Interactive Online PhD

- Interactive Online Education
- The possibility to enroll anytime
- Language of your choice – English or Spanish or their combination
- A wide variety of specializations
- Self-paced degree programs

Online degree programs you’ve always wished for

www.ligsuniversity.com
It is our pleasure to welcome you to LIGS University – a modern university combining practical methods and innovative approaches of the American and European system of education. Our university came into existence by merging the American and the European LIGS University and has a long tradition of providing Interactive Online education.

We are very pleased that we help meeting our students’ expectations, namely that the MBA, MSc, DBA and PhD programs provide them with new knowledge and skills needed to become even better managers and professionals.

LIGS University helps its graduates develop their critical abilities and thus gives them an advantage in the labor market. We have an experienced faculty, who leads and assists students in all courses, provides them with valuable feedback and consultations, and encourages them to pursue the highest goals.

At LIGS University we are very proud of our faculty/tutors, who are all experts in the field of Management and Business Administration. Thanks to them, the feedback and discussions are truly beneficial for the future career and personal growth of our students. Because of this the graduates value our programs highly.

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

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

LIGS University is a member and partner of many associations and professional organizations. It holds international accreditation of Accreditation Service for International Schools, Colleges and Universities (ASIC). The University has earned Premier status with ASIC for its commendable areas of operation.

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

Dr. Pavel Makovsky
President
LIGS University
About LIGS University

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

Why should I choose LIGS University?

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

Mission, vision and strategy

MISSION

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

VISION

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

- Leadership - we’re leaders in the interactive online education
- Innovation - we have innovative approach
- Growth - we support personal growth
- Success - we help to succeed
LIGS University is accredited by Accreditation Service for International Schools, Colleges and Universities (ASIC). The University has earned Premier status with ASIC for its commendable areas of operation.

ASIC is recognised by UKVI in UK, is a member of the CHEA International Quality Group (CIQG) in USA and is listed in their International Directory, is a member of the BQF (British Quality Foundation), are affiliates of ENQA (European Network for Quality Assurance) and are institutional members of EDEN (European Distance and E-Learning Network). It is also a member of Global Universities in Distance Education Association (GUIDE) and The Association of International Education Administrators (AIEA). Being accredited by national or regional accrediting agency in the USA is an option – not a must. LIGS University is regulated by the law codified in Chapter 446E of the Hawaii Revised Statutes.

Due to the differences in American and other systems of higher education and in accordance with the requirements of the laws of the State of Hawaii we need to inform you that LIGS UNIVERSITY IS NOT ACCREDITED BY AN ACCREDITING AGENCY RECOGNIZED BY THE UNITED STATES SECRETARY OF EDUCATION. Note: In the United States, many licensing authorities require accredited degrees as the basis for eligibility for licensing. In some cases, accredited colleges may not accept for transfer courses and degrees completed at unaccredited colleges, and some employers may require an accredited degree as a basis for eligibility for employment.

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

LIGS University has applied for Eligibility from the WASC Senior College and University Commission (WSCUC). WSCUC has reviewed the application and determined that LIGS University is eligible to proceed with an application for Initial Accreditation.

A determination of Eligibility is not a formal status with WSCUC, nor does it ensure eventual accreditation; it is a preliminary finding that the institution is potentially accreditable and can proceed to be reviewed for Initial Accreditation with WSCUC. The first visit for achieving Initial Accreditation must take place within five years of being granted Eligibility. Questions about Eligibility may be directed to the institution or to WSCUC at www.wascsenior.org or at 510-748-9001.
Interactive Online PhD

PhD program represents the highest level of education and is intended primarily for those who are interested to pursue theoretical and research career and wish to know how to examine, verify or refute hypotheses and thereby enrich scientific research in particular specialization. The PhD program will enhance your professional skills and knowledge that will help you to face the current as well as future professional challenges and goals.

The study is 100% online in accordance with the newest trends in the field of professional education and the latest communication technologies. Thanks to the Student information system, you can study anytime, anywhere and from any kind of computer connected to the internet. Successful graduates get a degree and a diploma from American university. This study program is available in Czech, Slovak and English or in a combination of these languages.

The advantages of the PhD degree program

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

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

Support - professional support from tutors, informational, organizational and technical support from LIGS University by means of Student information system, e-mails, chat etc.

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

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

As an Interactive Online PhD graduate you will

- Perceive real world strategies in the area of business and managerial practice
- Prepare for a top management career by developing and improving your skills
- Learn how to cope with changes in the dynamic entrepreneurial environment
- Understand the principles of management and organizations
- Learn to use management tools and critically assess their advantages and limits
- Develop practical skills that are best suited for your future occupational tasks and objectives

Specification of the program

Program duration: 2 to 3 years (or individually)

Language of instruction: English or Spanish or their combination

Form of education: effective Oxford tutorial model combined with Interactive Online form of education

Start date of the program: anytime

Admissions requirement: graduates with master’s degree

Degree earned: PhD (Doctor of Philosophy)
Admissions requirements

- Language proficiency in the chosen language of study
- Master’s degree from a university or college.

What documents are needed to enroll in the program?

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

Send all documents electronically.

The compulsory and facultative study requirements are as follows:

Compulsory activities (have to be completed to graduate successfully)

- Passing the Scientific-research module
- You need to study individually the theoretical basis for completion of the program
- Each course will have a seminar paper assigned with it consisting of 7,500-10,000 words each.
- The publication activity is required in a minimum extent of 4 theses
- Dissertation consisting of 30,000 – 35,000 words must be submitted and defended

Facultative activities (aren’t included in the general tuition) include

- Specialized webinars (online seminars) by LIGS University, which help students gain a better understanding of a particular field.

