing one goal (such as high capacity utilization) as compared to another goal (such as minimum throughput time), especially in the presence of uncertainties. We will compare and contrast the strengths and weaknesses of different strategies and techniques, as determined by industry and global operating environments.

Ultimately, we hope to stimulate your interest in operations management. Whether you end up in finance, marketing, operations, accounting, or any other field, you will have opportunities to consider and systematically improve the way you do things. Operations management provides tools, techniques, and strategies for making organizations work more effectively and efficiently, and can make you a better manager.

Financial Management

The objective of the module is to provide an overview of the basic concepts and principles of financial management. The goal is to enable you to think through and come up with solutions to complex business problems from a finance perspective. Topics to be covered include the time value of money, the tradeoff between risk and return, valuation techniques, capital budgeting, and the role of financial markets. We will emphasize both the mathematical "tools" of financial decision making supported by IT, as well as the reasoning and concepts in appropriately applying these tools.

Critical Thinking & Creativity

Are students and business executives' objective, rational decision-makers who will appropriately use the analytical tools they learned in their MBA program? Although we hope so, a growing body of research confirms something our personal experience suggests: that much of the time, most of us are neither particularly rational nor particularly objective. The research shows that we tend to have a poor understanding of logic and of the basic principles of probability necessary for good decision-making, and that our reasoning tends to be flawed in predictable ways that reflect the influence of fallacies, biases, and mental shortcuts. It also shows that we tend to be overconfident in our own levels of knowledge and reasoning ability, and that we tend to have a poor awareness of our own reasoning processes.

In Judgment in Managerial Decision Making, Max Bazerman says that to improve our decision-making, we need: A vision of what a rational decision-making process looks like (to give us a "yardstick" against which to measure our own processes). Knowledge of the pitfalls to which all human reasoning is subject, so that we can "unfreeze" our uncritical and biased thought patterns. A willingness to practice thinking critically so that we "refreeze" our thinking in unbiased ways. This module is designed to provide you such a vision.

Marketing and Sales Management

Marketing is "…the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value to customers, clients, partners and society at large." More pragmatically, Kotler and Keller indicate that "Marketing is about identifying and meeting human and social needs […] profitably." While Peter Drucker stated "…because the purpose of business is to create a customer, the business enterprise has two – and only two – basic functions: Marketing and Innovation. Marketing and innovation produce results; all the rest are costs. […and since Marketing drives Innovation…] it is the distinguishing, unique function of the business." Identifying and meeting needs profitably (both known, and new needs customers may not even yet be able to articulate), allows the firm to create and preserve competitive advantages, is often associated with stronger sales and higher margins, and enhances shareholder wealth.

Marketing and Sales module is designed to fulfill both tasks: Marketing is responsible for identifying and satisfying needs and creating a mechanism of value exchange between the marketer and customers. Customers receive solutions from the firm in exchange for monetary compensation for the solution. In this module you will explore how you can create, deliver and capture value.

Financial & Managerial Accounting

The first part of the module provides an introduction to financial accounting. The module takes a balanced approach across the economic environment in which financial statements are prepared and used, the measurement principles underlying the performance metrics constructed from the statements, and the mechanical processes leading to the preparation and analysis of the statements. Module sessions will be interactive and involve a combination of lecture, case discussion with an emphasis on real-world financial reports. The knowledge gained in this module will enable you to read, interpret, and analyze financial statements. The second part of the module covers Concepts and issues associated with the accounting of and

management of business; particular emphasis is given to understanding the role of accounting in product costing, costing for quality, cost-justifying investment decisions, and performance evaluation and control of human behavior. Module enables you to prepare, use, and critically evaluate management accounting information for purposes of planning and control, product costing, and performance measurement and evaluation. It also analyzes the role of accounting information in making effective managerial decisions, both at the level of a particular department and of the enterprise as a whole. There are no formal pre-requisites for students enrolled to this module.

