



Interactive Online MSc

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



Study online for your success without borders or limits

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 Ph.D. programs provide them with new knowledge and skills needed to become even better managers and professionals.

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

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

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

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

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

Dr. Pavel Makovsky
President
LIGS University



About LIGS University

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

Why should I choose LIGS University?

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

Mission, vision and strategy

MISSION

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

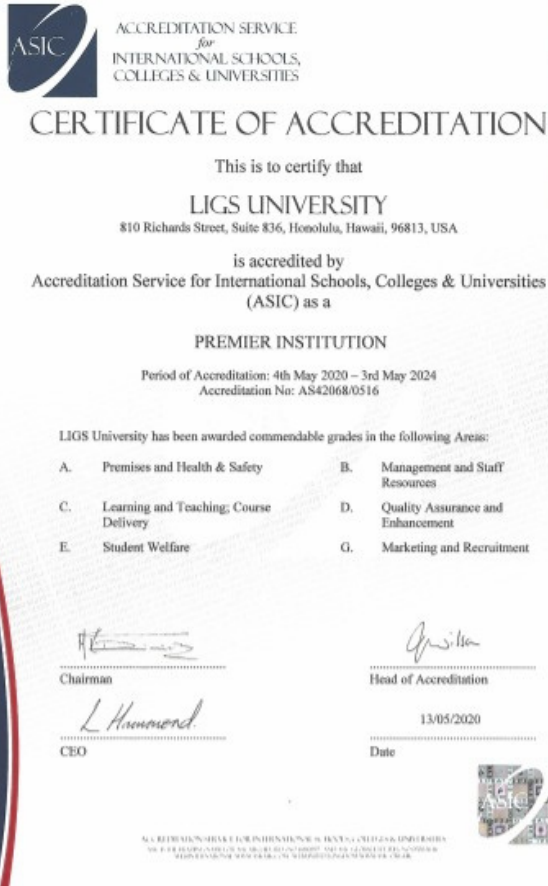
VISION

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, lecturers and staff. Vision of LIGS University is focused on the following objectives:

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



Accreditation



The LIGS University is accredited by Accreditation Service for International Schools, Colleges and Universities (ASIC). The University has earned Premier status with ASIC for its commendable areas of operation. ASIC accreditation helps students and parents make a more informed choice and will also help a school, college, university, training provider or distance education provider, demonstrate to the international student body that they are a high quality institution. ASIC is recognised by UKVI in UK, is a member of the CHEA International Quality Group (CIQG) in USA

and is listed in their International Directory, is a member of the BQF (British Quality Foundation) and are institutional members of EDEN (European Distance and E-Learning Network). LIGS UNIVERSITY IS NOT ACCREDITED BY AN ACCREDITING AGENCY RECOGNIZED BY THE UNITED STATES SECRETARY OF EDUCATION



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US Accreditation Disclosure

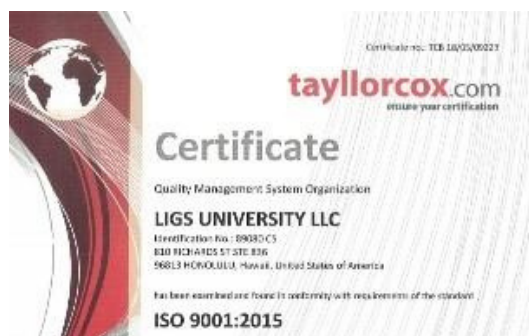
Due to the differences in American and other systems of higher education and in accordance with the requirements of the laws of the State of Hawaii we need to inform you that

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

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

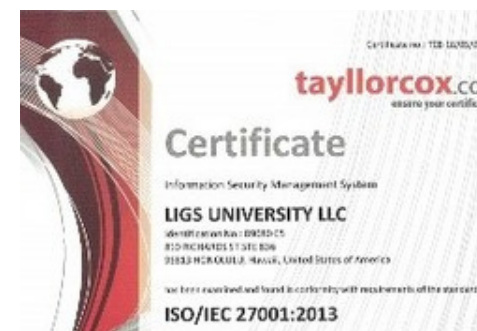


Certification



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

LIGS University holds an ISO/IEC 27001 certificate, an internationally recognized standard defining requirement for the information security of management



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

of employees, processes, IT systems and company strategies. Additionally, it ensures compliance with current legislative requirements (especially the protection of personal data). ISO 27001 enforces the building of a solid information management system, provides greater security and reduces the risk of sensitive information leakage.

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



Interactive Online MSc

MSc (Master of Science) is an effective professional program, thanks to which you will get a competitive advantage and a higher chance on career advancement. The program is designed in order everyone can choose according to his interests and needs.

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 and can continue with studies of DBA (Doctor of Business Administration) or PhD (Doctor of Philosophy) programs.

The advantages of the MSc degree program

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

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

Support – professional support from lecturers, informational, organizational and technical support from LIGS University by means of 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 lecturer for each course significantly, increases the efficiency of education.

Interactive Online MSc degree program will help you to

- Form a strategic view in the area of business and management,
- Get prepared for a future career of a successful manager, Learn how to use management tools and critically assess their advantages and disadvantages,
- Understand principles of how organizations and their management work,
- Develop critical thinking, learn how to use sources of information and communicate effectively,
- Gain new knowledge and skills you can make use of while meeting professional tasks and goals.

Specification of the program

Program duration: 1 to 2 years (or individually)

Language of instruction: English

Form of education: Interactive Online

Start date of the program: Anytime

Admissions requirement: A bachelor's degree

Degree earned: MSc (Master of Science)



Admissions requirements

- Be proficient in the language of instruction,
- A graduate of a university/college holding a bachelor's degree or higher.

Documents required for admission:

- Application form,
- Graduation documents,
- Curriculum vitae,
- Photograph.

Send all documents electronically.

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

The compulsory and facultative study requirements are as follows:

Compulsory activities (have to be completed to graduate successfully)

- You need to individually make inquiries as to what the theoretical basis for completion of your program will be.
- Each course will have a seminar paper assigned with it consisting of 3,800-5,000 words each.
- You have to pass an e-test from each course.
- To graduate, a final thesis needs to be submitted (consisting of 10,000-15,000 words)

Facultative activities (are included in the general tuition) include

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

Ending of the program

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



Learning Management System

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



Tuition

Lump-sum	One year plan	Two year plan
\$5,900	\$ 6,785	\$ 8,200

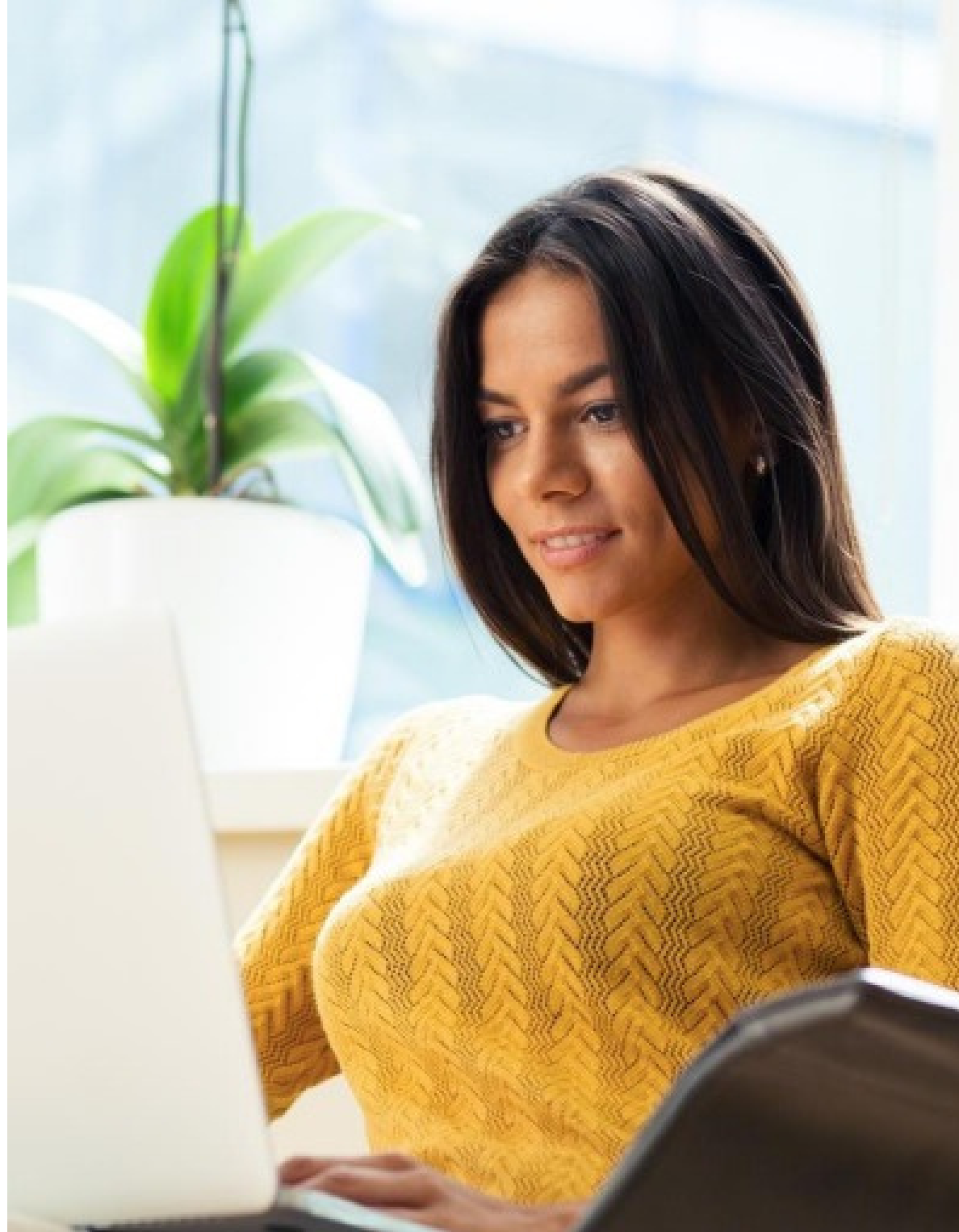
*The application fee of \$100 is not included in the tuition. The tuition payment schedule can be adjusted to suit the needs of the student. Feel free to contact the Admissions Advisor for more information.

Included in the tuition:

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

Not included in the tuition:

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



SCHOLARSHIPS

Studying at LIGS University is a significant investment of time and money that requires prior planning.

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

Early Admission Scholarship - \$500

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

Scholarship Topics of Dissertation

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

Including:

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

lump sum payment	two-years plan	monthly payment
\$5,500	\$6,400	\$267

Hardship Scholarship

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

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

Including:

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

total tuition	extension	monthly payment
\$6,900	24 months	\$287



MSc degree program structure

Interactive Online MSc program consists of a total of **12 courses**. Students complete **7 courses of the specialization** (of your choice) and **5 courses from the elective module** (of your choice).