Ending of the program

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

Student information system

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

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<tr>
<td>monthly</td>
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<td>(24 installments in 2 years)</td>
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<td>total tuition</td>
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*The registration fee of $100 is not included in the tuition.

The tuition payments can be made in more or fewer installments. Feel free to contact the Admission Advisor for more information.

**Included in the tuition:**
- Electronic study materials,
- Recommended online webinars,
- Access to the Student information system,
- Feedback from tutors on all assignments,
- Electronic communication with tutors,
- Supervision of the tutor – supervisor
- E-learning tests,
- PhD degree certificate and graduation documents.

**Not included in the tuition:**
- One-time non-refundable $100 registration fee,
- Telecommunication fees and internet access fees,
- Any possible travel expenses.
PhD degree program structure

Doctoral program Interactive online PhD comprises a total of 12 courses. Students complete 6 courses from the Scientific research module (uniform for all students), 3 courses of the specialization (of your choice) and 3 courses from the elective module (of your choice). Integral part of the program is the publication activity.

Specialization

Students choose one specialty, which comprises two courses.

Management
- Management
- Strategic Management
- Anti-Crisis Management

Project Management
- Project Management
- Process Management
- Team Management

HR Management
- HR Management
- Planning and Development of Human Resources
- Recruitment and Selection

Marketing
- Global Marketing
- Marketing Communication
- Communication with the Media

Finance
- Financial Management
- Risk Management
- Financial Reporting and Analysis

Elective module

Students select 3 courses; the selected courses may not be the same as the courses of the specialization. Syllabi can be found below.

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

Scientific – research module

Courses are the same for all students.

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

1. **Application**  
The first step is to fill out the application form.

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

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

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

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

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

### Time requirements

The time required for completion of the Interactive Online PhD program is based on the pace that is set by each student. With an even distribution of activities over 3 years it is recommended to study approximately 3–4 hours a week.
Syllabi of courses

Specializations

SPECIALIZATION MANAGEMENT

1. MANAGEMENT

Course syllabus

Course abstract:
Management represents a core part of every company and organization. This fact makes it vital to study and understand the art of management. At first, management is introduced from the theoretical and procedural point of view. The second part of the course is focused on practical issues such as managerial skills and their creation with regard to each participant’s personality. Managerial skills regarding employees and team support are taken into account since they represent a current topic in the area of both theoretical and practical management. The final part of the course focuses on the management of companies and organizations at all levels.

Course content:

Theoretical point of view

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

Procedural point of view

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

Personality of the manager

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

Human Resources Management

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

Management of organizations and companies

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

Analysis in Management

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

Change Management

- Identifying the need for change, preparation and implementation of changes
- Theory of change management
- Theory of bottlenecks
2. STRATEGIC MANAGEMENT

Course syllabus

Course abstract:
It is important to remember that strategy stems from an organization’s mission. Since conditions outside and inside an organization keep changing - the strategy has to be changed in time too. This course introduces Strategic Management as a continuous process of keeping the mission of an organization up-to-date, viable and well communicated to all people in the organization. The message communicated in the course of the whole module is that an organization without strategy can’t be successful in the long term. In the first part the course students will be provided with an overview of theoretical issues of strategic management, phases of strategic analysis and planning, its implementation to strategic plans and subsequent monitoring and control. After establishing a theoretical background, students are led into the second part of the course to master the tools and processes used within Strategic Management in their professional career and in seminar paper and/or dissertation writing.

Course content:
Core principles of Strategic Management
- Definition of a strategy
- Development of a strategy

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

Types of strategy
- Planned intended strategy
- Imposed strategy
- Deliberate strategy
- Emergent strategy

- Opportunistic strategy
- Realized and unrealized strategy

Stakeholder theory
- Internal stakeholders
- Connected stakeholders
- External stakeholders

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

Implementation of a strategy
- Managing change
- Changing the corporate/organizational culture

Strategic management in global and international scale

3. ANTI-CRISIS MANAGEMENT

Course syllabus

Course abstract:
The course provides students with a compilation of knowledge from the area of Anti – Crisis Management: a synergy of several major spheres that are interlinked: Corporate Management, Risk Assessment and Governing along with Business Continuity and Rehabilitation. Enterprise Crisis management is a constantly evolving area that is receiving heightened attention from boards, owners and stakeholders in the wake of the recent financial crisis. Regardless of the type, size or developmental stage of an organization, Anti-Crisis Management should be embedded and
aligned with strategic decision-making for the maximum value to be derived from the time and resources devoted to the crisis, when the company could be losing its market position or profitability. Whatever challenges it faces, corporate failures stemming from strategic failures need to be minimized. Yet organizations continue to struggle to translate theoretical frameworks for crisis and risk management into practical implementation, tailored to the particular needs of the organizations. The wave of post-crisis regulation has subsided, bringing with it a new set of rigorous crisis management requirements and challenges and as a result, increased professional and technical demands on anti-crisis managers. Upon completion of the course Anti-Crisis Management students will:

- Demonstrate a deep understanding of the mechanism of the modern corporate and banking financial crisis, its assessment and mitigating
- Master the principles of assessing and managing economic activities and ratios
- Be able to apply their knowledge in practical situations as well as deeper academic research to save business competitiveness and competence of the team leader
- Gain a solid base for further research in the area of Anti-Crisis Management for their dissertation thesis

Course content:
Global, regional and local crisis trends
- Experience and tendency of financial and economic shocks
- Myths and nature of crisis management
- Authority's reaction to Economical, Social and Environmental disaster
- Lessons for policy and decision makers
- The “Big Five” Challenges in corporate finance