Quantitative Methods

Quantitative Methods is the use of data, information technology, statistical analysis, quantitative methods, and mathematical or computer-based models to help managers gain improved insight about their business operations and make better, fact-based decisions. Quantitative Methods is a process where data is transformed into actions through analysis and insights in the context of organizational decision making and problem solving. In the course, the focus is on specific tools that are available in Microsoft Excel and include Data Analysis, Solver, PivotTable, and What-If Analysis. To provide a useful context for the use of the tools decisions that relate to Finance, Marketing, and Supply Chain Management are considered. The aim of this course is to provide a foundation in the use of these tools for managerial decision-making. The course covers two separate areas of Quantitative Methods. The first is statistical tools and the second is mathematical modeling. Both are important areas that are increasingly being utilized in business decision-making at all levels.

Project Management

This module will introduce you to the state of the art techniques used in project management. You will learn concepts of Project organizations, Project selection techniques, Project planning,
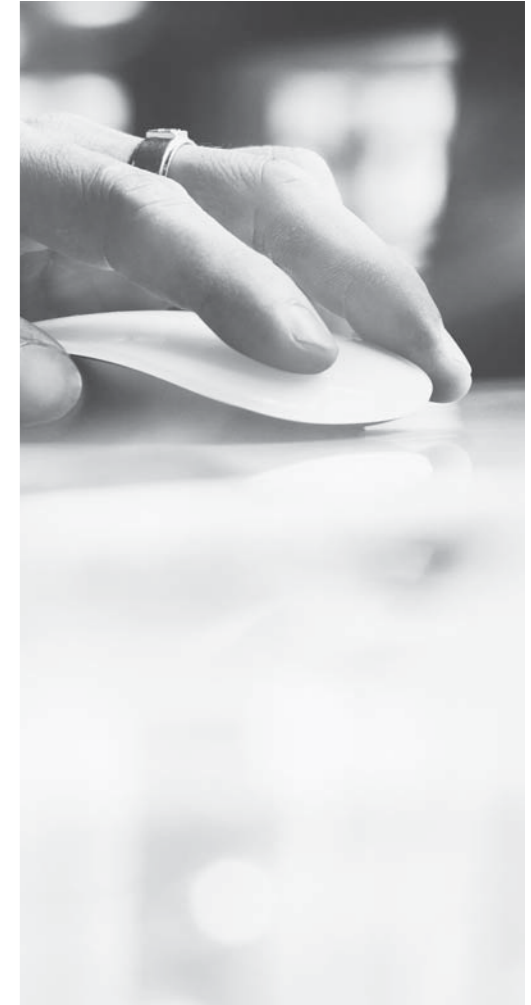
Project scheduling, Resource allocation, and Project control. Project management software such as Microsoft Project and Primavera will be used as tools to illustrate the concepts. Optimization and Risk Management associated with project management will be modeled using Excel Solver and Risk software. The project selection techniques covered within the module: Criteria for project selection models, Types and nature of project selection models, and analysis under uncertainty. The feasibility of the project will be addressed from the point of view of nonnumeric models (scared cow, competitive necessity, and product line extension) and numeric models (ROI, scoring methods, and optimization techniques).

Entrepreneurship & Innovation

Organizations, caught up in the web of the digital, social, market and other economic challenges, have turned to the entrepreneurial and innovative mindset for help. They have realized that entrepreneurial and innovative thinking can exist within the structure of a business organization, not only outside of it. Thus, the organizational entrepreneurship is the newest strategy for innovative development in organizations. Employee training designed to develop entrepreneurship and innovation culture and process within organizations has produced successful results at numerous global companies. Innovation practices developed as well as other theoretical models provide the foundation for this emerging field of study.

The purpose of this Entrepreneurship and Innovation MBA course can be divided into two distinct areas. First, the program will assist students in thinking through an entrepreneurial and innovation strategy with alternative business models, clearly understanding the venture's competitive advantage, and how an entrepreneur should leverage it for growth. Students will be exposed to innovation frame works, concepts and tools that can be used to help the entrepreneur creatively solve problems in order to secure a position within the marketplace. Second, the pitch and corresponding materials are critical when an entrepreneurs is considering various ways to finance the venture (e.g., angel investors, venture capital, business loans, etc.). Students will learn the importance of creating, developing, and presenting a pitch deck modeled off of their business plan – tailored to a specific audience. As a result of taking the course,


students will become more acquainted and learn how to deal with the contemporary trends and expectations they face in the modern business environment. There are no formal pre-requisites for students enrolled to this module.

