



# About Luxembourg School of Business

Created in 2014, Luxembourg School of Business is the only business school accredited by the Luxembourg Ministry of Higher Education and Research.

Our faculty members at LSB are both academics and business leaders. Some of them are executives from multinational organizations, while others are associated with esteemed institutions such as M.I.T., Harvard Business School, Cornell University, Duke University, ESADE Business School, and more.

Luxembourg School of Business offers a full-time Master in Management program, a part-time Master in Business Administration (Weekend MBA), as well as specialized short programs for individuals and customized programs for companies (Executive Education).

The Master in Management and Weekend MBA programs are recognized and accredited by the Luxembourg Ministry of Higher Education and Research. Additionally, our institution is a member of the Association to Advance Collegiate Schools of Business (AACSB), which is the leading global business education network.



# Calendar

**Women in Leadership**

**Managing Artificial Intelligence**

**Sales Management**

**Nudge Theory for Positive Results in Your Company**

**Finance for Non-Finance Managers**

**Unlock your Potential**

**Business Strategy for the AI era**

**Crafting and Implementing Strategy**

**Leveraging Team Dynamics**

**Cross-Cultural Negotiation**

**Negotiating with Difficult People**

**How to Engage Consumers in the Digital Era**

**Digital Transformation Strategy**

**How to Play to Your Strengths**

**The Manager's Toolbox**

**Optimizing Employee Engagement & Satisfaction**

**Well-Being at the Workplace**

**Diversity and Inclusion**

**The Art of Professional Selling**

11 - 12 October 2023 - 1.450 € + 3% VAT

19 - 20 October 2023 - 1.450 € + 3% VAT

26 - 27 October 2023 - 1.450 € + 3% VAT

27 October 2023 - 550 € + 3% VAT

15 - 17 November 2023 - 2.250 € + 3% VAT

24 November 2023 - 850 € + 3% VAT

27 - 28 November 2023 - 1.450 € + 3% VAT

28 - 29 November 2023 - 1.450 € + 3% VAT

01 December 2023 - 850 € + 3% VAT

04 - 05 December 2023 - 1.450 € + 3% VAT

07 - 08 December 2023 - 1.450 € + 3% VAT

13 - 14 December 2023 - 1.450 € + 3% VAT

11 - 12 January 2024 - 1.450 € + 3% VAT

12 January 2024 - 850 € + 3% VAT

17 - 18 January 2024 - 1.450 € + 3% VAT

19 January 2024 - 550 € + 3% VAT

22 - 23 January 2024 - 1.450 € + 3% VAT

25 - 26 January 2024 - 1.450 € + 3% VAT

01 - 02 February 2024 - 1.450 € + 3% VAT

# Join the "Netflix of Education"

For a cost-effective annual fee, the **Corporate Learning Membership** provides all your employees full access to more than 30 courses in business education without any paperwork.

## The benefits

### Unlimited Business Education

Your employees gain unlimited access to a diverse range of business courses (leadership, soft skills, finance, innovation, etc.).

### Optimize Your Budget

Get the most out of your training budget and say goodbye to unnecessary expenses. With our cost-effective annual membership, you can oversee your financial resources and maximize every penny.

### Expand Your Professional Network

Connect with your peers from diverse industry sectors in Luxembourg and the Greater Region, opening doors to collaborations opportunities.

### Efficient Training Management

Simplify the management of your training programs. No paperwork, no hassle, our user-friendly process is taking over. Focus on what matters most – developing your team.

### Retain Top Talent

Providing quality business education shows your commitment to your employees' growth and success. Keep your star performers and beat the talent shortage.

### Access MBA Consulting Project

Gain a competitive edge by leveraging the expertise of our experienced students through the MBA Consulting Project.

## Our Members



## Contact

Reach out to us now and discover limitless opportunities for business education and development.

**Julien Alves**

**Executive Education Program Manager**

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**E: [julien.alves@luxsb.lu](mailto:julien.alves@luxsb.lu)**



# Mini-MBA Foundations

12 days of courses / From 9:00 to 17:00 / 5.550 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

The Mini-MBA Foundations is the perfect program for experienced professionals with a technical or specific background. With a focus on leadership, the program offers a 360-degree view of general management.