Risk and Crisis assessment and its mitigation
- Business continuity planning
- Company diagnoses and rehabilitation practice

- Math and Expert methods of crisis forecasting
- Business model changing in the middle of a crisis

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

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

Practical Seminars
- Analysis of the legal and operational indicators of a company
- Evaluation of solvency features, restructuring of assets and liabilities of a modular company.
- Creating a model of effective rehabilitation of a company
SPECIALIZATION PROJECT MANAGEMENT

1. PROJECT MANAGEMENT

Course syllabus

Course abstract:
The aim of the course is to give students valuable insights into current Project Management techniques and theories, and thus provide them with a valuable starting point for further research of the possible new approaches in the field of the Project management. Initially, students will be encouraged to take a look at the project life span and gain very important knowledge of the specifics of different stages in the life of a project. The next part of the course is dedicated to the methodology used in individual phases of a project. The course consists of important information on the methods used in the management of projects and the challenges that one may face. Last but not least the students get guidance on working with the Project Management Body of Knowledge (PMBOK®). Upon completion of the course the students will be able to present valuable new ideas in their research based on current trends in the area of Project Management.

Course content:

- Project management
  - Substantive and procedural definition of a project
  - Development, implementation and evaluation of the project
  - Determination and justification of the project content
  - Verification of the quality of the project plan
- Management of the project scope
  - Planning stage of the project scope
  - Logical framework of the project
  - Verification of the extent and change management
- Time Management
  - Definition of activities and determination of their importance
  - Estimate of the duration of activities

  - Time schedule and its control
  - Cost Management
    - Plan of resources and estimate of costs
    - Budgeting and cost control
  - Human resource management and communication
  - Project completion and delivery of results
  - Methodology in Project Management
  - Methods and Challenges in Project Management
  - Project Management Body of Knowledge (PMBOK®)

2. PROCESS MANAGEMENT

Course syllabus

Course abstract:
Process Management is defined as the use of knowledge, experience, skills, tools, techniques and systems to define, visualize, measure, control, inform, and process improvements to meet customer requirements while simultaneously optimizing profitability of current activities. The aim of this course is to provide students with the comprehensive information on the management of company processes and operations. Students will examine in depth the many different methods of process management, their advantages and disadvantages and possible limitations of use. Lean Six Sigma is given special attention in the course. The last part of the Process Management course is dedicated to sophisticated interdisciplinary methods of engineering optimum design of processes.

Course content:

Introduction

- The principle of process management
- Process structure
- Relationship process and organizational structures

Process management

- Defining processes, defining the issues, risks
- Measurement of processes, data collection
- Data analysis, Capability Maturity Model
3. TEAM MANAGEMENT

Course syllabus

Course abstract:
The aim of the Team Management course is to share with students the most current methodological tools and procedures for the coordination and management of project teams. Success of project management depends on the proper and well-balanced combination of "hard" structured project instruments with "soft" instruments that are supporting teamwork and being able to accept the required changes of the people. The course is focused on understanding the principles of teamwork. Students research the tools enabling efficient communication with other members of the team (working group) as well as between the individual members of the team. The students will build upon the principles and rules of cooperation in the team to help the team reach the desired results. In this course students will acquire the most current techniques for improving the performance of teams and / or working groups.

Course content:

Project Manager’s Role

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

The Team, the importance of team work

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

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

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

1. FINANCIAL MANAGEMENT

Course syllabus

Course abstract:
This course was designed to provide students with information and insight on both the macro and micro level of finance in an economy. The micro level is focused on the financial management of organizations and companies and its tools for measuring and managing business performance. Another important part of this level is the process of financial planning and budgeting along with defining interrelations between strategic objectives. The Macro level of this course covers topics from the area of financial markets, their segmentation and tools. Principles of investment decision-making process and methods of evaluation of chosen financial instruments are also discussed. Management of working capital is an integral part of this course. The course provides students with a solid base for research in the field of finance. Upon successful completion of this course, students will be ready to support their dissertation research with the knowledge they have acquired from the area of finance and financial management.

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

2. RISK MANAGEMENT

Course syllabus

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

Course content:
- Characteristics of a successful company
- Changes in a company and the risk – models of change in the company, change in the corporate strategy, change as a way to improve a company's performance
- Risk - definition, risk analysis, risk management, risk types
- Risk management – development, tools and procedures
  - Management at the corporate level
  - Management at the business strategy level
  - Management at the project level
- Reducing risk in the company - tools for reduction, methods of risk reduction
- Investment decisions and risk - financial analysis, liquidity, investment parameters
- Project financing and risk
3. FINANCIAL REPORTING AND ANALYSIS

Course syllabus

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

Course content:
Financial Reporting
- Introduction to International Financial Reporting Standards (IFRS)
- Methods of Financial Statement Evaluation (Ratio Analysis and Profitability Analysis)

Income Measurement & The Reporting Cycle
- “Measurement Triggering” transactions and events
- The periodicity assumption and its accounting implications
- Basic elements of revenue and expense recognition

- The adjusting process and related entries
- Accrual versus cash basis accounting
- Preparation of financial statements
- The accounting cycle and the closing process
- The nature of ‘optional’ reversing entries
- Classified balance sheets
- The importance of business liquidity and the concept of an operating cycle

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

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

1. GLOBAL MARKETING

Course syllabus

Course abstract:
The aim of this course is to make students think about and question the principles, specifics and tools of strategic marketing in global merit. It is not possible to think about marketing as a separate activity from other crucial activities in a company therefore the students are encouraged to perceive marketing as an activity interlinked with strategy and planning of the whole organization.