Strategic Management of Technology and Innovation

This module provides a forum for the in-depth examination of strategic management topics organized around two themes: (1) the technology strategic management interface and (2) organizational innovation. The technology-strategic management interface is explored from two perspectives - an internal perspective that focuses on technology management issues, and an external perspective that focuses on the strategic implications of competing in advanced-technology industries. Organizational innovation is explored as a strategic adaptation mechanism that allows firms to effectively respond to the forces of technological change, and possibly to create such change. Case studies and readings are used to demonstrate the relevance of technology and innovation-related issues to the strategic management process.

Digital Transformation and Business Process Modeling

In this module you will be exposed to digital business models and digital business processes. You will get the insights into how has digital already transformed the way we live and work and how it will keep transforming it going forward. Digital transformation is not about automation and digitization of existing business processes, it is rather creation of innovative, digital processes and new business and operational models. The module will provide insights into digital economy driven customer expectations and needs, like contextualized interactions, personalized services, seamless experience across channels (omni-channel), transparency, constant availability, peer
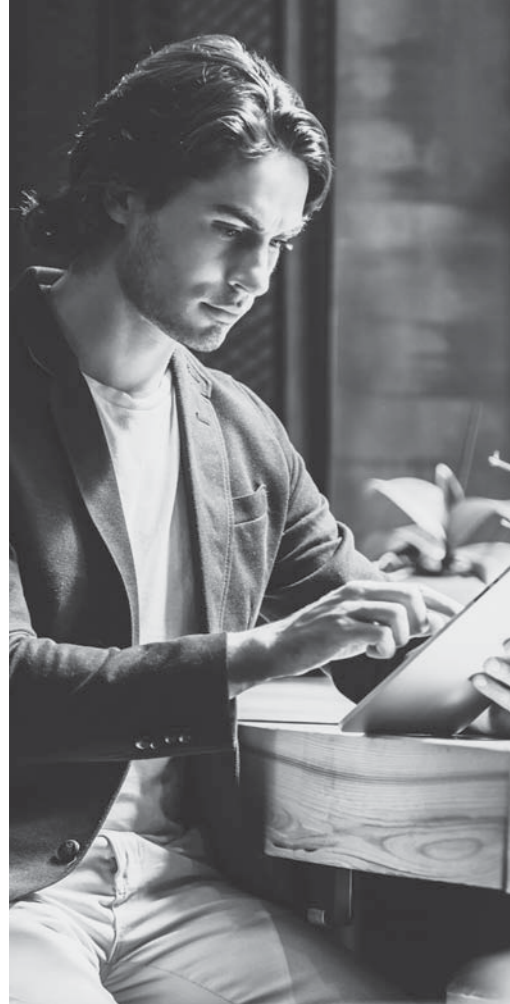
reviews and advocacy and ways to address those with innovative digital business models. The module will provide overview of digital technologies like Mobile, Cloud, Analytics and Big Data, Internet of Things, blockchain, software intelligence, artificial intelligence and more importantly the way they are being used in digital business models and the way they can improve digital business processes. The module will review the scale of changes that digital transformation has caused in different industries on several use cases and work on anticipating changes that will come next. Several business modeling techniques will be introduced through "hands on" approach. The objective of the module is to provide you with basic understanding of business process modeling, detailed insights into digital business processes and digital business models, common technologies and approached used, as well as typical obstacles in digital business models.

Information Systems in Modern Organizations

Information systems and information technology (IS/IT) represent a key source of competitive advantage for firms in digital economy. Today IS/IT no longer is simply used to support the business, but rather radically transform the very basis for competition. An understanding of existing and emerging information technologies, the functions of IS/IT and its impact on the organizational operations, and the issues and challenges associated with successfully incorporating IS/IT into a firm is a critical aspect of the knowledge base of manager.