Specialization

Students choose one specialty, which comprises seven courses.

Management

- Management
- Human Resources
- Strategic Management
- Strategic Management of Sales
- Project Management
- Process Management
- Risk Management

Marketing

- Marketing
- Management
- Global Marketing
- Marketing Communication
- E-Commerce
- Digital Marketing
- Communication with the Media

Human Resource Management

- Management
- Human Resources
- Planning and Development of HR
- Recruitment and Selection
- Communication
- Intercultural Communication
- Project Management

Finance Management

- Management
- Finance
- Financial Reporting and Analysis
- Managerial Accounting
- Financial Markets and Investments
- Risk Management
- Project Management

Elective module

Students select 5 courses; the selected courses may not be the same as the courses of the specialization. Syllabi can be found

- Strategic Management
 - Project Management
 - Process Management
 - Global Marketing
 - Marketing Communication
 - Strategic Management of Sales
 - Risk Management
 - Financial Markets and Investments
 - Management
 - Finance
 - Human Resources
 - Financial Reporting and Analysis
 - Managerial Accounting
 - Recruitment and Selection
 - Communication with the Media
 - Strategic Communication in PR
 - E-Commerce
 - Digital Marketing
 - Communication
 - Marketing
 - Intercultural Communication
 - IT Strategy Planning
 - Business Ethics
 - Anti-Crisis Management
 - Planning and Development of HR
- bellow.



An example of the MSc degree program structure in the specialization Finance Management:



Time requirements

The time required for completion of the Interactive Online MSc 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.

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. Final thesis

After completing the study activities, students submit final thesis from the chosen specialization.



6. MSc Degree

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



Syllabi of courses

Specializations

SPECIALIZATION MANAGEMENT

1. MANAGEMENT

Course syllabus

Course abstract:

Management is one of the most important factors affecting the prosperity of each organization. This course introduces concepts and management practices along with the functions of management to students. It also introduces students to basic theories from the field of management. However, the goal is to learn the art of management and to be able to use it in practice. Therefore, attention is focused on identifying and creating managerial skills that will make allowances for the personality of the individual manager. Students will be able to identify the various styles of management and leadership as well as management structures to provide them with an overview and insight to the subject. Change management is a vital part of every manager's life today and it represents another part of the course. Different change strategies and interests of stakeholder groups are taught to students to prepare them for the inevitable process of change in their future managerial practices. Students are encouraged to view change as a viable possibility instead of a threat. They are shown how to handle it and take advantage of it.

Course content:

Principles of management

- Organization, management, managers
- Functions of management
- Personality of a manager, leadership skills



- Different roles a manager performs
- Managerial social responsibility
- Stakeholders of the organization

Management processes

- Management styles
- Management theories
- Management structures
- SWOT analysis
- Effective planning
- Mission planning
- Basic principles of organization
- Methods and techniques of organizational skills

Management practice

- Managerial decision making, decision-making methodology, rationality and support of managerial decision-making
- Corporate culture, communication within a company, methods of negotiation, conflict resolution
- The process of managerial control
- Managerial information system
- Advantages and disadvantages of group decision-making
- Identification of decision-making problems

Leadership

- Leadership, improving job performance
- Style and effectiveness of leadership of employees and teams
- Classification and motivation of employees
- Teamwork

Management of change

- Theory of change management
- Determining the need for change, preparation and implementation of change

Information systems in managerial practice

2. HUMAN RESOURCES

Course syllabus

Course abstract:

Human capital is one of the most important components of every organization and it reflects the quality of the organization's management. Satisfied, effective and motivated employees represent one of the key factors of a successful HR management in an organization. The course introduces students to the many aspects of human resource management. After a brief introduction to the origins and definitions of HRM, the focus will be on the recruitment and selection methods and procedures. Students will then continue their studies in the area of adaptation and integration stages of HRM including training, education and potential career development of an employee. The next part of this course deals with appraising and rewarding performance, which is essential for long-term HR planning. The core stages of the HR process are concluded with issues of resignation, retirement and succession planning. The course also deals with the very current topic of working in teams. Students will identify the pros and cons and practical case studies for making teamwork effective. Students will learn about different personality types and their possible interaction in a team and how this interaction can be beneficial for the outcome of the team. Students will acquire both theoretical and practical knowledge of HR skills and processes that will allow them to use them in their own personnel and management practice.

Course content:

Human resource management (HRM)

- Origins of the HRM
- Definitions of the HRM
- Current practice
- Motivation and commitment in terms of HRM
- Differences and shared points of "groups" and "teams"



Recruitment and Selection

- STEEPLE and its practical use
- HR planning
- HR outsourcing
- Choice of selection methods

Process of Adaptation and Integration

- Induction methods
- Employee development and training

Appraising and Rewarding Performance

- System of remuneration
- Performance reviews and evaluation (setting of evaluation system, frequency, criteria, rating scale, person evaluated vs. the evaluator)
- Employee engagement

Employee Planning

- Employee motivation and counseling
- Resignations and retirement
- Succession planning

Teamwork and HRM with respect to a cross-section of personality types

- The myths and realities of working in teams
- Personality typologies: basic 9 personality types, their behavior within the organization and the team
- Predicting the performance of each type and making use of the knowledge in practice

Corporate culture and organization's ethics

- Corporate social responsibility policy of the organization
- Business ethics

3. STRATEGIC MANAGEMENT

Course syllabus

Course abstract:

There can't be a long-term success of any organization without a strategy. The strategy reflects the purpose of the organization and its mission. With a well formulated and communicated strategy every person in the organization knows the purpose of their work and how it contributes to the mission of the organization. Since the conditions outside and inside the organization keep changing the strategy is changing in time, too. Thus, the Strategic Management is a continuous process, in which the phases of strategic analyses, strategic planning, implementation of strategic plans, and strategic control constantly repeat and overlap. The aim of the course is to provide students with a comprehensive overview of the Strategic Management issues in different types of organizations in theory as well as on practical examples. Upon successful completion of the course students will master tools and procedures for strategic planning and management. Moreover, students will become familiar with methods of different strategic analyses using analytical techniques to define goals, formulate the strategy, implement it and perform subsequent monitoring and control.

Course content:

Core principles of strategic management

- Concepts and organizational structures
- Levels and formulation of a strategy

Schools of strategy

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

Levels of strategy

- Corporate
- Business
- Functional / Operational



Strategic management techniques and analyses

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

Comparing the market

- Benchmarking

Implementation of a strategy

- Managing change
- Change of an organizational culture

Strategic management in global and international scale

Strategic management of a public sector

4. STRATEGIC MANAGEMENT OF SALES

Course syllabus

Course abstract:

The objective of this course is for students to be able to identify and understand what the roles and important functions of Sales Management are in a company. Throughout the course, students will learn how to build and implement sales plans, how to manage sales and how to achieve the set sales targets. Students learn the sales techniques and new strategies of closing sales, prospecting and negotiation in sales. There can be no commercial organization without Sales. It is important to note that a Sales Management that is focused merely on setting goals alone does not perform very well. If you want to effectively 'manage' your sales you need to analyze the situation, set a sales plan and create a sales strategy and policy as well as an operational system for monitoring, measurement and evaluation of activities. This is facilitated by appropriately chosen standards and key parameters of measuring sales performance (KPI). A truly professional Sales Manager needs to focus on the management of sales activities as well as the development of the necessary skills of a sales person. Because there are no naturally

born sales people, skills can and are obtained through proper leadership and training. An integral part of this course is the introduction of management skills, which include the leading and motivation of sales teams, coaching, delegation, roles and tasks of a Sales Manager. Upon successful completion of this course, students will be able to create a strategic sales plan for a company and master selling skills in order to be able to use them in the role of a sales person as well as when they take on the role of a manager and coach for a sales team.

Course content:

The sales process - setting goals, measuring and 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, and many other 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 coming to an agreement



- The time after the negotiation

The specifics of leading a sales team

5. PROJECT MANAGEMENT

Course syllabus

Course abstract:

The aim of the Project Management course is to ensure that the preparation, implementation and monitoring phases of a project run smoothly. The project aspect of this course represents a sequence of activities that are needed to achieve project objectives within the scheduled time and planned costs. Project management makes use of a systematic approach to problem solving while considering things and phenomena in their mutual relations. The aim and content of this course is focused on encouraging the participants to take a closer look at the financial and economic aspects of project management. A key factor is the economic efficiency of a project, which can be measured by specific methods. The aim of this course is to provide an explanation of basic concepts of project management, and to help students organize and complete their experience and knowledge in the field of project management.

Course content:

Project Integration Management

- Preparation of a project plan
- Implementation of a project plan
- Integrated change management

Managing project scope

- Project initiation
- Planning of the project scope
- Definition of project scope
- Verifying project scope
- Management of changes in project scope

Time management of projects

- Definition of activities
- Determining the order of activities
- Estimating the duration of activities
- Creating a schedule
- Schedule check-up

Project cost management

- Resource planning
- Estimating the cost
- Budgeting of costs
- Cost control

Human resource management in the project

Management of communication in the project

Risk management

- Risk management planning
- Identification of risks
- Qualitative risk analysis
- Quantitative risk analysis
- Planning the response to risk
- Monitoring and control of risks

Project closure or termination

6. 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 with simultaneous optimal profitability of current activities. The aim of this course is to provide students with the comprehensive information on the management of a company processes and operations. Students will learn how to model these processes and subsequently make the best of it through the application of the inherent knowledge gained in Process Management for their companies.

Course content:

Introduction

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

Operation 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

Process modeling

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

Process management

- Defining processes, defining the issues, risks
- Measurement of processes, data collection
- Data analysis, Capability Maturity Model
- Process improvement, process standards ('best practices')
- Implementation of control elements

7. RISK MANAGEMENT

Course syllabus

Course abstract:

The Risk Management Course introduces participants to the many different types of risk that an organization faces as well as the concepts of managing financial and non-financial risks. Students will learn the methods of management, measurement, and control of these risks. The whole process of identification, analysis, response, control of risk and risk culture is addressed. In addition, students will become familiar with concepts such as credit risk, liquidity risk, interest rate risk, the importance of capital adequacy and the nature and components of market risk, operational risk and credit analysis.