In the next part of the course the students will learn about important marketing practices and methods of marketing research that will help them understand the global environment in a broad context.

The topics discussed in this part of the course are dedicated to the research of the international environment including the economic, demographic, technological, socio-cultural, ecological, political and legal factors.

The students will also gain deep knowledge of the methods of selection of target markets, positioning in the international environment, and will look into its specifics. Students will study marketing practices, marketing research and marketing mix. The internet marketing as an important part of a global marketing strategy forms a separate part of the course.

Students will look into the specifics and cultural differences that have an effect on the marketing strategies in different cultural contexts. In conclusion, participants will gain knowledge about the factors that influence decisions to enter the international markets, what are the entry forms that require a minimal amount of capital investments (licensing, franchising), capital entry into foreign markets along with other factors not mentioned.

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

Course syllabus

Course abstract:
The aim of the course is to present the main current trends in marketing communication, its objectives, and to give students a valuable starting point for further research on the topic. Students learn the latest trends in marketing communication along with the tools and options available for a marketing communication campaign.

Since the current trends evolve around online communication, inbound marketing and content marketing form an important part of the course. Participants of the course are encouraged to do research on practical examples that demonstrate what the role of communication is as it pertains to the marketing strategy of a company and whether the role of the standard tools such as advertising, sales promotion, PR, sponsorship, personal selling, etc. has changed recently, if they have, in what ways and to what extent. The marketing communication research and its methodology form an important part of the course that the students will master upon its completion.

After completion of this course, students will be well informed about current trends in marketing communication and they will be able to make use of the methods studied in their academic as well as professional career.

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

The functions of communication
- Informing
- Sharing
- Persuading
- Negotiating

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

Marketing and Advertising research
Marketing Communication departments and their management

3. COMMUNICATION WITH THE MEDIA

Course syllabus

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

Course content:

• Communication as a universal phenomenon
  - Human communication
  - Body language
  - Communication protocols with the media
  - Timing of communication and its rules and options.

• Mass media and Social media
  - Segmentations of media as a way to PR success.

• Public Relations as a specialty
  - Public and Public opinion
  - Propaganda
  - Corporate communication
  - Special events, press releases

• PR in practice
  - Product PR
  - Business PR
  - Financial PR
  - Political PR
  - Internal PR

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

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

1. HR MANAGEMENT

Course syllabus

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

Course content:
Management of the human capital
- Definition of the process
- Strategic HR management
- Performance management
- Knowledge management
- The role of the HR department
- The role of line managers

Working with the staff
- Resources and development
- Staff management
- HR department and its role within a company / organization
- Analysis of jobs and roles

- Job creation
- Management and planning of the workforce
- Selection and recruitment of employees
- Recruitment, adaptation and deployment of new employees

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

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

Personnel Audit and Planning
- HR audit
  - Internal audit
  - External audit
- HR planning
  - The suitability and usability
  - HR outsourcing
2. PLANNING AND DEVELOPMENT OF HUMAN RESOURCES

Course syllabus

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

Course content:
Performance management
- Setting goals, priorities, standards
- Providing feedback

• Reasons for poor performance
• Improving performance
  - The GROW Model
  - The OUTCOMES Model
  - The Personal Development Program (PDP)
• Team performance management
  - Conditions for high-performing teams

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

Recognition and reward system
• Special financial incentives

Personality types
• Developing a strategy for different personality types of employees

Workplace investigations
• Employee privacy
• ACAS code
• Holistic approach
• Interviewing witnesses
• Burden of proof
3. RECRUITMENT AND SELECTION

Course syllabus

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

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

Students select 3 courses; the selected courses may not be the same as the courses of the specialization.

Syllabi of the elective module courses can be found below.

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

Course syllabus

Course abstract:
Management represents a core part of every company and organization. This fact makes it vital to study and understand the art of management. At first, management is introduced from the theoretical and procedural point of view. The second part of the course is focused on practical issues such as managerial skills and their creation with regard to each participant’s personality. Managerial skills regarding employees and team support are taken into account since they represent a current topic in the area of both theoretical and practical management. The final part of the course focuses on the management of companies and organizations at all levels.

Course content:
Theoretical point of view
- Historical development of management - scientific approach
- New challenges in the context of globalization
- Social and ethical roles of management

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

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

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

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

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

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

2. STRATEGIC MANAGEMENT

Course syllabus

Course abstract:
It is important to remember that strategy stems from an organization’s mission. Since conditions outside and inside an organization keep changing - the strategy has to be changed in time too. This course introduces Strategic Management as a continuous process of keeping the mission of an organization up-to-date, viable and well communicated to all people in the organization. The message communicated in the course of the whole module is that an organization without strategy can’t be successful in the long term. In the first part the course students will be provided with an overview of theoretical issues of strategic management, phases of strategic analysis and planning, its
implementation to strategic plans and subsequent monitoring and control. After establishing a theoretical background, students are led into the second part of the course to master the tools and processes used within Strategic Management in their professional career and in seminar paper and/or dissertation writing.