Managing and Leading People in a Global Environment

This course is designed to; develop personal leadership effectiveness through increased awareness of context, others, and self – including what we believe are the most effective learning stimuli for today's students: (1) personal practice and assessment; (2) problem-based learning; (3) skill application in a real context and (4) increased self-awareness and assessment. Students learn about leadership by examining theory and application, performing case analyses, discussing contemporary issues and assessing personal skills. There will be a real opportunity for students to become engaged through an experiential framework. Preparation for every class includes completing assigned readings and coming prepared to engage in meaningful and relevant discussion. We plan on engaging in a competency based module that is based on a strong theoretical foundation of leadership. The competency model began with the work of David McClelland (1973). These competencies were built to a job but not used to generalize. Well-developed, and self-understood, leadership competencies, lead to better leadership and management in today's global environment. Those competencies allow individuals the opportunity to manage and lead effectively and translate into well-formed Human Resource skills for the HR practitioner.

Managing Information Risk and Security

Enhancing cybersecurity is a critical issue affecting the competitiveness of firms and the security of governments. Increasingly policymakers are fashioning regulatory schemes around the world that promise to shape not only the day-to-day realities of operating information systems, but also cyberspace itself.

This course takes an interdisciplinary, global approach to introduce students to cybersecurity risk management. Course content includes comparative and international law related to managing cyber-attacks as well as managing compliance across multinational organizations, best practices for mitigating cyber risk, communicating effectively with executive leadership, motivating employees while managing insider threats, responding to data breaches and government investigations, and thinking strategically about how best to conduct cybersecurity due diligence in a given transaction or venture. Connected topics such as Internet governance and ethical norms of conduct will also be addressed. Ultimately, we will analyze regulatory solutions as part of a larger universe of reforms needed to enhance cybersecurity and safeguard intellectual property.

IT Service Management

Service management is an integrated set of value-driven management practices supporting organizationally defined requirements to meet organizational goals and objectives. Using a retail-based simulation, we explore core service management principles. As the scenarios within the simulation are presented, typical key challenges of any transformation initiative are experienced. These challenges and how the group overcomes them, illustrate the principles that are the foundation of any service management model. Using the discoveries from the simulation, this module investigates four key service management philosophies and their supporting improvement models.

Each model that we explore has various strengths and weaknesses and we will focus on the need for today's service manager to be able to incorporate various models to create a management system that is 'fit for purpose' for their organization. ITIL, ISO/IEC 20000, COBIT® and CMMI®-SVC will be presented as an interrelated body of knowledge with the focus on understanding the various models and their influence in managing the strategic, design, transition, operational and improvement activities of an organization. Once the central concept of understanding what is value-driven performance, the service manager can then create the management system that effectively and efficiently delivers the required functionality at the appropriate configuration. While the focus environment is IT, these same principles are applicable to any organizational area.

New Products Management

This module covers the management of new products development. Program strategy, opportunity creation, concept development, product testing, demand estimation, and evaluation are stressed. Lectures and case studies illustrate effective innovation practices, including topics such as: product policy, product development process and new product strategy, idea generation (using design thinking and other modern approaches), prescreening and concept

testing (tests using depth interviews, focus groups, and survey research techniques), use testing and screening, market testing and market analysis, use of controlled distribution tests (such as IRI) and test marketing.

Business Plan (Design Thinking)

The business plan project is a team assignment. The goal is to demonstrate student's ability to work in a team to develop a plan for the real-life innovative and disruptive new business venture (start-up), in a context of digital economy and by using design thinking as a framework. Mastering diverse professional business competencies and ability to use a significant number of different sources and arguments in support to the knowledge obtained will be required during the preparation of the project. In order to achieve this objective, it is essential that the student is able to demonstrate practical application of course material, methods and frameworks adopted during the first two semesters of the study program and prove him/herself as a valuable team member and contributor.

Master's Thesis (mentored project)

The purpose of a professional graduate Master's Thesis is to demonstrate student's proficiency in professional terminology and ability to use a significant number of different sources, professional literature and arguments in the defense of knowledge obtained during its preparation. In order to achieve this objective, students should be able to demonstrate the adoption of the general learning outcomes of the entire study program. Master's Thesis module and Business Plan are closely interconnected, as they use innovative approach to development, prototyping and testing of business ideas and business planning based on Design Thinking concept. Business Plan module is scheduled to end with the Year One of the Program. In the Year Two, student is expected to continue working on a specific Business Plan segment in a form of a Master's Thesis with the support of a dedicated mentor. By further developing identified business idea student prepares Master's Thesis documentation and a presentation in front of

the Master's Committee. Student will be also invited to submit excerpt of Master's Thesis as a scientific or professional paper for publishing in International Journal of Digital Technology and Economy (IJDTE).