Course content:

When does the risk arise

- Identification of risk
- Quantification of risk
- Likelihood and impact of risk
- Expected and unexpected loss

Addressing the risk

- Identification and implementation of countermeasures

Risk management and enterprise risk management

- Risk identification
- Risk analysis
- Risk response
- Risk control
- Risk culture

Capital adequacy

- Systematic risk
- Unsystematic risk

Financial risks

Credit risk and credit analysis

- Direct credit risk
- Credit equivalent risk
- Settlement risk
- Large credit exposure risk

Market risk

- Interest rate risk
- Equity risk
- Commodity risk
- Foreign-exchange risk
- Correlation risk
- Credit spread risk

Liquidity risk

- Funding risk
- Market liquidity risk

Business risk

- Legal risk
- Reputation risk
- Taxation risk
- Currency convertibility risk
- Disaster risk
- Regulation risk





SPECIALIZATION MARKETING

1. MARKETING

Course syllabus

Course abstract:

Marketing is central to a company's success or failure. This extensive Marketing course provides students with not only the necessary theoretical knowledge; it focuses on the ability to perform marketing activities in practice. It is of utmost importance that students get a proper picture of what marketing actually is and isn't in order to be able to think about the subject with the right perspective. Initially, the basic concepts and definitions of marketing are introduced to students so they can gain a basic understanding of the subject matter, which is then further structured and developed. Students get to know the huge variety of marketing functions and their interconnectedness and complexity within the organization as well as the differences in marketing for different kinds of products and services. An important aspect of this course is marketing research as a method and tool for building a marketing strategy. Students will learn how to create a strategic marketing plan based on the results of the marketing research by determining the target market, identifying competitors and setting a marketing budget. Since marketing within the borders of a single country is a thing of the past in many cases, it is of utmost importance to keep in mind how international environments are affecting the market. It is not really possible to imagine marketing without a marketing communications strategy. Students will learn about different strategies and marketing communication tools of a company by the end of this course.

Course content:

Introduction to marketing

- Meaning of a market
- Objectives of marketing



- The 5 P's of marketing (product, people, price, place, promotion)
- From the company led by the market to the company managing the market
- From marketing of business units to the corporate marketing
- The importance of accurate metrics

Marketing functions

- Pricing
- Packaging and branding
- Promotion and advertising
- Selling
- Sales forecast

Marketing in different areas

- Consumer goods
- Industrial goods
- Services

Marketing research

- Identifying the need for marketing research
- Research designs
- Focus groups, interviews, observation
- Sampling and sampling techniques
- Selecting a proper sampling technique
- Measurement and scaling
- Questionnaires as a marketing tool

Data preparation and analysis

- Data collection
- Editing
- Coding
- Data cleaning
- Data analysis
- Hypothesis testing

Preparation and presentation of the marketing report

Strategic marketing plan

- Elements of a strategic marketing plan
- The benefits of a strategic marketing plan
- Determination of the target markets
- Identification of competitors
- Marketing budget

The international environment

- Political and legal
- Economic
- Social and cultural
- Technological

Marketing communication

- The communication process
- Communication mix
- Marketing communication in the trading company
- Push and pull strategy

Guerrilla marketing

- What the guerrilla marketing has to offer
- How to involve the Internet into guerrilla campaigns
- Identifying opportunities to communicate the message across to specific target audiences using the Internet
- Viral marketing on the Internet

Communication tools of a company

- Advertising
- Other external tools of marketing communication
- Sales support
- Personal selling
- PR and media cooperation



2. MANAGEMENT

Course syllabus

Course abstract:

Management is one of the most important factors affecting the prosperity of each organization. This course introduces concepts and management practices along with the functions of management to students.

It also introduces students to basic theories from the field of management. However, the goal is to learn the art of management and to be able to use it in practice. Therefore, attention is focused on identifying and creating managerial skills that will make allowances for the personality of the individual manager. Students will be able to identify the various styles of management and leadership as well as management structures to provide them with an overview and insight to the subject.

Change management is a vital part of every manager's life today and it represents another part of the course. Different change strategies and interests of stakeholder groups are taught to students to prepare them for the inevitable process of change in their future managerial practices. Students are encouraged to view change as a viable possibility instead of a threat. They are shown how to handle it and take advantage of it.

Course content:

Principles of management

- Organization, management, managers
- Functions of management
- Personality of a manager, leadership skills
- Different roles a manager performs
- Managerial social responsibility
- Stakeholders of the organization

Management processes

- Management styles
- Management theories

- Management structures
- SWOT analysis
- Effective planning
- Mission planning
- Basic principles of organization
- Methods and techniques of organizational skills

Management practice

- Managerial decision making, decision-making methodology, rationality and support of managerial decision-making
- Corporate culture, communication within a company, methods of negotiation, conflict resolution
- The process of managerial control
- Managerial information system
- Advantages and disadvantages of group decision-making
- Identification of decision-making problems

Leadership

- Leadership, improving job performance
- Style and effectiveness of leadership of employees and teams
- Classification and motivation of employees
- Teamwork

Management of change

- Theory of change management
- Determining the need for change, preparation and implementation of change

Information systems in managerial practice



3. GLOBAL MARKETING

Course syllabus

Course abstract:

The aim of this course is to teach students the basic principles, specifics and tools of strategic marketing in the global market. Students will learn about important marketing practices and methods of marketing research that will help them understand the global environment in a broader context. The topics discussed in the first 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. Participants of this course will also obtain important and current information about the selection of target markets, positioning, segmentation and branding in the international environment, and will become familiar with its specifics. The marketing mix and communication mix in the global context are also included in the course. The final part of this course is dedicated to the factors that influence decisions to enter international markets. Students will get the essential knowledge of the forms of entry to the market that requires minimal capital investments (licensing, franchising). Upon completion of this course students will have the essential knowledge of marketing in the global context and will be able to assess the strategic marketing questions from the global perspective stretching beyond the boundaries of a single country.

Course content:

The definition of marketing

- Competition
- Competitive edge
- Resource-based viewpoint of the firm (RBV)

Research of environment and situation

- PESLEDI
- BCG matrix
- Porter's 5 forces
- Ansoff's matrix
- 5Ms internal audit
- SWOT Analysis

International marketing activities

- Intercultural marketing
- Economics
- Demographics
- Technological
- Socio - cultural
- Ecological
- Political and Legal factors

From the global viewpoint:

- Segmentation
- Targeting
- Positioning
- Branding
- The marketing mix, its components and modifications
- The marketing communication mix

4. MARKETING COMMUNICATION

Course syllabus

Course abstract:

The aim of this course is to offer students a comprehensive overview of different marketing communication tools. The course teaches students how communication tools work and how they can be used in a practical way. Students will learn the pros and cons of individual marketing communication tools by receiving important advice on which situations, products and services are required along with what kind of marketing communication tools are to be used. Students will identify what the objectives of marketing communication are along with the role of communication within the marketing strategy of a company. Students will also be able to identify a communication mix and apply its methodology. Different types of marketing communication tools such as advertising, sales promotion, PR, sponsorship, personal selling, direct marketing, public relations, online communication, and many more are featured in the course.



The aim of this course is to present the current trends in marketing communication including guerrilla marketing, ambush marketing, branding, event marketing and mobile marketing. Since the current trends evolve around online communication, inbound marketing and content marketing form an important part of the course. Upon completion of this course students will be well versed in current trends of marketing communication and they will be able to make use of the methods studied in their professional career.

Course content:

- Fundamentals of communication in marketing
- Consumer behavior and marketing communication
- Promotion planning and techniques
- Advertising techniques
- Internet as a powerful marketing communication tool
- Inbound Marketing and Content Marketing
- Marketing Communication departments and their management
- Media
- Marketing and Advertising research
- Sales Promotion
- Personified Promotion
- Direct Marketing
- Public Relations

5. E-COMMERCE

Course syllabus

Course abstract:

The aim of the E-Commerce course is to familiarize participants with the issues of marketing strategy and trade. They will learn to do this through accessing the internet and learning to identify the development of the internet environment. Students will learn the specific aspects and factors that influence the overall development and business support of existing businesses that are in the market. Upon successful completion of this course, students will be able to compare their initial assumptions to their final conclusions; they will

be able to identify ways of addressing specific problems and model situations in a managerial and decision-making capacity along with planning the corporate strategy of a company in the areas 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 designs of presentation and their ergonomics
- Internet marketing strategy, its development and maintenance
- Search engine optimization and search engine marketing
- Applicability of presentation and user behavior. Creating an appropriate structure of presentation
- Static vs. Dynamic presentation. Editorial system and various open source solutions
- Copywriting - writing text and creating content for the web
- E-Shop: user and business practices
- Functioning of e-shops along with their various types of solutions including open sources which are linked to corporate applications
- Business tactics on the internet, using various sales channels
- Product website and microsites in general. Suitability of use and what it actually relates to



6. DIGITAL MARKETING

Course syllabus

Course abstract:

The aim of this course is to furnish students with up to date information on internet marketing strategies using the SEO (search engine optimization) and SEM (search engine marketing) tools, content and affiliate marketing, social media and email marketing. Upon successful completion of this course, students will be able to identify ways to address specific problems and model situations in their managerial practice, and decide how to plan a corporate strategy related to both points of view from the financial and strategic aspects 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. Objectives, solutions to a wide variety of problems
- Evaluation of campaigns and the effectiveness of individual marketing events. Google analytics
- Introduction to the issue of hosting for corporate presentations or e-shops
- Mobile Internet as a tool for internet marketing

7. COMMUNICATION WITH THE MEDIA

Course syllabus

Course abstract:

In this course participants will be shown how to actively communicate with the media instead of being passive subjects to events. Students will be shown the basic forms of communication along with their changeover and gradation. The risks that are associated with some of the most common errors in PR will also be tackled. Upon completion of this course, the participants will perceive Public Relations as a very sensitive undertaking, which is not just a question of enforcement but will also include some transparency of content and topic.

Course content:

- Communication protocols with the media
- How to control and regulate crucial information
- When, where, to whom and which way to pass the information to catch the attention of the public
- Segmentation of the media as a way to PR success
- Official information vs. subliminal communication with journalists
- How to get information to journalists and not spam them
- How to communicate only part of what we know about the topic
- Working with exclusive information, to whom and why to communicate it
- Timing of communication and its rules and options
- How to work with written text, oral and visual accompaniment
- Controlled communication when used to correct or for a total blackout of incorrect information
- Creating an interest in the topic we are promoting
- Blurring of weaknesses of the key topic
- How to present information, which does not lie within the public interest





SPECIALIZATION HUMAN RESOURCE MANAGEMENT

1. MANAGEMENT

Course syllabus

Course abstract:

Management is one of the most important factors affecting the prosperity of each organization. This course introduces concepts and management practices along with the functions of management to students. It also introduces students to basic theories from the field of management. However, the goal is to learn the art of management and to be able to use it in practice. Therefore, attention is focused on identifying and creating managerial skills that will make allowances for the personality of the individual manager. Students will be able to identify the various styles of management and leadership as well as management structures to provide them with an overview and insight to the subject. Change management is a vital part of every manager's life today and it represents another part of the course. Different change strategies and interests of stakeholder groups are taught to students to prepare them for the inevitable process of change in their future managerial practices. Students are encouraged to view change as a viable possibility instead of a threat. They are shown how to handle it and take advantage of it.