**Course content:**
Core principles of Strategic Management
- Definition of a strategy
- Development of a strategy

Schools of strategy
- The Planning school (Ansoff)
- The Positional school (Porter, Boston Consulting Group matrix)
- The Resource based school

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

Stakeholder theory
- Internal stakeholders
- Connected stakeholders
- External stakeholders

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

Implementation of a strategy
- Managing change
- Changing the corporate/organizational culture

Strategic management in global and international scale

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3. PROJECT MANAGEMENT

**Course syllabus**

**Course abstract:**
The aim of the course is to give students valuable insights into current Project Management techniques and theories, and thus provide them with a valuable starting point for further research of the possible new approaches in the field of the Project management. Initially, students will be encouraged to take a look at the project life span and gain very important knowledge of the specifics of different stages in the life of a project. The next part of the course is dedicated to the methodology used in individual phases of a project. The course consists of important information on the methods used in the management of projects and the challenges that one may face. Last but not least the students get guidance on working with the Project Management Body of Knowledge (PMBOK®). Upon completion of the course the students will be able to present valuable new ideas in their research based on current trends in the area of Project Management.

**Course content:**
- Project management
  - Substantive and procedural definition of a project
  - Development, implementation and evaluation of the project
  - Determination and justification of the project content
  - Verification of the quality of the project plan
- Management of the project scope
  - Planning stage of the project scope
  - Logical framework of the project
  - Verification of the extent and change management
- Time Management
  - Definition of activities and determination of their importance
  - Estimate of the duration of activities
  - Time schedule and its control
- Cost Management
4. PROCESS MANAGEMENT

Course syllabus

Course abstract:
Process Management is defined as the use of knowledge, experience, skills, tools, techniques and systems to define, visualize, measure, control, inform, and process improvements to meet customer requirements while simultaneously optimizing profitability of current activities. The aim of this course is to provide students with the comprehensive information on the management of company processes and operations. Students will examine in depth the many different methods of process management, their advantages and disadvantages and possible limitations of use. Lean Six Sigma is given special attention in the course. The last part of the Process Management course is dedicated to sophisticated interdisciplinary methods of engineering optimum design of processes.

Course content:
Introduction
- The principle of process management
- Process structure
- Relationship process and organizational structures

Process management
- Defining processes, defining the issues, risks
- Measurement of processes, data collection
- Data analysis, Capability Maturity Model
- Process improvement, process standards (‘best practice’)

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

Methods of process management
- ARIS
- Six Sigma
- Lean
- Business process reengineering
- Enterprise resource planning
- Other methods

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

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

Optimization
- Engineering system design
- The interdisciplinary process of engineering design
- Use of mathematical functions to get to the optimum design
5. FINANCIAL MANAGEMENT

Course syllabus

Course abstract:
This course was designed to provide students with information and insight on both the macro and micro level of finance in an economy. The micro level is focused on the financial management of organizations and companies and its tools for measuring and managing business performance. Another important part of this level is the process of financial planning and budgeting along with defining interrelations between strategic objectives. The Macro level of this course covers topics from the area of financial markets, their segmentation and tools. Principles of investment decision-making process and methods of evaluation of chosen financial instruments are also discussed. Management of working capital is an integral part of this course. The course provides students with a solid base for research in the field of finance. Upon successful completion of this course, students will be ready to support their dissertation research with the knowledge they have acquired from the area of finance and financial management.

Course content:
- Corporate finance
  - Short-term financing
  - Strategic financial and investment decisions
  - Financial analysis and planning
  - Financial risk
- Methods for determining the market value of a company
- Financial planning and budgeting
- Management of the working capital
- The financial system and the financial market
- Categories of financial market and segmentation
- Financial market instruments
- Securities
  - Primary and secondary securities market
  - Margin lending transactions
- International financial supervision

- The debt market
  - The market for interbank deposits, yield curve
  - Fair value, yield to maturity and duration of the debt instrument
  - Loans, credits and deposits, bonds, bills of exchange and checks

6. RISK MANAGEMENT

Course syllabus

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

Course content:
- Characteristics of a successful company
- Changes in a company and the risk - models of change in the company, change in the corporate strategy, change as a way to improve a company's performance
- Risk - definition, risk analysis, risk management, risk types
- Risk management - development, tools and procedures
  - Management at the corporate level
  - Management at the business strategy level
  - Management at the project level
- Reducing risk in the company - tools for reduction, methods of risk reduction
- Investment decisions and risk - financial analysis, liquidity, investment parameters
- Project financing and risk
- Portfolio analysis and cash-flow
7. FINANCIAL MARKETS AND INVESTMENTS

Course syllabus

Course abstract:
The aim of the Financial Markets and Investments course is to introduce students to different theories that explain the functioning of financial markets as well as explaining the principles, theory and practice of trading in securities. Participants of this course will study the functioning of different categories of financial markets and operations on financial markets. Students will spend a portion of this course on Investor Behaviour – students will examine the theories of Behavioural Finance as opposed to Standard Finance theory. Students will expand their knowledge of stock, bond, money, capital markets, stock exchanges and OTC organizations. Concepts of risk, return, the efficiency of financial markets and more are another part of the course. Students also study the highly current topic of the influence of financial crises on business cycles, and the conjoint topic of the regulation and supervision of financial markets on both national and international level.

Course content:

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

8. FINANCIAL REPORTING AND ANALYSIS

Course syllabus

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

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

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

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

**9. MANAGERIAL ACCOUNTING**

**Course syllabus**

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

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

**Course content:**
Introduction to Managerial Accounting
- The distinguishing characteristics of managerial accounting
- The role of managerial accounting in support of planning, directing, and controlling
10. STRATEGIC MANAGEMENT OF SALES

Course syllabus

Course abstract:
Sales are a crucial part of every commercial organization. It is a complex and lively concept. Unfortunately, many people still mistake it for meeting the set targets and numbers of products sold alone. If the sales are to be really ‘managed’ there needs to be a comprehensive analysis of the situation. A sales plan needs to be set and a sales strategy and policy as well as operational system for monitoring, measurement and evaluation of activities has to be created.