On-campus courses

In the general session, you will be expected to share your point of view with your team and the rest of the group based on the research as well as your personal experience. You will be divided into smaller teams in order to enrich the differing opinions of the various individuals in the group. Parallel to MBA classes, each team will design an end-to-end business plan for their own startup by implementing the knowledge gathered through lectures and topped with their professional expertise. Regular videoconferences and in-person consultations with the e-Leadership MBA faculty will guide teams to successful final presentations. Upon completion of the first year, teams will pitch their final start-up business plan to real investors.

Off-campus courses:

In our effort to provide a hands-on approach and to strengthen the academia-industry cooperation, one module a year will take place at the corporate headquarters of our partners.

Assessments and learning goals

You will be assessed through team projects and individual research, as well as exams and exercises during the module. A combination of personal study time and group work is required to derive maximum benefit from the program.

After successful completion of the program, you will be able to:

- **understand the internal structures and operations of businesses ranging in size from small to multi-national.**
- **comprehend how management decisions affect relevant stakeholders inside and outside of the firm.**
- **integrate and apply the tools and techniques of business, drawing on a broad-based knowledge of the major functions (accounting, economics, finance, information systems, marketing, operations management, and strategy) to solve complex business problems and make sound business decisions.**
- **demonstrate micro-social and leadership skills necessary for lifelong career success. These skills reflect effective self-assessment, communication, and collaboration within an organization.**
- **think and articulate critically about ethical and legal considerations pertinent to the art of management and the execution of a business enterprise.**

FACULTY

The majority of teaching faculty come from Kelley School of Business, one of the oldest and most respected business schools in the world with over 100 years long tradition of executing MBA program. Specific technology based courses are being lectured by Croatian faculty who bring with them professional experience, obtained on the job or through consulting engagements in cooperation with industry.

Flexible curriculum

A dynamic business environment requires your full attention. This is why you can customize the MBA curriculum to your schedule. Attend modules you need now and come back to attend the rest when you have time.

Keith G. Dayton

Robert Jacobs

Rhonda Lummus

Robert Kopal

Leo Mršić

Robert Ridlon

Scott Shackelford

"e-Leadership MBA program is adjusted to current trends in terms of acquiring knowledge and preparing e-leaders for digital transformation by combining the added essential component of technology with an MBA. This is critical for those who want to succeed in a business or start their own new venture in our contemporary culture."

Keith G. Dayton Ph.D., lecturer, Kelley School of Business

BUSINESS PARTNERSHIP

- Real business knowledge transfer
- Guest speakers, entrepreneurs and innovators share best practices with MBA students.
- Company case study contest
- MBA teams compete to offer the best solution to a specific challenge of a partner company.
- Scholarship awards
- Sponsor a team to deliver a business plan for your new product launch.
- Tailor-made and in-house (on-site) workshops
- Delivered by the Kelley School of Business and Algebra faculty
- AlgebraLAB e-Leadership Competence Center (in digital business transformation and innovation)

ALGEBRA LAB

Our scientific research institution, AlgebraLAB also serves as e-Leadership Competence Center (in digital business and innovation). Our experts are addressing topics important for business and society and their aim is to solve complex problems using digital technology and especially data science techniques. As part of our achievements we can point out winning prototype at EU Big Data Hackathon Competition 2017 (Education and labor market analytics); partnership with a number of local and international science & industry institutions; numerous ideas as part of innovative projects selected for EU and EDU funding. Driven with idea to translate practical expertise into learning cases we strongly respect business improvement and are capable to deliver business value using big data & advanced analytics.