Course content:

Principles of management

- Organization, management, managers
- Functions of management
- Personality of a manager, leadership skills
- Different roles a manager performs
- Managerial social responsibility
- Stakeholders of the organization

Management processes



- Management styles
- Management theories
- Management structures
- SWOT analysis
- Effective planning
- Mission planning
- Basic principles of organization
- Methods and techniques of organizational skills

Management practice

- Managerial decision making, decision-making methodology, rationality and support of managerial decision-making
- Corporate culture, communication within a company, methods of negotiation, conflict resolution
- The process of managerial control
- Managerial information system
- Advantages and disadvantages of group decision-making
- Identification of decision-making problems

Leadership

- Leadership, improving job performance
- Style and effectiveness of leadership of employees and teams
- Classification and motivation of employees
- Teamwork

Management of change

- Theory of change management
- Determining the need for change, preparation and implementation of change

Information systems in managerial practice

2. HUMAN RESOURCES

Course syllabus

Course abstract:

Human capital is one of the most important components of every organization and it reflects the quality of the organization's management. Satisfied, effective and motivated employees represent one of the key factors of a successful HR management in an organization. The course introduces students to the many aspects of human resource management. After a brief introduction to the origins and definitions of HRM, the focus will be on the recruitment and selection methods and procedures. Students will then continue their studies in the area of adaptation and integration stages of HRM including training, education and potential career development of an employee. The next part of this course deals with appraising and rewarding performance, which is essential for long-term HR planning. The core stages of the HR process are concluded with issues of resignation, retirement and succession planning. The course also deals with the very current topic of working in teams. Students will identify the pros and cons and practical case studies for making teamwork effective. Students will learn about different personality types and their possible interaction in a team and how this interaction can be beneficial for the outcome of the team. Students will acquire both theoretical and practical knowledge of HR skills and processes that will allow them to use them in their own personnel and management practice.

Course content:

Human resource management (HRM)

- Origins of the HRM
- Definitions of the HRM
- Current practice
- Motivation and commitment in terms of HRM
- Differences and shared points of "groups" and "teams"



Recruitment and Selection

- STEEPLE and its practical use
- HR planning
- HR outsourcing
- Choice of selection methods

Process of Adaptation and Integration

- Induction methods
- Employee development and training

Appraising and Rewarding Performance

- System of remuneration
- Performance reviews and evaluation (setting of evaluation system, frequency, criteria, rating scale, person evaluated vs. the evaluator)
- Employee engagement

Employee Planning

- Employee motivation and counseling
- Resignations and retirement
- Succession planning

Teamwork and HRM with respect to a cross-section of personality types

- The myths and realities of working in teams
- Personality typologies: basic 9 personality types, their behavior within the organization and the team
- Predicting the performance of each type and making use of the knowledge in practice

Corporate culture and organization's ethics

- Corporate social responsibility policy of the organization
- Business ethics

3. PLANNING AND DEVELOPMENT OF HUMAN RESOURCES

Course syllabus

Course abstract:

The main focus of this course is to familiarize students with the various functions of Human Resource Planning and Development. Students will study the process of human resource planning along with the goals and strategy of securing human resources. We will focus on how to maximize the motivation of employees. It is currently recognized as one of the most important factors for securing qualified and satisfied specialists and staff. HR psychology will be studied in terms of recognizing employee personality types. Participants will learn to identify the training needs of employees and use the latest approaches in human resources development. Performance and change management as well as unpleasant yet unavoidable workplace inquiries and investigations complete the curriculum.

Course content:

Motivation as a general factor for development of HR

- Factors of motivation
- Positive motivation
- Special financial incentives
- Negative motivation
- De-motivation
- What is the role of a Supervisor as it pertains to motivation

Change management

- Adaptability to change
- Maslow's hierarchy of needs
- The change process
- Models of change management
- Overcoming resistance to change



Personality types

- Managing different personalities

Workplace investigations

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

Performance management

- Reasons for poor performance
- Improving performance

Team performance management

Recognition and reward system

4. RECRUITMENT AND SELECTION

Course syllabus

Course abstract:

The aim of the Recruitment and Selection course is to gain a full understanding of the process of both recruitment and selection of new employees, which are relevant to the guidelines of HR, the system of addressing new applicants and employee selection methods.

The course also includes insight into the correct planning of job interviews and interview routines. Students will also learn different types of job interviews and their proper use in practice, the use of assessment centers for the selection of new employees, psychological testing and other methods of selecting new employees.

Additionally, students will be able to explain the importance of recruitment agencies in the selection process along with their advantages and disadvantages.

Upon successful completion of this course, students will be able to establish basic procedures for finding, selecting and further development of employees. They will be able to choose the appropriate method for individual parts of the recruitment process from the perspective of both an employer and prospective employees. Students will learn how to apply ethical approaches throughout this whole process.

Course content:

- Overseeing the recruitment process is a permanent duty of company management
- Staff resources (external and internal), their advantages and disadvantages, the choice of sources for a specific job
- The methods of identifying and matching candidates for a specific job, form and content of addressing and selection of target groups to address
- Selection methods, starting from the job description to a description of the sought requirements, interview and assessment centers, their demands on the professionals carrying out the assessment and on the appointee along with advantages and disadvantages of each selection method
- New employees: a review of compliance of requirements, employee training, feedback and expectations
- Motivational elements, procedures in the process of motivation and motivation as a dynamic process
- Basic elements of ethics in the process of 'staffing'

5. COMMUNICATION

Course syllabus

Course abstract:

This course will instill in its students valuable knowledge on how to effectively communicate. In today's world, being able to communicate effectively will give market leaders a huge



competitive advantage. Being able to send and receive information effectively may be the difference between success and mediocrity. The goal of this course is to provide students with relevant information; knowledge and skills that will help them master the fundamentals of effective communication. Students will gain knowledge that will not only help them in their professional career but also in their private life. Students will learn about the communication process, its different stages and elements that influence the effectiveness of the communication process.

Moreover, the course provides students with extensive information on different communication styles along with the characteristic features of each and practical information on how to present an effective message to the representatives of each communication style.

Another part of the course deals with internal communication (in a team of employees) and external communication (marketing and outreach to the community) practices and their importance for an organization's success.

Upon completion of this course students will have gained an insight into the theory of communication in an interesting and readily applicable form for their professional career as well as private life. In order to master the principles of effective communication one must realize how the communication process works and what factors affect the result of the process. Students will learn effective writing and speaking communication skills.

Students will also master the principles of effective internal communication in a team or an organization as well as gain an insight into the elementary principles of external communication and public relations. In terms of individual communication, students will gain an invaluable knowledge of the communication process by learning to identify the differences between representatives of different communication styles, and by mastering the methods of effective communication in each communication style.

Course content:

Communication basics

- The communication process
- Elements of communication
- Linguistic tools for communicators

- Delivering an effective message
- Mental filters
- Characteristics of an audience

Representational systems

- Visual, auditory, kinesthetic
- Learning styles
- Preferred forms of communication

Communication styles

- The communication styles matrix
- Direct communication style
- Spirited communication style
- Systematic communication style
- Considerate communication style

Listening skills

- How to achieve active listening
- Listening in difficult situations

Written communication

- How to write effectively
- Comprehensive written communication

Internal communication management

- Outcomes for individuals (employee loyalty and satisfaction, motivation, commitment etc.)
- Outcomes for the company (corporate reputation, organizational learning, competitive advantage etc.)



6. INTERCULTURAL COMMUNICATION

Course syllabus

Course abstract:

Students will become familiar with and learn the importance of the basic concepts of intercultural communication. They will develop an understanding of specific aspects of national cultures along with becoming aware of one's own identity. They will compare their own identity with other national identities and use the acquired knowledge in the communication process in the international environment. Students will learn to respect cultural variations. The goal of this course is to provide students with a theoretical and practical framework that will allow them to analyze and acquire a deeper understanding of different cultures with whom they will interface.

Course content:

- Intercultural communication as a separate discipline. Definition of key notions: culture, identity, inter/cross cultural communication, language, diversity. Basic determinants of culture: history, religion, the value system, social organizations, language and non-verbal communication
- Dimensions and elements of intercultural communication: culture, acculturation, assimilation, ethnic group, ethnicity, nation, national minority, races, cultural stereotypes and formulas. Individualistic versus collectivistic cultures. Various concepts of the perception of culture and of intercultural communication. Understanding the deep structures of culture
- Basic principles of communication: verbal and non-verbal communication, symbolic and contextual character of communication. Proxemics, posturology and other specifics of some cultures in non-verbal communication. A demonstration of cultural values through linguistic means
- Basic determinants of culture – history. A brief overview of the history of the most important economic areas (USA, India, China, Brazil, Japan, Europe, Islamic countries)
- Basic determinants of culture – family. How it is defined along with the forms and roles of family in different cultures. Cultural variants of family, various roles in a family. Gender and age specifics. Change of the character of family in USA and in Europe. Globalization tendencies and their influence on family
- Basic determinants of culture – religion. Various forms of view throughout the world of religion, secularity, spirituality. The role of religion in behavior. Common and different features of the world's main religions: Christianity, Judaism, Islam, Hinduism, Buddhism and Confucianism
- Culture and the individual identity. Various types of identity: racial, ethnic, gender, national, regional, personal, cyber identity and organizational. The notion of corporate identity and culture along with its various forms. The importance of corporate culture and being able to measure it. The relationship between the corporate and individual identity
- Cultural, ethnic and national identity. Identity, which can be primordial and instrumental. National character, autostereotypes and stereotypes of foreigners about nations, or ethnic minorities
- The influence of intercultural differences on the organizational forms of management: the most common types of corporate culture – American, German, Japanese, Korean, Chinese, Russian, French, Latin America, etc. Understanding what the cultures are derived from and what they build upon. The influence of intercultural differences on



management styles in companies, on the way conflicts are handled and managed and on business negotiations

- Incidences of failure of intercultural communication: total ignorance, false stereotypes and myths, prejudices, racism, condescension, issues in inter-gender communication, issues in inter-generational communication and how to prevent them

7. PROJECT MANAGEMENT

Course syllabus

Course abstract:

The aim of the Project Management course is to ensure that the preparation, implementation and monitoring phases of a project run smoothly. The project aspect of this course represents a sequence of activities that are needed to achieve project objectives within the scheduled time and planned costs. Project management makes use of a systematic approach to problem solving while considering things and phenomena in their mutual relations. The aim and content of this course is focused on encouraging the participants to take a closer look at the financial and economic aspects of project management. A key factor is the economic efficiency of a project, which can be measured by specific methods. The aim of this course is to provide an explanation of basic concepts of project management, and to help students organize and complete their experience and knowledge in the field of project management.