The objective of this course is to encourage students to explore in depth the roles and important functions of Sales Management in a company. The analysis should include ways to build and implement sales plans, manage sales as well as achieve the set sales targets. Based on research and analysis students will be expected to come up with new sales techniques and strategies of closing sales as well as prospecting and negotiating in sales.

Participants are encouraged to challenge and come up with new theories and ideas about the leading styles of sales teams, management, leading and motivation of sales teams, coaching, delegation, roles and tasks of a Sales Manager.

Upon successful completion, students will be able to analyze and create a strategic sales plan for a company and master selling skills to create training and coaching plan for the sales people.

Course content:
The sales process - setting goals, measuring the achieving target values.
The importance of sales planning

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

Closing the sale
• General principles, understanding buyers’ behavior
• Closing techniques, body language
• Cross selling, upselling
• Creating customer’s needs

Prospecting in sales – its importance for successful Sales Management
• Prospecting skills – research, organization, listening, communication, interpersonal, etc. skills
• Cold Calling techniques
• Prospecting with existing customers
• New techniques for Prospecting in Sales

Break-Even Analysis in Sales
• Simple vs. multi-product Break-Even Point
• Operating leverage
• Discounts vs. promotions

Negotiating Sales
• Strategies for overcoming objections
• Strategies of getting to an agreement
• the time After the negotiation

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

11. E-COMMERCE

Course syllabus

Course abstract:
Students of the course E-Commerce study and are encouraged to discuss and explore the issues of marketing strategy and trade through the internet as well as the development of the internet environment, its specific aspects and factors that influence the support of existing businesses in the market. Upon successful completion of this course, students will have compared their initial assumptions with the final conclusions on the topic. Students will be asked to develop new ways of addressing specific problems and model situations in the decision-making process of managers. Last but not least students study and develop the planning process of a corporate strategy of a company in the area of trade and internet-based promotion.

Course content:
• An introduction to the issues of presentation on the internet.
  The creation of a company on the internet
  - Formulating a company presentation, taking the first steps, making the initial analysis
• Web design, graphic design of presentation and its ergonomics.
• Internet marketing strategy
  - The development and maintenance
• Search engine optimization and search engine marketing
• Applicability of presentation and user behavior
  - Creating an appropriate structure of presentation
• Static vs. Dynamic presentation
  - Editorial system and various open source solutions
• Copywriting
  - Writing text and creating content for the web
• E-Shop
  - User and business practices
• Functioning of an e-shop, various types of solutions including open sources, linked to corporate applications
  - Business tactics on the internet, using various sales channels
• Product website and microsites
  - Suitability of use and what it actually relates to
12. HR MANAGEMENT

Course syllabus

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

Course content:
Management of the human capital
- Definition of the process
- Strategic HR management
- Performance management
- Knowledge management
- The role of the HR department
- The role of line managers

Working with the staff
- Resources and development
- Staff management
- HR department and its role within a company / organization
- Analysis of jobs and roles
- Job creation

- Management and planning of the workforce
- Selection and recruitment of employees
- Recruitment, adaptation and deployment of new employees

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

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

Personnel Audit and Planning
- HR audit
  - Internal audit
  - External audit
- HR planning
  - The suitability and usability
  - HR outsourcing
13. PLANNING AND DEVELOPMENT OF HUMAN RESOURCES

Course syllabus

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

Course content:
Performance management
  • Setting goals, priorities, standards
  • Providing feedback

• Reasons for poor performance
• Improving performance
  - The GROW Model
  - The OUTCOMES Model
  - The Personal Development Program (PDP)
• Team performance management
  - Conditions for high-performing teams

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

Recognition and reward system
• Special financial incentives

Personality types
• Developing a strategy for different personality types of employees

Workplace investigations
• Employee privacy
• ACAS code
• Holistic approach
• Interviewing witnesses
• Burden of proof
14. RECRUITMENT AND SELECTION

Course syllabus

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

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

15. DIGITAL COMMUNICATION

Course syllabus

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

Course content:
- Support for corporate presentations and e-shop - electronic marketing
  - Tools, goals, possibilities
- PPC (Pay per click) campaigns
  - Principles, practices, possibilities of use
- SEM and banner campaigns
- SEO - support of positions in search engines
  - Selection of keywords and their support
  - Prohibited practices
  - Contents and exclusions from the SEO analysis
- Facebook - support on the social network
  - Rules, objectives and procedures
- Mailing as a marketing tool
16. COMMUNICATION WITH THE MEDIA

Course syllabus

Course abstract:
Communication in this course is introduced within its general definition as the way to share information as well as from the point of view of its historical evolution; up to its modern use in favor of propaganda, Public Relations (PR) and leadership. Students will examine PR in order to be capable of using it as an active tool to communicate with the media instead of being passive objects of events. Students get to study and research various forms of communication, their changeover in time, and their gradation. The risks that are associated with some of the most common errors in PR are also tackled.

Part of this course deals with the topic of public speaking in terms of getting the message across in a clear, confident, and persuasive manner, which is an important skill in the Business World.

Upon completion of the course, the graduates will be able to perceive Public Relations within a very sensitive realm. They will be able to demonstrate practical as well as theoretical knowledge of the area of Media and Culture.

Students of the course will be able to engage in Mass and Social Media. They will develop practical and theoretical understanding of the communication phases, evolution, and they will be able to use the outcomes of their research in their professional practice.