Focus of our research aim towards labor and educational market analytics and tourism analytics while focus technologies are advanced visualization and blockchain services. Beside focus areas, our team is open for any interesting idea related to digital world.
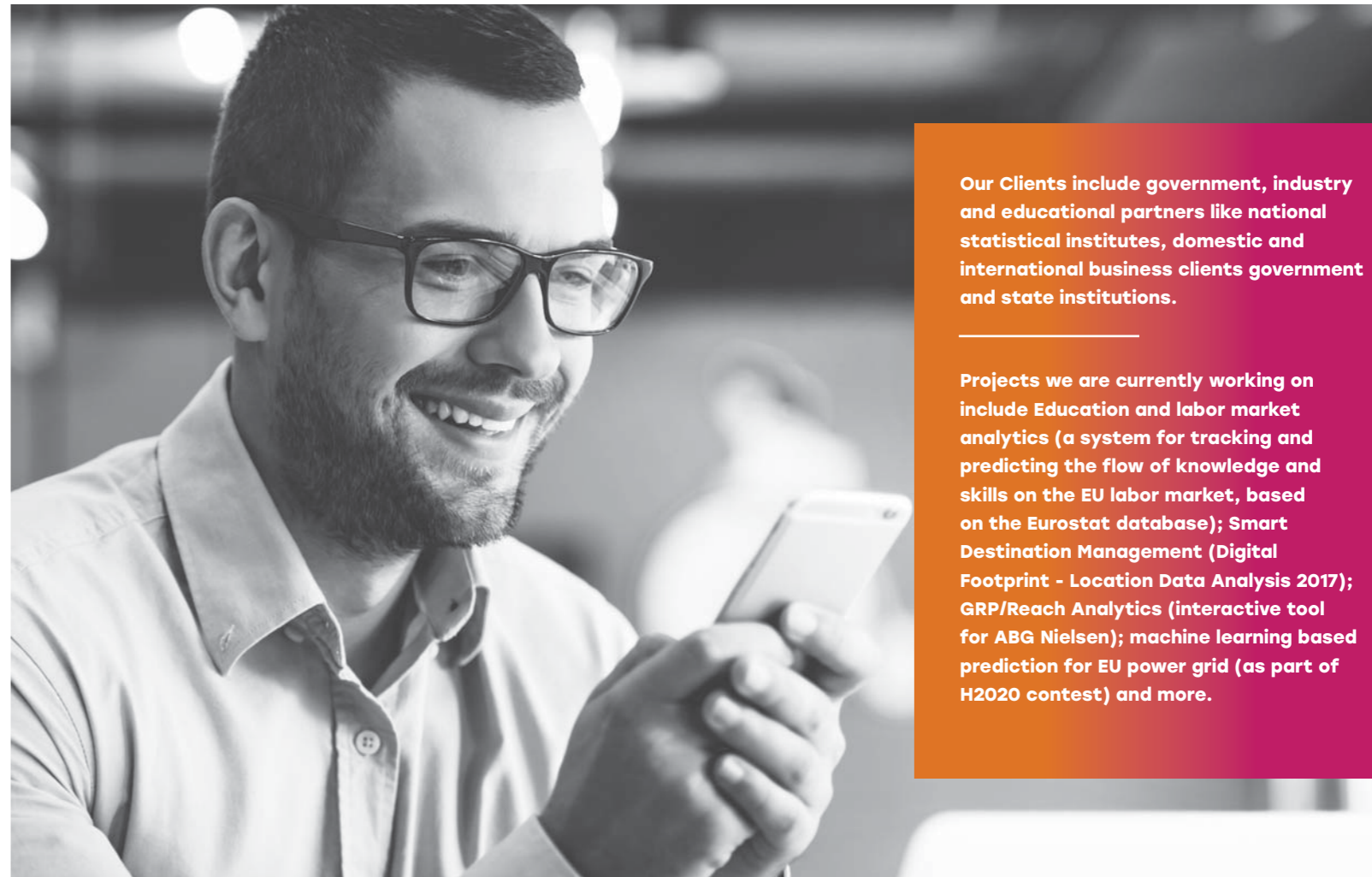
Our Clients include government, industry and educational partners like national statistical institutes, domestic and international business clients government and state institutions.

Projects we are currently working on include Education and labor market analytics (a system for tracking and predicting the flow of knowledge and skills on the EU labor market, based on the Eurostat database); Smart Destination Management (Digital Footprint - Location Data Analysis 2017); GRP/Reach Analytics (interactive tool for ABG Nielsen); machine learning based prediction for EU power grid (as part of H2020 contest) and more.