Course content:

Project Integration Management

- Preparation of a project plan
- Implementation of a project plan
- Integrated change management

Managing project scope

- Project initiation
- Planning of the project scope
- Definition of project scope
- Verifying project scope
- Management of changes in project scope

Time management of projects

- Definition of activities
- Determining the order of activities
- Estimating the duration of activities
- Creating a schedule
- Schedule check-up

Project cost management

- Resource planning
- Estimating the cost
- Budgeting of costs
- Cost control

Human resource management in the project

Management of communication in the project

Risk management

- Risk management planning
- Identification of risks
- Qualitative risk analysis
- Quantitative risk analysis
- Planning the response to risk
- Monitoring and control of risks

Project closure or termination





SPECIALIZATION FINANCE MANAGEMENT

1. MANAGEMENT

Course syllabus

Course abstract:

Management is one of the most important factors affecting the prosperity of each organization. This course introduces concepts and management practices along with the functions of management to students. It also introduces students to basic theories from the field of management. However, the goal is to learn the art of management and to be able to use it in practice. Therefore, attention is focused on identifying and creating managerial skills that will make allowances for the personality of the individual manager.

Students will be able to identify the various styles of management and leadership as well as management structures to provide them with an overview and insight to the subject. Change management is a vital part of every manager's life today and it represents another part of the course.

Different change strategies and interests of stakeholder groups are taught to students to prepare them for the inevitable process of change in their future managerial practices. Students are encouraged to view change as a viable possibility instead of a threat. They are shown how to handle it and take advantage of it.

Course content:

Principles of management

- Organization, management, managers
- Functions of management
- Personality of a manager, leadership skills
- Different roles a manager performs
- Managerial social responsibility
- Stakeholders of the organization

Management processes



- Management styles
- Management theories
- Management structures
- SWOT analysis
- Effective planning
- Mission planning
- Basic principles of organization
- Methods and techniques of organizational skills

Management practice

- Managerial decision making, decision-making methodology, rationality and support of managerial decision-making
- Corporate culture, communication within a company, methods of negotiation, conflict resolution
- The process of managerial control
- Managerial information system
- Advantages and disadvantages of group decision-making
- Identification of decision-making problems

Leadership

- Leadership, improving job performance
- Style and effectiveness of leadership of employees and teams
- Classification and motivation of employees
- Teamwork

Management of change

- Theory of change management
- Determining the need for change, preparation and implementation of change
- Information systems in managerial practice

2. FINANCE

Course syllabus

Course abstract:

This course is designed to provide insight on the subject of finance from the point of view of non-financial managers. The aim of this course is to offer students a practical perspective on the topic, which they will be able to apply in corporate financial management as well as in managing their personal finances. This course introduces the students to the principles of financial management. Students will learn the different tools used in financial management along with the methods used for measuring and managing business performance. Students will be introduced to the topics of corporate financial and strategic financial management. Another important part of the course will focus on the financial markets, the role they play in the health of the economy and their segmentation. The final part of the course is dedicated to investing and making investment decisions. Upon completion of this course students will have a comprehensive overview of the tools, methods and role of financial management in a company as well as in the economy as a whole.

Course content:

Introduction to finance

- Bookkeeping / accounting
- Book of entry
- Balance sheet
- Income statement
- Cash flow statement
- Budgets and budgeting process

Introduction to the basics of financial management

- Principles of financial management
- Financial accounting versus managerial accounting
- Financial statements and financial analysis
- The role of the financial manager



Corporate finance

- Interest rates
- Present value and opportunity cost of capital
- Present vs. future value
- Risk premium and diversification
- How to measure market risk
- Portfolio theory
- Pricing models and theories (capital asset pricing model, alternative assets pricing model, arbitrage pricing theory etc.)

Market efficiency

- Forms of market efficiency (weak, semi-strong, strong)
- Behavioral finance
- Financial markets and institutions
- Interest rates and taxes, risk

Capital structure

- Theories of capital structure
- Debt characteristics and policy
- Dividend policy and its effect on a company's value

Investment decision-making and long-term financial management

- Investment decision-making, optimizing the capital structure, dividend policy
- Investment decision-making criteria and methods of assessing the economic efficiency of investments
- Long-term financial resources
- The function of long-term financial management

3. FINANCIAL REPORTING AND ANALYSIS

Course syllabus

Course abstract:

This course covers 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. Upon completion of this course, participants will be able to read and interpret annual reports based on International Accounting Standards and despite in most cases lacking full knowledge of irregular or very technical information, should be able to make their own informed opinion about the financial performance, situation and perspective of the reporting entity that published an annual report.

Course content:

Financial Reporting

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

Income Measurement & The Reporting Cycle

- "Measurement Triggering" transactions and events
- The periodicity assumption and its accounting implications
- Basic elements of revenue and expense recognition
- The adjusting process and related entries
- Accrual – versus cash-basis accounting
- Preparation of financial statements
- The accounting cycle and the closing process
- The nature of "optional" reversing entries



- Classified balance sheets
- The importance of business liquidity and the concept of an operating cycle

Cost Analysis

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

Reporting Techniques

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

4. MANAGERIAL ACCOUNTING

Course syllabus

Course abstract:

The aim of this course is to ensure that students develop an introductory understanding of accounting information for use 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 content:

Introduction to Managerial Accounting

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

Cost-Value-Profit and Business Scalability

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

Cost Management Systems

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

Process Costing and Activity-Based Costing

- The purpose and functioning of a process cost accounting system
- The concept of equivalent units of production
- Assigning total cost to completed units and units in process



- Activity-based costing systems

Course Objectives

- To understand how accounting systems can provide information and data for management decision and how they can influence 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 a basic financial statement analysis
- To summarize and interpret cash flow activities
- To describe and illustrate an income analysis under various costing assumption
- To be able to apply and analyze product costing allocation methods
- To be comfortable with performing accounting analysis and approaching business problems from a management point of view

5. FINANCIAL MARKETS AND INVESTMENTS

Course syllabus

Course abstract:

The aim of the Financial Markets and Investments course is to familiarize participants with the principles and functioning of financial markets along with the issuance of and trading in securities. Students will also learn about the classification and operation of financial markets. Students will gain insightful information about stock, bond, money, capital markets, stock exchanges and OTC organizations. They will be introduced to

concepts such as risk, return, the efficiency of financial markets and more.

Course content:

- Categories of financial markets
- Financial risks
- The driving forces of financial markets
- Determination of interest rates
- Different categories of markets
 - Money
 - Mortgage
 - Stock
 - Foreign exchange
 - Derivative securities
- Market players
 - Commercial banks
 - Insurance companies
 - Mutual, hedge, and pension funds
- Securities
 - Types and forms of securities
 - Primary and secondary securities markets
 - Margin dealings
- Regulation and supervision of financial markets
- International Financial Supervision
- Portfolio theory and investment analysis

6. RISK MANAGEMENT

Course syllabus

Course abstract:

The Risk Management Course introduces participants to the many different types of risk that an organization faces as well as the concepts of managing financial and non-financial risks. Students will learn the methods of management, measurement, and control of these risks. The whole process of identification, analysis, response, control of risk and risk culture is addressed. In addition, students



will become familiar with concepts such as credit risk, liquidity risk, interest rate risk, the importance of capital adequacy and the nature and components of market risk, operational risk and credit analysis.

Course content:

When does the risk arise

- Identification of risk
- Quantification of risk
- Likelihood and impact of risk
- Expected and unexpected loss

Addressing the risk

- Identification and implementation of countermeasures

Risk management and enterprise risk management

- Risk identification
- Risk analysis
- Risk response
- Risk control
- Risk culture

Capital adequacy

- Systematic risk
- Unsystematic risk

Financial risks

Credit risk and credit analysis

- Direct credit risk
- Credit equivalent risk
- Settlement risk
- Large credit exposure risk

Market risk

- Interest rate risk
- Equity risk
- Commodity risk
- Foreign-exchange risk
- Correlation risk
- Credit spread risk

Liquidity risk

- Funding risk

- Market liquidity risk

Business risk

- Legal risk
- Reputation risk
- Taxation risk
- Currency convertibility risk
- Disaster risk
- Regulation risk

7. PROJECT MANAGEMENT

Course syllabus

Course abstract:

The aim of the Project Management course is to ensure that the preparation, implementation and monitoring phases of a project run smoothly. The project aspect of this course represents a sequence of activities that are needed to achieve project objectives within the scheduled time and planned costs. Project management makes use of a systematic approach to problem solving while considering things and phenomena in their mutual relations. The aim and content of this course is focused on encouraging the participants to take a closer look at the financial and economic aspects of project management. A key factor is the economic efficiency of a project, which can be measured by specific methods. The aim of this course is to provide an explanation of basic concepts of project management, and to help students organize and complete their experience and knowledge in the field of project management.

Course content:

Project Integration Management

- Preparation of a project plan
- Implementation of a project plan
- Integrated change management

Managing project scope



- Project initiation
- Planning of the project scope
- Definition of project scope
- Verifying project scope
- Management of changes in project scope

Time management of projects

- Definition of activities
- Determining the order of activities
- Estimating the duration of activities
- Creating a schedule
- Schedule check-up

Project cost management

- Resource planning
- Estimating the cost
- Budgeting of costs
- Cost control

Human resource management in the project

Management of communication in the project

Risk management

- Risk management planning
- Identification of risks
- Qualitative risk analysis
- Quantitative risk analysis
- Planning the response to risk
- Monitoring and control of risks

Project closure or termination



Elective module

Students select 5 courses; the selected courses may not be the same as the courses of the specialization.

List of courses:

- Strategic Management
- Project Management
- Process Management
- Global Marketing
- Marketing Communication
- Strategic Management of Sales
- Risk Management
- Financial Markets and Investments
- Management
- Finance
- Human Resources
- Finance Reporting and Analysis
- Managerial Accounting
- Planning and Development of HR
- Recruitment and Selection
- Communication with the Media
- Strategic Communication in PR
- E-commerce
- Digital Marketing
- Communication
- Marketing
- Intercultural Communication
- IT Strategy Planning
- Business Ethics
- Anti-Crisis Management



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1. STRATEGIC MANAGEMENT

Course syllabus

Course abstract:

There can't be a long-term success of any organization without a strategy. The strategy reflects the purpose of the organization and its mission. With a well formulated and communicated strategy every person in the organization knows the purpose of their work and how it contributes to the mission of the organization. Since the conditions outside and inside the organization keep changing the strategy is changing in time, too. Thus, the Strategic Management is a continuous process, in which the phases of strategic analyses, strategic planning, implementation of strategic plans, and strategic control constantly repeat and overlap. The aim of the course is to provide students with a comprehensive overview of the Strategic Management issues in different types of organizations in theory as well as on practical examples. Upon successful completion of the course students will master tools and procedures for strategic planning and management. Moreover, students will become familiar with methods of different strategic analyses using analytical techniques to define goals, formulate the strategy, implement it and perform subsequent monitoring and control.