Course content:

- Communication as a universal phenomenon
  - Human communication
  - Body language
  - Communication protocols with the media
  - Timing of communication and its rules and options.
- Mass media and Social media
  - Segmentation of media as a way to PR success.
- Public Relations as a specialty
  - Public and Public opinion
  - Propaganda
  - Corporate communication
  - Special events, press releases
- PR in practice
  - Product PR
  - Business PR
  - Financial PR
  - Political PR
  - Internal PR
- Public speaking
  - The evolution
  - Components of successful public speaking
  - Persuasion techniques
- Media and Cultural Theories
  - Theories of Enlightenment
  - Marxism and Global Media
  - Semiotics and Formalism
  - The Frankfurt School and Neo Marxism
  - Structuralism and Poststructuralism
  - Postmodernity and Consumer Culture
  - Consumer Agency and Cultural Studies
  - Feminism
  - Post-Colonialism
17. STRATEGIC COMMUNICATION IN PR

Course syllabus

Course abstract:
By understanding media working practices, projected targets within Public Relations can be greatly increased when they are used correctly. The concept of this course is to fully understand how journalists operate, using psychological methodology. Students will examine different methods of planning the PR activities and their use with different media. In order to understand how to be a successful spokesperson it is also vitally important to master advanced communication and presentation skills. Whilst adhering to best practices, one will gain confidence and have the ability to be able to resiliently withstand all aggressive journalistic attacks.

One will learn to simultaneously find out what the strengths and weaknesses are within the media and how to intelligently control and manage them in such a way that the information they disseminate attract the public interest.

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

18. MARKETING COMMUNICATION

Course syllabus

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

Participants of the course are encouraged to do research on practical examples that demonstrate what the role of communication is as it pertains to the marketing strategy of a company and whether the role of the standard tools such as advertising, sales promotion, PR, sponsorship, personal selling, etc. has changed recently, if they have, in what ways and to what extent. The marketing communication research and its methodology form an important part of the course that the students will master upon its completion.

After completion of this course, students will be well informed about current trends in marketing communication and they will be able to make use of the methods studied in their academic as well as professional career.

Course content:
Definition of communication
- Types: intrapersonal, interpersonal, dyadic, group and mass communication
- The structure of the communication process
- Means of communication
The functions of communication
- Informing
- Sharing
- Persuading
- Negotiating
- Self-presentation

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

Marketing and Advertising research

Marketing Communication departments and their management

19. GLOBAL MARKETING

Course syllabus

Course abstract:
The aim of this course is to make students think about and question the principles, specifics and tools of strategic marketing in global merit. It is not possible to think about marketing as a separate activity from other crucial activities in a company therefore the students are encouraged to perceive marketing as an activity interlinked with strategy and planning of the whole organization. In the next part of the course the students will learn about important marketing practices and methods of marketing research that will help them understand the global environment in a broad context.

The topics discussed in this part of the course are dedicated to the research of the international environment including the economic, demographic, technological, socio-cultural, ecological, political and legal factors. The students will also gain deep knowledge of the methods of selection of target markets, positioning in the international environment, and will look into its specifics. Students will study marketing practices, marketing research and marketing mix. The internet marketing as an important part of a global marketing strategy forms a separate part of the course. Students will look into the specifics and cultural differences that have an effect on the marketing strategies in different cultural contexts. In conclusion, participants will gain knowledge about the factors that influence decisions to enter the international markets, what are the entry forms that require a minimal amount of capital investments (licensing, franchising), capital entry into foreign markets along with other factors not mentioned.

Course content:
- The definition of marketing
  - Competition
  - Competitive edge
  - Resource-based viewpoint of the firm (RBV)
- The marketing mix, its components and modifications in the global context
- The marketing communication mix
- Segmentation
- Targeting
- Positioning
- Branding
- Research of environment and situation
  - PESLEDI
  - BCG matrix
  - Porter’s 5 forces
  - Ansoff’s matrix
  - 5Ms internal audit
  - SWOT Analysis
- Internet marketing
20. CORPORATE SOCIAL RESPONSIBILITY

Course syllabus

Course abstract:
The Corporate social responsibility course deals with the importance of implementing CSR activities and programs at companies and their consequent positive impact on companies' development, their profits and brand image. Those who take a course in corporate social responsibility will find themselves much better equipped to lead businesses in the 21st century. They will learn how to improve the public images of the companies they work for, as well as many of the best ways to go about doing good in the world with the resources that businesses provide. Taking a CSR course can also help improve critical thinking and problem solving skills, allowing students to develop their careers.

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

21. CHANGE MANAGEMENT

Course syllabus

Course abstract:
The Change Management course is focused on the development of internal systems within the organization relating to the management of change. For many, change represents an opportunity for innovation and growth. For some people, change should be viewed as something, which may also cause instability. For those people, change may tend to be threatening and demotivating. A rapidly changing environment brings about the need for organizations to respond and effectively address turbulence and instability. The success of change implementation depends on the ability of workers in an organization to adapt to these conditions. Furthermore, a crucial aspect is also the ability to successfully introduce new technologies and procedures, change internal processes and organizational structures. In this course, students will focus on how to manage changes systematically, how to initiate them and support them in the long-term. Students will also learn about typical reactions to change, how to get prepared for them and how to manage the potential resistance to change.