MBA STUDENTS

Average age:

37 YEARS

Average work experience:

13 YEARS

Level of responsibility:

MIDDLE TO TOP MANAGEMENT

Industry:

ICT AND SERVICES, TELECOMMUNICA-TIONS, PROFESSIONAL SERVICES AND CONSULTING, PHARMACEUTICS, MEDICINE AND HEALTHCARE, TOURISM, RETAIL.

„Our small class size ensures that you constantly reflect on your experiences while receiving personalized, constructive feedback and sharpening leadership skills along the way."

- Ivan Vučak, Development Team Lead, Sedam IT d.o.o., MBA class 2017

"The program that, in addition to the classic MBA, incorporates digital transformation is the foundation of modern leadership and understanding of the impact of modern technology on business today and in the future."

- Damir Prusac, ICT Systems Development Manager, Ericsson Nikola Tesla d.d., MBA class 2016

"I have chosen Algebra's new e-Leadership MBA program because of the 'e' in the name of the program. Digital transformation is well under way and inevitable. We need new generations of leaders for whom the digital world is a natural environment where they grow and flourish. "

- Ana Zrno, Head of Business Processes, TELE2, MBA class 2016

"We are entering a new era where new business models will cause major changes and completely disrupt the global market. The e-Leadership MBA program helped me develop the management skills necessary to adapt to this new world. "

- Ivan Spajić Butorac, Infocummulus, MBA class 2016

SOME OF OUR MBA TEAM PROJECTS
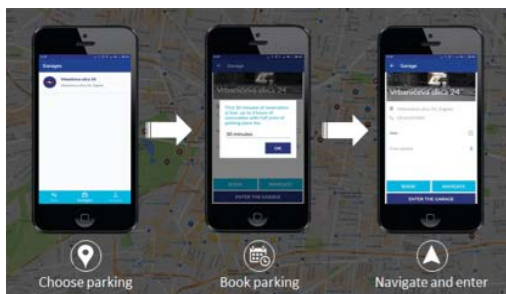
WePark

WePark is a community based two-sided online marketplace connecting parking searchers with parking lot owners. On one side the platform enables people and businesses to list their available parking lots and earn extra income in the form of rent. On the other, WePark enables parking searchers to book parking lots in real time through smart app, saving them money, time and energy.

"WePark has developed an app that helps drivers locate, book and navigate to available parking in seconds and pay via smart phone. The platform also helps parking space owners to rent out their parking space while they are not using it. We faced many challenges during project development but the knowledge, experience and contacts gained through the Algebra e-Leadership MBA program helped us tremendously. The faculty offered support with entrepreneurial ideas and encouragement. All the participants enjoyed the extensive work on the project and the Algebra IgBS e-Leadership MBA program.

Sometimes all you need is the vision and perseverance and good things will happen. The e-Leadership MBA program was definitely the right choice!".

Tomislav Musić, Head of IT Security and Communications Department at Alfatec, MBA class 2016

eDestination - smart destination management platform

Most of the tourist destinations are poorly managed and fast growth rate might jeopardize their sustainability. eDestination is technological/data analytic software platform that supports sustainable destination management by combining Big Data, Internet of Thing and Artificial Intelligence. It is beneficial to tourists, service providers and local authority, adding mutual benefits and values to all of them.

„This is what comes out when you put together experts in technology, tourism, project management, financials and business development and give them a task to create something. Beside getting a chance to work together with this mix of extraordinary colleagues, a chance to create something over a period of one year with support of professionals with different expertise prepares you to enter shark tank. After that, it was easy to transfer project from paper to the real world."