Course content:

Core principles of strategic management

- Concepts and organizational structures
- Levels and formulation of a strategy

Schools of strategy

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

Levels of strategy

- Corporate

- Business
- Functional / Operational

Strategic management techniques and analyses

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

Comparing the market

- Benchmarking

Implementation of a strategy

- Managing change
- Change of an organizational culture

Strategic management in global and international scale

Strategic management of a public sector

2. PROJECT MANAGEMENT

Course syllabus

Course abstract:

The aim of the Project Management course is to ensure that the preparation, implementation and monitoring phases of a project run smoothly. The project aspect of this course represents a sequence of activities that are needed to achieve project objectives within the scheduled time and planned costs. Project management makes use of a systematic approach to problem solving while considering things and phenomena in their mutual relations. The aim and content of this course is focused on encouraging the participants to take a closer look at the financial and economic aspects of project management. A key factor is the



economic efficiency of a project, which can be measured by specific methods. The aim of this course is to provide an explanation of basic concepts of project management, and to help students organize and complete their experience and knowledge in the field of project management.

Course content:

Project Integration Management

- Preparation of a project plan
- Implementation of a project plan
- Integrated change management

Managing project scope

- Project initiation
- Planning of the project scope
- Definition of project scope
- Verifying project scope
- Management of changes in project scope

Time management of projects

- Definition of activities
- Determining the order of activities
- Estimating the duration of activities
- Creating a schedule
- Schedule check-up

Project cost management

- Resource planning
- Estimating the cost
- Budgeting of costs
- Cost control

Human resource management in the project

Management of communication in the project

Risk management

- Risk management planning
- Identification of risks
- Qualitative risk analysis
- Quantitative risk analysis
- Planning the response to risk
- Monitoring and control of risks

Project closure or termination

3. 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 with simultaneous optimal profitability of current activities. The aim of this course is to provide students with the comprehensive information on the management of a company processes and operations. Students will learn how to model these processes and subsequently make the best of it through the application of the inherent knowledge gained in Process Management for their companies.

Course content:

Introduction

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

Operation 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

Process modeling

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

Process management

- Defining processes, defining the issues, risks
- Measurement of processes, data collection
- Data analysis, Capability Maturity Model
- Process improvement, process standards ('best practices')
- Implementation of control elements

4. GLOBAL MARKETING

Course syllabus

Course abstract:

The aim of this course is to teach students the basic principles, specifics and tools of strategic marketing in the global market. Students will learn about important marketing practices and

methods of marketing research that will help them understand the global environment in a broader context. The topics discussed in the first 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. Participants of this course will also obtain important and current information about the selection of target markets, positioning, segmentation and branding in the international environment, and will become familiar with its specifics. The marketing mix and communication mix in the global context are also included in the course. The final part of this course is dedicated to the factors that influence decisions to enter international markets. Students will get the essential knowledge of the forms of entry to the market that requires minimal capital investments (licensing, franchising). Upon completion of this course students will have the essential knowledge of marketing in the global context and will be able to assess the strategic marketing questions from the global perspective stretching beyond the boundaries of a single country.

Course content:

The definition of marketing

- Competition
- Competitive edge
- Resource-based viewpoint of the firm (RBV)

Research of environment and situation

- PESLEDI
- BCG matrix
- Porter's 5 forces
- Ansoff's matrix
- 5Ms internal audit
- SWOT Analysis

International marketing activities

- Intercultural marketing
- Economics
- Demographics



- Technological
- Socio - cultural
- Ecological
- Political and Legal factors

From the global viewpoint:

- Segmentation
- Targeting
- Positioning
- Branding
- The marketing mix, its components and modifications
- The marketing communication mix

5. MARKETING COMMUNICATION

Course syllabus

Course abstract:

The aim of this course is to offer students a comprehensive overview of different marketing communication tools. The course teaches students how communication tools work and how they can be used in a practical way. Students will learn the pros and cons of individual marketing communication tools by receiving important advice on which situations, products and services are required along with what kind of marketing communication tools are to be used. Students will identify what the objectives of marketing communication are along with the role of communication within the marketing strategy of a company. Students will also be able to identify a communication mix and apply its methodology. Different types of marketing communication tools such as advertising, sales promotion, PR, sponsorship, personal selling, direct marketing, public relations, online communication, and many more are featured in the course. The aim of this course is to present the current trends in marketing communication including guerrilla marketing, ambush marketing, branding, event marketing and mobile marketing. Since the current trends evolve around online communication, inbound marketing and content marketing form an important part of the course. Upon completion of this course students will be well versed in current trends of marketing communication and they will be

able to make use of the methods studied in their professional career.

Course content:

- Fundamentals of communication in marketing
- Consumer behavior and marketing communication
- Promotion planning and techniques
- Advertising techniques
- Internet as a powerful marketing communication tool
- Inbound Marketing and Content Marketing
- Marketing Communication departments and their management
- Media
- Marketing and Advertising research
- Sales Promotion
- Personified Promotion
- Direct Marketing
- Public Relations

6. STRATEGIC MANAGEMENT OF SALES

Course syllabus

Course abstract:

The objective of this course is for students to be able to identify and understand what the roles and important functions of Sales Management are in a company. Throughout the course, students will learn how to build and implement sales plans, how to manage sales and how to achieve the set sales targets. Students learn the sales techniques and new strategies of closing sales, prospecting and negotiation in sales. There can be no commercial organization without Sales. It is important to note that a Sales Management that is focused merely on setting goals alone does not perform very well. If you want to effectively 'manage' your sales you need to analyze the situation, set a sales plan and create a sales strategy and policy as well as an operational system for monitoring, measurement and evaluation of activities. This is facilitated by appropriately chosen standards and key parameters of measuring sales performance (KPI). A truly professional Sales Manager needs to focus on the



management of sales activities as well as the development of the necessary skills of a sales person. Because there are no naturally born sales people, skills can and are obtained through proper leadership and training. An integral part of this course is the introduction of management skills, which include the leading and motivation of sales teams, coaching, delegation, roles and tasks of a Sales Manager. Upon successful completion of this course, students will be able to create a strategic sales plan for a company and master selling skills in order to be able to use them in the role of a sales person as well as when they take on the role of a manager and coach for a sales team.

Course content:

The sales process - setting goals, measuring and 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, and many other 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 coming to an agreement
- The time after the negotiation

The specifics of leading a sales team

7. RISK MANAGEMENT

Course syllabus

Course abstract:

The Risk Management Course introduces participants to the many different types of risk that an organization faces as well as the concepts of managing financial and non-financial risks. Students will learn the methods of management, measurement, and control of these risks. The whole process of identification, analysis, response, control of risk and risk culture is addressed. In addition, students will become familiar with concepts such as credit risk, liquidity risk, interest rate risk, the importance of capital adequacy and the nature and components of market risk, operational risk and credit analysis.

Course content:

When does the risk arise

- Identification of risk
- Quantification of risk
- Likelihood and impact of risk
- Expected and unexpected loss

Addressing the risk

- Identification and implementation of countermeasures

Risk management and enterprise risk management

- Risk identification
- Risk analysis
- Risk response



- Risk control
- Risk culture

Capital adequacy

- Systematic risk
- Unsystematic risk

Financial risks

Credit risk and credit analysis

- Direct credit risk
- Credit equivalent risk
- Settlement risk
- Large credit exposure risk

Market risk

- Interest rate risk
- Equity risk
- Commodity risk
- Foreign-exchange risk
- Correlation risk
- Credit spread risk

Liquidity risk

- Funding risk
- Market liquidity risk

Business risk

- Legal risk
- Reputation risk
- Taxation risk
- Currency convertibility risk
- Disaster risk
- Regulation risk

8. FINANCIAL MARKETS AND INVESTMENTS

Course syllabus

Course abstract:

The aim of the Financial Markets and Investments course is to familiarize participants with the principles and functioning of financial markets along with the issuance of and trading in securities. Students will also learn about the classification and operation of financial markets. Students will gain insightful information about stock, bond, money, capital markets, stock exchanges and OTC organizations. They will be introduced to concepts such as risk, return, the efficiency of financial markets and more.

Course content:

- Categories of financial markets
- Financial risks
- The driving forces of financial markets
- Determination of interest rates
- Different categories of markets
 - Money
 - Mortgage
 - Stock
 - Foreign exchange
 - Derivative securities
- Market players
 - Commercial banks
 - Insurance companies
 - Mutual, hedge, and pension funds
- Securities
 - Types and forms of securities
 - Primary and secondary securities markets
 - Margin dealings
- Regulation and supervision of financial markets
- International Financial Supervision
- Portfolio theory and investment analysis



9. MANAGEMENT

Course syllabus

Course abstract:

Management is one of the most important factors affecting the prosperity of each organization. This course introduces concepts and management practices along with the functions of management to students. It also introduces students to basic theories from the field of management. However, the goal is to learn the art of management and to be able to use it in practice.

Therefore, attention is focused on identifying and creating managerial skills that will make allowances for the personality of the individual manager. Students will be able to identify the various styles of management and leadership as well as management structures to provide them with an overview and insight to the subject.

Change management is a vital part of every manager's life today and it represents another part of the course. Different change strategies and interests of stakeholder groups are taught to students to prepare them for the inevitable process of change in their future managerial practices.

Students are encouraged to view change as a viable possibility instead of a threat. They are shown how to handle it and take advantage of it.

Course content:

Principles of management

- Organization, management, managers
- Functions of management
- Personality of a manager, leadership skills
- Different roles a manager performs
- Managerial social responsibility
- Stakeholders of the organization

Management processes

- Management styles

- Management theories
- Management structures
- SWOT analysis
- Effective planning
- Mission planning
- Basic principles of organization
- Methods and techniques of organizational skills

Management practice

- Managerial decision making, decision-making methodology, rationality and support of managerial decision-making
- Corporate culture, communication within a company, methods of negotiation, conflict resolution
- The process of managerial control
- Managerial information system
- Advantages and disadvantages of group decision-making
- Identification of decision-making problems

Leadership

- Leadership, improving job performance
- Style and effectiveness of leadership of employees and teams
- Classification and motivation of employees
- Teamwork

Management of change

- Theory of change management
- Determining the need for change, preparation and implementation of change

Information systems in managerial practice



10. FINANCE

Course syllabus

Course abstract:

This course is designed to provide insight on the subject of finance from the point of view of non-financial managers. The aim of this course is to offer students a practical perspective on the topic, which they will be able to apply in corporate financial management as well as in managing their personal finances. This course introduces the students to the principles of financial management. Students will learn the different tools used in financial management along with the methods used for measuring and managing business performance. Students will be introduced to the topics of corporate financial and strategic financial management. Another important part of the course will focus on the financial markets, the role they play in the health of the economy and their segmentation. The final part of the course is dedicated to investing and making investment decisions. Upon completion of this course students will have a comprehensive overview of the tools, methods and role of financial management in a company as well as in the economy as a whole.