Course content:
Characteristics and scope of changes
- What is the change
  - Scope, influence and reason for the change
- Scope of change
  - Strategy of the organization
  - Organizational structure
22. INTERNATIONAL BUSINESS

Course syllabus

Course abstract:
This course is designed for future as well as experienced managers who are ready to take on the challenge of going abroad. Throughout all of the course chapters students will learn and study how to approach business from a global point of view. Consequently, it will put them in a position where they are prepared to work with risks that come with being in different environments; such as culture, socio-economic situation, government, integration etc. Students of this course will be able to understand the major differences in their domestic business environment and any other areas of future international business that they choose to take on. Throughout the course students will be tasked with focusing on tools to evaluate the markets and work-out the strategy, which has a high potential of success in the global environment. Successful course graduates shall be able to research and develop new approaches to international business, bring new strategies based on their analysis of risk and cultural differences. Such new approaches are key for the dynamic environment of daily business on international basis.

Course content:
- Globalization
- Political and government systems and government intervention
- Cultural factors of international business
- International trade and investments
- Regional economic integration
- Global preferential trade agreement
- International monetary environment
- Emerging, Developing and Advanced Economies
- International Marketing
- Selected business etiquette in Asia, Europe and USA
23. TEAM MANAGEMENT

Course syllabus
Course abstract:
The aim of the Team Management course is to share with students the most current methodological tools and procedures for the coordination and management of project teams. Success of project management depends on the proper and well-balanced combination of "hard" structured project instruments with "soft" instruments that are supporting teamwork and being able to accept the required changes of the people. The course is focused on understanding the principles of teamwork. Students research the tools enabling efficient communication with other members of the team (working group) as well as between the individual members of the team. The students will build upon the principles and rules of cooperation in the team to help the team reach the desired results. In this course students will acquire the most current techniques for improving the performance of teams and / or working groups.

Course content:
Project Manager’s Role
- The competence for managing the project team
- Different styles of group and individual management
- Power sources
- Communication and information
- Motivation and stimulation
- Managing project team meetings
  - Types of meetings
  - Techniques for managing meetings
- The role of the project manager based on the IPMA methodology

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

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

Managing the project team
- Teams in the organizational context
- Situational management and leadership
- Delegating and transmitting information
- Risks of team management
- Relationships between team members
- Team mood and conflict solving
- Multicultural teams
- Virtual teams
24. ANTI-CRISIS MANAGEMENT

Course syllabus

Course abstract:
The course provides students with a compilation of knowledge from the area of Anti-Crisis Management; a synergy of several major spheres that are interlinked: Corporate Management, Risk Assessment and Governing along with Business Continuity and Rehabilitation. Enterprise Crisis management is a constantly evolving area that is receiving heightened attention from boards, owners and stakeholders in the wake of the recent financial crisis. Regardless of the type, size or developmental stage of an organization, Anti-Crisis Management should be embedded and aligned with strategic decision-making for the maximum value to be derived from the time and resources devoted to the crisis, when the company could be losing its market position or profitability. Whatever challenges it faces, corporate failures stemming from strategic failures need to be minimized. Yet organizations continue to struggle to translate theoretical frameworks for crisis and risk management into practical implementation, tailored to the particular needs of the organizations. The wave of post-crisis regulation has subsided, bringing with it a new set of rigorous crisis management requirements and challenges and as a result, increased professional and technical demands on anti-crisis managers. Upon completion of the course Anti-Crisis Management students will:

• Demonstrate a deep understanding of the mechanism of the modern corporate and banking financial crisis, its assessment and mitigating
• Master the principles of assessing and managing economic activities and ratios
• Be able to apply their knowledge in practical situations as well as deeper academic research to save business competitiveness and competence of the team leader
• Gain a solid base for further research in the area of Anti-Crisis Management for their dissertation thesis

Course content:
Global, regional and local crisis trends
• Experience and tendency of financial and economic shocks
• Myths and nature of crisis management
• Authority’s reaction to Economical, Social and Environmental disaster
• Lessons for policy and decision makers
• The “Big Five” Challenges in corporate finance
Risk and Crisis assessment and its mitigation
• Business continuity planning
• Company diagnoses and rehabilitation practice
• Math and Expert methods of crisis forecasting
• Business model changing in the middle of a crisis
Crisis management regulation and disclosure requirement
• Legislation in bankruptcy prediction
• Disclosure principles: Dodd Frank, Oxley, FATCA & etc.
• Transition to the international standards
• Enterprise Crisis-management assessment
• Contemporary approaches in Anti-crisis management
• Emergency operational and continuity procedures
• Reputational risks and risk of compliance
• Human resources crisis. New totem of communication
Designing Anti-crisis management strategies
• Values of Recovery planning and executing
• Business rehabilitation Models (BCG, Du-Pont, Grant, etc.)
• Corporate restructuring and organizational change
• Investment and Fund-raising in growing market competition
• Going public, IPO and SPO beyond crisis
• Competence and team leading in uncertainty (be flexible, reactive and strong in anti-crisis management)

Practical Seminars
• Analysis of the legal and operational indicators of a company
• Evaluation of solvency features, restructuring of assets and liabilities of a modular company.
Creating a model of effective rehabilitation of a company
4 courses of the Scientific – research module:

1. RESEARCH METHODOLOGY

Course syllabus

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

2. DISSERTATION PROJECT I. – PROPOSAL

Course syllabus

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

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

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

Course syllabus

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

4. DISSERTATION PROJECT III. – METHODOLOGY

Course syllabus

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

5. DISSERTATION PROJECT IV. – SURVEY AND DATA ANALYSIS

Course syllabus

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

Students are encouraged to discuss the findings:

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

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

Course syllabus

Course abstract:
Students are required to integrate the materials from all previous courses to a coherent publishable dissertation as well as prepare a power point presentation for its defense.
Students and graduates of LIGS University come from different areas and background.
LIGS University tutors

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We are looking forward to hear from you!