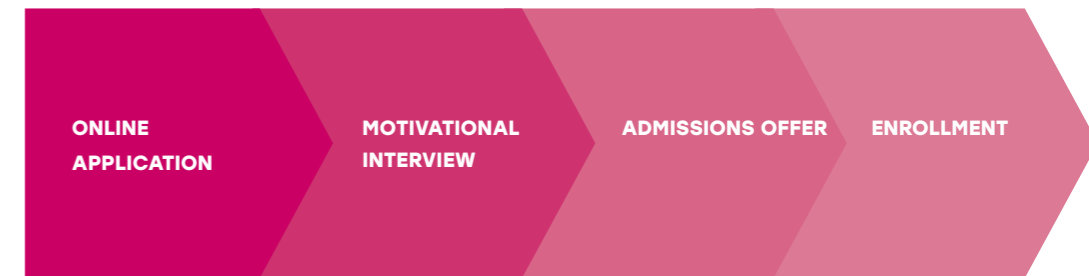Gorazd Surla, MICE Sales Specialist at Valamar Riviera dd, MBA class 2016

To be considered for admission to the Executive MBA program, we expect you to meet the following requirements:

- to hold a degree equivalent to a Bachelor's or higher, or an equivalent professional qualification*
- to have a minimum of three, preferably five, years of relevant management-related work experience following graduation
- to demonstrate English language proficiency
- to demonstrate an above-average level of motivation and ability to balance the demanding workload with your professional obligations and actively contribute to the program
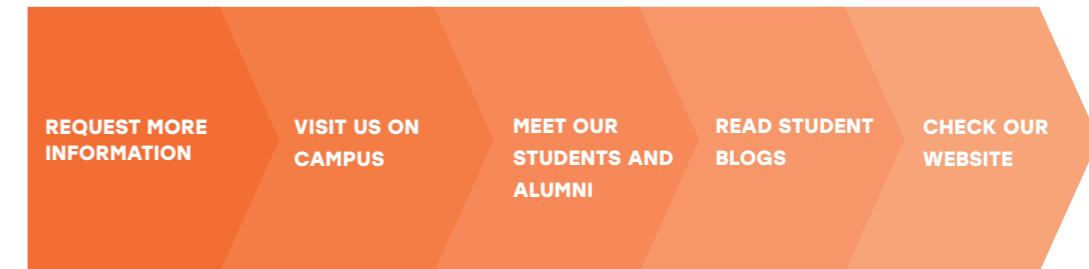
*we will consider applicants without academic qualifications who can demonstrate extensive work experience

Ivana Conjar

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ADMISSION REQUIREMENTS

ONLINE APPLICATION	MOTIVATIONAL INTERVIEW	ADMISSIONS OFFER	ENROLLMENT

Admission process over 3 weeks

REQUEST MORE INFORMATION	VISIT US ON CAMPUS	MEET OUR STUDENTS AND ALUMNI	READ STUDENT BLOGS	CHECK OUR WEBSITE

Meet Us

We would be delighted to meet you at one of our regular information sessions and campus tours.

FINANCIAL VALUE

9,000 € per year (no additional VAT)

Around 55% of our students receive company support. This is because part-time programs deliver fast returns on investment for yourselves and your company. Your coworkers and directors will notice your professional development and sharpened business skills from day one.

Through our Career Center Department, a partnership between the Algebra University College and your company may be established, with possibilities of recruiting from our talent pool, and accessing our executive education programs and real business case projects. Tax savings (12%-16%) stipulated by Act on state aid for education and training (National Gazette 109/07) could apply for e-Leadership MBA program if financed by employer.

Scholarships, financial aid and student loans are available.

DEDICATED TO QUALITY

KELLEY SCHOOL OF BUSINESS
INDIANA UNIVERSITY

The Kelley School of Business (Indiana University) is one of the leading international business schools. It was founded in 1920 and since then ranks as one of the first and among 10 most prominent MBA programs in USA today.

nvao
meets the quality requirements of NVAO

The Algebra University College is the only institution of higher education in Croatia that has been externally evaluated and met the quality criteria set by the Dutch-Flemish accreditation agency NVAO.

European Commission

The European Commission has started the EU e-Leadership Initiative in 2013. So far 25 universities and business schools in Europe have evaluated and aligned their programs with e-Leadership curriculum profiles.

eSKILLS FOR JOBS 2016

The EU "eSkills for Jobs" Initiative encourages the development of ICT professions in Europe. The Algebra University College has been entrusted with the implementation of this Digital Europe project in Croatia since 2012.

"Leadership is the capacity to translate vision into reality"

Warren Bennis

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ALGEBRA

MBA