Course content:

Introduction to finance

- Bookkeeping / accounting
- Book of entry
- Balance sheet
- Income statement
- Cash flow statement
- Budgets and budgeting process

Introduction to the basics of financial management

- Principles of financial management
- Financial accounting versus managerial accounting
- Financial statements and financial analysis
- The role of the financial manager

Corporate finance

- Interest rates
- Present value and opportunity cost of capital
- Present vs. future value
- Risk premium and diversification
- How to measure market risk
- Portfolio theory
- Pricing models and theories (capital asset pricing model, alternative assets pricing model, arbitrage pricing theory etc.)

Market efficiency

- Forms of market efficiency (weak, semi-strong, strong)
- Behavioral finance
- Financial markets and institutions
- Interest rates and taxes, risk

Capital structure

- Theories of capital structure
- Debt characteristics and policy
- Dividend policy and its effect on a company's value

Investment decision-making and long-term financial management

- Investment decision-making, optimizing the capital structure, dividend policy
- Investment decision-making criteria and methods of assessing the economic efficiency of investments
- Long-term financial resources
- The function of long-term financial management



11. HUMAN RESOURCES

Course syllabus

Course abstract:

Human capital is one of the most important components of every organization and it reflects the quality of the organization's management. Satisfied, effective and motivated employees represent one of the key factors of a successful HR management in an organization. The course introduces students to the many aspects of human resource management. After a brief introduction to the origins and definitions of HRM, the focus will be on the recruitment and selection methods and procedures. Students will then continue their studies in the area of adaptation and integration stages of HRM including training, education and potential career development of an employee. The next part of this course deals with appraising and rewarding performance, which is essential for long-term HR planning. The core stages of the HR process are concluded with issues of resignation, retirement and succession planning. The course also deals with the very current topic of working in teams. Students will identify the pros and cons and practical case studies for making teamwork effective. Students will learn about different personality types and their possible interaction in a team and how this interaction can be beneficial for the outcome of the team. Students will acquire both theoretical and practical knowledge of HR skills and processes that will allow them to use them in their own personnel and management practice.

Course content:

Human resource management (HRM)

- Origins of the HRM
- Definitions of the HRM
- Current practice
- Motivation and commitment in terms of HRM
- Differences and shared points of "groups" and "teams"

Recruitment and Selection

- STEEPLE and its practical use
- HR planning
- HR outsourcing
- Choice of selection methods

Process of Adaptation and Integration

- Induction methods
- Employee development and training

Appraising and Rewarding Performance

- System of remuneration
- Performance reviews and evaluation (setting of evaluation system, frequency, criteria, rating scale, person evaluated vs. the evaluator)
- Employee engagement

Employee Planning

- Employee motivation and counseling
- Resignations and retirement
- Succession planning

Teamwork and HRM with respect to a cross-section of personality types

- The myths and realities of working in teams
- Personality typologies: basic 9 personality types, their behavior within the organization and the team
- Predicting the performance of each type and making use of the knowledge in practice

Corporate culture and organization's ethics

- Corporate social responsibility policy of the organization
- Business ethics



12. FINANCIAL REPORTING AND ANALYSIS

Course syllabus

Course abstract:

This course covers 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. Upon completion of this course, participants will be able to read and interpret annual reports based on International Accounting Standards and despite in most cases lacking full knowledge of irregular or very technical information, should be able to make their own informed opinion about the financial performance, situation and perspective of the reporting entity that published an annual report.

Course content:

Financial Reporting

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

Income Measurement & The Reporting Cycle

- "Measurement Triggering" transactions and events
- The periodicity assumption and its accounting implications
- Basic elements of revenue and expense recognition
- The adjusting process and related entries
- Accrual – versus cash-basis accounting
- Preparation of financial statements
- The accounting cycle and the closing process
- The nature of "optional" reversing entries

- Classified balance sheets
- The importance of business liquidity and the concept of an operating cycle

Cost Analysis

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

Reporting Techniques

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

13. MANAGERIAL ACCOUNTING

Course syllabus

Course abstract:

The aim of this course is to ensure that students develop an introductory understanding of accounting information for use 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 content:

Introduction to Managerial Accounting

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

Cost-Value-Profit and Business Scalability

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

Cost Management Systems

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

Process Costing and Activity-Based Costing

- The purpose and functioning of a process cost accounting system.
- The concept of equivalent units of production.

- Assigning total cost to completed units and units in process.
- Activity-based costing systems.

Course Objectives

- To understand how accounting systems can provide information and data for management decision and how they can influence 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 a basic financial statement analysis.
- To summarize and interpret cash flow activities.
- To describe and illustrate an income analysis under various costing assumptions.
- To be able to apply and analyze product costing allocation methods.
- To be comfortable with performing accounting analysis and approaching business problems from a management point of view

14. PLANNING AND DEVELOPMENT OF HR

Course syllabus

Course abstract:

The main focus of this course is to familiarize students with the various functions of Human Resource Planning and Development. Students will study the process of human resource planning along with the goals and strategy of securing human resources. We will focus on how to maximize the motivation of employees. It is currently recognized as one of the most important factors for securing qualified and satisfied specialists and staff. HR psychology will be studied in terms of recognizing employee personality types.



Participants will learn to identify the training needs of employees and use the latest approaches in human resources development. Performance and change management as well as unpleasant yet unavoidable workplace inquiries and investigations complete the curriculum.

Course content:

Motivation as a general factor for development of HR

- Factors of motivation
- Positive motivation
- Special financial incentives
- Negative motivation
- De-motivation
- What is the role of a Supervisor as it pertains to motivation

Change management

- Adaptability to change
- Maslow's hierarchy of needs
- The change process
- Models of change management
- Overcoming resistance to change

Personality types

- Managing different personalities

Workplace investigations

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

Performance management

- Reasons for poor performance
- Improving performance

Team performance management

Recognition and reward system

15. RECRUITMENT AND SELECTION

Course syllabus

Course abstract:

The aim of the Recruitment and Selection course is to gain a full understanding of the process of both recruitment and selection of new employees, which are relevant to the guidelines of HR, the system of addressing new applicants and employee selection methods. The course also includes insight into the correct planning of job interviews and interview routines. Students will also learn different types of job interviews and their proper use in practice, the use of assessment centers for the selection of new employees, psychological testing and other methods of selecting new employees. Additionally, students will be able to explain the importance of recruitment agencies in the selection process along with their advantages and disadvantages. Upon successful completion of this course, students will be able to establish basic procedures for finding, selecting and further development of employees. They will be able to choose the appropriate method for individual parts of the recruitment process from the perspective of both an employer and prospective employees. Students will learn how to apply ethical approaches throughout this whole process.

Course content:

- Overseeing the recruitment process is a permanent duty of company management
- Staff resources (external and internal), their advantages and disadvantages, the choice of sources for a specific job
- The methods of identifying and matching candidates for a specific job, form and content of addressing and selection of target groups to address
- Selection methods, starting from the job description to a description of the sought requirements, interview and



assessment centers, their demands on the professionals carrying out the assessment and on the appointee along with advantages and disadvantages of each selection method

- New employees: a review of compliance of requirements, employee training, feedback and expectations
- Motivational elements, procedures in the process of motivation and motivation as a dynamic process
- Basic elements of ethics in the process of 'staffing'

16. COMMUNICATION WITH THE MEDIA

Course syllabus

Course abstract:

In this course participants will be shown how to actively communicate with the media instead of being passive subjects to events. Students will be shown the basic forms of communication along with their changeover and gradation. The risks that are associated with some of the most common errors in PR will also be tackled. Upon completion of this course, the participants will perceive Public Relations as a very sensitive undertaking, which is not just a question of enforcement but will also include some transparency of content and topic.

Course content:

- Communication protocols with the media
- How to control and regulate crucial information
- When, where, to whom and which way to pass the information to catch the attention of the public
- Segmentation of the media as a way to PR success
- Official information vs. subliminal communication with journalists
- How to get information to journalists and not spam them
- How to communicate only part of what we know about the topic

- Working with exclusive information, to whom and why to communicate it
- Timing of communication and its rules and options
- How to work with written text, oral and visual accompaniment
- Controlled communication when used to correct or for a total blackout of incorrect information
- Creating an interest in the topic we are promoting
- Blurring of weaknesses of the key topic
- How to present information, which does not lie within the public interest

17. STRATEGIC COMMUNICATION IN PR

Course syllabus

Course abstract:

The concept behind this course is to fully understand how journalists operate, using psychological methodology. By understanding media working practices, projected targets within Public Relations can be greatly increased when used correctly. Students will learn how to plan PR activities and use them with different media. In order to become a successful spokesperson it is vitally important to master advanced communication and presentation skills. Whilst adhering to the best practices, you will gain more confidence and have the ability to be able to resiliently withstand all aggressive journalistic attacks. You will simultaneously be able to find out what the strengths and weaknesses are within the media and how to intelligently control and manage them to attract the public interest.

Course content:

- The definition of Public Relations
- PR in different contexts (business, politics, etc.)
- PR planning
- Media relations (newspapers, TV, radio)
- Working practices of journalists



- How media professionals think and what their priorities are
- Persuasion techniques
- Different communication techniques that are employed with a journalist from the agency, press, radio and television
- Personal, phone meetings or e-mail communication?
- The unity of content and form in the serious and tabloid media
- When, where, to whom and which way to pass the information to catch the interest of the public
- Off the record, or only in private?
- Time and deadline
- The story and its basic structure
- Successful public speaking
- Components of a successful speech
- Advanced communication and presentation skills

18. E-COMMERCE

Course syllabus

Course abstract:

The aim of the E-Commerce course is to familiarize participants with the issues of marketing strategy and trade. They will learn to do this through accessing the internet and learning to identify the development of the internet environment. Students will learn the specific aspects and factors that influence the overall development and business support of existing businesses that are in the market. Upon successful completion of this course, students will be able to compare their initial assumptions to their final conclusions; they will be able to identify ways of addressing specific problems and model situations in a managerial and decision-making capacity along with planning the corporate strategy of a company in the areas 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 designs of presentation and their ergonomics
- Internet marketing strategy, its development and maintenance
- Search engine optimization and search engine marketing
- Applicability of presentation and user behavior. Creating an appropriate structure of presentation
- Static vs. Dynamic presentation. Editorial system and various open source solutions
- Copywriting - writing text and creating content for the web
- E-Shop: user and business practices
- Functioning of e-shops along with their various types of solutions including open sources which are linked to corporate applications
- Business tactics on the internet, using various sales channels
- Product website and microsites in general. Suitability of use and what it actually relates to

19. DIGITAL MARKETING

Course syllabus

Course abstract:

The aim of this course is to furnish students with up to date information on internet marketing strategies using the SEO (search engine optimization) and SEM (search engine marketing) tools, content and affiliate marketing, social media and email marketing. Upon successful completion of this course, students will be able to identify ways to address specific problems and model situations in their managerial practice, and decide how to plan a corporate strategy related to both points of view from the financial and strategic aspects 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. Objectives, solutions to a wide variety of problems
- Evaluation of campaigns and the effectiveness of individual marketing events. Google analytics
- Introduction to the issue of hosting for corporate presentations or e-shops
- Mobile Internet as a tool for internet marketing

20. COMMUNICATION

Course syllabus

Course abstract:

This course will instill in its students valuable knowledge on how to effectively communicate. In today's world, being able to communicate effectively will give market leaders a huge competitive advantage. Being able to send and receive information effectively may be the difference between success and mediocrity. The goal of this course is to provide students with relevant information; knowledge and skills that will help them master the fundamentals of effective communication. Students will gain knowledge that will not only help them in their professional career but also in their private life. Students will learn about the communication process, its different stages and elements that influence the effectiveness of the communication process. Moreover, the course provides students with extensive information

on different communication styles along with the characteristic features of each and practical information on how to present an effective message to the representatives of each communication style. Another part of the course deals with internal communication (in a team of employees) and external communication (marketing and outreach to the community) practices and their importance for an organization's success. Upon completion of this course students will have gained an insight into the theory of communication in an interesting and readily applicable form for their professional career as well as private life. In order to master the principles of effective communication one must realize how the communication process works and what factors affect the result of the process. Students will learn effective writing and speaking communication skills. Students will also master the principles of effective internal communication in a team or an organization as well as gain an insight into the elementary principles of external communication and public relations. In terms of individual communication, students will gain an invaluable knowledge of the communication process by learning to identify the differences between representatives of different communication styles, and by mastering the methods of effective communication in each communication style.

Course content:

Communication basics

- The communication process
- Elements of communication
- Linguistic tools for communicators
- Delivering an effective message
- Mental filters
- Characteristics of an audience

Representational systems

- Visual, auditory, kinesthetic
- Learning styles
- Preferred forms of communication



Communication styles

- The communication styles matrix
- Direct communication style
- Spirited communication style
- Systematic communication style
- Considerate communication style

Listening skills

- How to achieve active listening
- Listening in difficult situations

Written communication

- How to write effectively
- Comprehensive written communication

Internal communication management

- Outcomes for individuals (employee loyalty and satisfaction, motivation, commitment etc.)
- Outcomes for the company (corporate reputation, organizational learning, competitive advantage etc.)

21. MARKETING

Course syllabus

Course abstract:

Marketing is central to a company's success or failure. This extensive Marketing course provides students with not only the necessary theoretical knowledge; it focuses on the ability to perform marketing activities in practice. It is of utmost importance that students get a proper picture of what marketing actually is and isn't in order to be able to think about the subject with the right perspective. Initially, the basic concepts and definitions of marketing are introduced to students so they can gain a basic understanding of the subject matter, which is then further

structured and developed. Students get to know the huge variety of marketing functions and their interconnectedness and complexity within the organization as well as the differences in marketing for different kinds of products and services. An important aspect of this course is marketing research as a method and tool for building a marketing strategy. Students will learn how to create a strategic marketing plan based on the results of the marketing research by determining the target market, identifying competitors and setting a marketing budget. Since marketing within the borders of a single country is a thing of the past in many cases, it is of utmost importance to keep in mind how international environments are affecting the market. It is not really possible to imagine marketing without a marketing communications strategy. Students will learn about different strategies and marketing communication tools of a company by the end of this course.

Course content:

Introduction to marketing

- Meaning of a market
- Objectives of marketing
- The 5 P's of marketing (product, people, price, place, promotion)
- From the company led by the market to the company managing the market
- From marketing of business units to the corporate marketing
- The importance of accurate metrics

Marketing functions

- Pricing
- Packaging and branding
- Promotion and advertising
- Selling
- Sales forecast

Marketing in different areas

- Consumer goods



- Industrial goods
- Services

Marketing research

- Identifying the need for marketing research
- Research designs
- Focus groups, interviews, observation
- Sampling and sampling techniques
- Selecting a proper sampling technique
- Measurement and scaling
- Questionnaires as a marketing tool

Data preparation and analysis

- Data collection
- Editing
- Coding
- Data cleaning
- Data analysis
- Hypothesis testing

Preparation and presentation of the marketing report

Strategic marketing plan

- Elements of a strategic marketing plan
- The benefits of a strategic marketing plan
- Determination of the target markets
- Identification of competitors
- Marketing budget

The international environment

- Political and legal
- Economic
- Social and cultural
- Technological

Marketing communication

- The communication process
- Communication mix
- Marketing communication in the trading company
- Push and pull strategy

Guerrilla marketing

- What the guerrilla marketing has to offer
- How to involve the Internet into guerrilla campaigns
- Identifying opportunities to communicate the message across to specific target audiences using the Internet
- Viral marketing on the Internet

Communication tools of a company

- Advertising
- Other external tools of marketing communication
- Sales support
- Personal selling
- PR and media cooperation

22. INTERCULTURAL COMMUNICATION

Course syllabus

Course abstract:

Students will become familiar with and learn the importance of the basic concepts of intercultural communication. They will develop an understanding of specific aspects of national cultures along with becoming aware of one's own identity. They will compare their own identity with other national identities and use the acquired knowledge in the communication process in the international environment. Students will learn to respect cultural variations. The goal of this course is to provide students with a theoretical and practical framework that will allow them to analyze and acquire a deeper understanding of different cultures with whom they will interface.



Course content:

- Intercultural communication as a separate discipline. Definition of key notions: culture, identity, inter/cross cultural communication, language, diversity. Basic determinants of culture: history, religion, the value system, social organizations, language and non-verbal communication
- Dimensions and elements of intercultural communication: culture, aculture, assimilation, ethnic group, ethnicity, nation, national minority, races, cultural stereotypes and formulas. Individualistic versus collectivistic cultures. Various concepts of the perception of culture and of intercultural communication. Understanding the deep structures of culture
- Basic principles of communication: verbal and non-verbal communication, symbolic and contextual character of communication. Proxemics, posturology and other specifics of some cultures in non-verbal communication. A demonstration of cultural values through linguistic means
- Basic determinants of culture – history. A brief overview of the history of the most important economic areas (USA, India, China, Brazil, Japan, Europe, Islamic countries)
- Basic determinants of culture – family. How it is defined along with the forms and roles of family in different cultures. Cultural variants of family, various roles in a family. Gender and age specifics. Change of the character of family in USA and in Europe. Globalization tendencies and their influence on family
- Basic determinants of culture – religion. Various forms of view throughout the world of religion, secularity, spirituality. The role of religion in behavior. Common and different features of the world's main religions: Christianity, Judaism, Islam, Hinduism, Buddhism and Confucianism
- Culture and the individual identity. Various types of identity: racial, ethnic, gender, national, regional, personal, cyber identity and organizational. The notion of corporate identity and culture along with its various forms. The importance of

corporate culture and being able to measuring it. The relationship between the corporate and individual identity

- Cultural, ethnic and national identity. Identity, which can be primordial and instrumental. National character, autostereotypes and stereotypes of foreigners about nations, or ethnic minorities
- The influence of intercultural differences on the organizational forms of management: the most common types of corporate culture – American, German, Japanese, Korean, Chinese, Russian, French, Latin America, etc. Understanding what the cultures are derived from and what they build upon. The influence of intercultural differences on management styles in companies, on the way conflicts are handled and managed and on business negotiations
- Incidences of failure of intercultural communication: total ignorance, false stereotypes and myths, prejudices, racism, condescension, issues in inter-gender communication, issues in inter-generational communication and how to prevent them

23. IT STRATEGY PLANNING

Course syllabus

Course abstract:

In the course on IT Strategy Planning students will learn the fundamentals of IT management planning and the value that IT delivers to business. Particular aspects of IT Management and assessment methodology as well as effective planning process optimization in the field of IT lies within the focus of the course. The relationship between global and information strategy and the phases of strategy formulation and it's implementation will also be a focus of study in this course. Major strategic IT issues and trends will conclude the course.

Course content:

- Strategic goals



- Data, information, knowledge
- Decision making process
- Classification of information
- IS/IT strategy as part of a company's strategy
 - Who is to formulate the strategy?
 - Structure and specification
- IS/IT strategy phases
- Strategic analysis
 - Structure
 - Methodology
- IS/IT strategy implementation
- System integration
- The most common mistakes connected with IS/IT strategy implementation
- IS lifecycle
- Information Security issues
- ERP concept
- Cloud computing

24. BUSINESS ETHICS

Course syllabus

Course abstract:

The course on Business Ethics emphasizes the moral and business principles which should be used globally and which create basic conditions for win-win business relationships. The course is focused on the universal importance of ethical behavior.

Students are presented with tools and frameworks for such behavior. Practical examples of unethical behavior are presented, too. An interesting part of the course has been devoted to business failures and relevant lessons learnt.

The course will not only focus on theoretical principles but real world historical situations. Students will get familiar with the roots

of business ethics and a basic description of cultural differences in Europe, USA, Africa, Asia, and Arab countries.

Course content:

Social interaction

- Description
- Main characteristics

Social behavior and social values

- Aggressive or violent behavior
- Rational or instrumental actions

Cultural differences

- Europe
- USA
- Africa
- Arab countries
- China
- Japan
- Vietnam

Business failures

- Language
- Respect
- Hierarchy
- Religious issues

Business and managerial ethics

- Definition and basic orientation
- Principles of managerial ethics principles
- Examples (Enron, WorldCom, Tyco, Hollinger)

Unethical behavior

- Sales
- Marketing
- Finance
- Workplace
- Human resources



25. ANTI-CRISIS MANAGEMENT

Course syllabus

Course abstract:

The current conditions for companies and organizations in basically any area of operation are unstable and turbulent. This course aims to provide students with important theoretical as well as practical insights into the principles of the functioning of an enterprise in such conditions.

Students will learn about anti-crisis strategies and business continuing models, and they will learn to classify the difference between one crisis from another. Upon completion of the course the students will:

1. Know the main principles of assessing and managing economic activities and ratios;
2. Have an understanding of the mechanism of modern corporate and banking financial crisis, its assessment and management;
3. Learn from leading anti-crisis management practitioners, through case study and business game approach.

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 incompliance
- Human resources crisis. New totem of communication

Designing Anti-crisis management strategies:

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



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



LIGS University lecturers



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*Lecturer for the field of
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[LIGS University Graduation Ceremony](#)



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We are looking forward to hear from you!