The program covers all core areas of general management, led by professors from top-ranked schools and experienced executives. During 12 days, you will learn industry best practices and gain insights into Leadership, Finance, Negotiation, Sales and Digitalisation from world-class faculty (Ret. Chairman of Microsoft Europe, Harvard Business School, ESADE Business School, Cornell University, etc.)

## Is the Mini-MBA for you?

The Mini-MBA Foundations is open to professionals with a minimum of 3 years of professional experience in any area and proficiency in English.

Participants are selected from diverse educational backgrounds, across various industries from international organisations, small and medium-sized enterprises, and public institutions.

A great fit for recently appointed managers or high-potential professionals, who wish to expand their skill set and prepare themselves to develop into general management positions. Participants are selected from diverse educational backgrounds, across various industries from international organisations, small and medium-sized enterprises, and public institutions.

## Mini-MBA Certificate

Upon completing the assessments, you will be awarded a certificate that can be included in your curriculum vitae (CV) and LinkedIn profile, highlighting your accomplishment and showcasing your expertise in the respective area of assessment.

## Calendar

**Module 1 Finance for Non-Finance Managers**  
15 - 17 November 2023  
Dr. Andrej Grubisic - Luxembourg School of Business.

**Module 2 Unlock your Potential**  
24 November 2023  
Jan Muhlfeit - Former Chairman of Microsoft Europe

**Module 3 Negotiating with Difficult People**  
07 - 08 December 2023  
Dan McCray - Cornell Business School

**Module 4 How to Engage Consumers in the Digital Era**  
13 - 14 December 2023  
Pau Virgili - ESADE

**Module 5 Manager's Toolbox**  
17 - 18 January 2024  
Jeff Steiner - Harvard Business School

**Module 6 The Art of Professional Selling**  
01 - 02 February 2024  
Deva Rangarajan - IESEG School of Management

## How to finance your training?

To learn more about the financial support from the Luxembourgish government for employee training and the Tax Deductibility for individual, please contact us !

[julien.alves@luxsb.lu](mailto:julien.alves@luxsb.lu)

# Women in Leadership

11 - 12 October 2023 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

In this course, you will learn how to level up your self-awareness and understand better your values, motives, leadership styles, and team roles. This program will help you challenge your assumptions, learn the power game, and work on effective leadership strategies by exploring perceptions, behaviors, and stereotypes.

The face-to-face experience combines videos, case studies, simulation, psychometric analysis, self-exploratory exercise, and working on your action plan.

Highly practical, you can put what you have learned into action to empower yourself immediately after the course. By interacting with other high-performing women, you will explore best practices, share insights, compare experiences, and discuss your ideas and challenges.



## Program Objectives

- Gain greater awareness of your strengths
- Challenging stereotypes and bias
- Learn about your leadership style and the team roles you play
- Improve your confidence and increase your impact
- Establish an international network of female leaders
- Learn from a richly diverse peer group
- Develop a personal action plan

## Who should attend

This workshop is useful for senior and mid-level female executives who want to improve in virtue and effectiveness within their business without losing their femininity and authenticity. Participants from all functional areas and all industries are welcome.

## Faculty

Dr. Mirna Korican Lajtman obtained her Master's degree in social psychology and her Ph.D. from the University of St. Gallen (Switzerland). Dr. Korican Lajtman is an Associate Professor at the Luxembourg School of Business. In addition, she expanded her professional expertise during study visits at partner universities, IESE (Spain), St. Ambrose University (USA), John Carroll University (USA), ESB Business School, Reutlingen University (Germany), and International Business School at Vilnius University (Lithuania). Over the years, she has worked as a project manager for a research and marketing agency, a consultant on several EU projects, and an HR associate in Rimac Automobili, and she also serves and consults several startups. Through seminars and consulting projects, she worked for the European Investment Bank, Ericsson Nikola Tesla, Ernst & Young, Fidifarm, KPMG, Lidl, PwC Croatia, and SES.



About "Women in Leadership"

“I have learned about myself and my environment, which will enable me to be more successful in my professional and personal life. Additionally, I have had the chance to meet some amazing women.”

Vivien Pascu  
Business Intelligence Project Manager  
Barclays

# Managing Artificial Intelligence

19 - 20 October 2023 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

Artificial Intelligence (AI) is a significant force that is revolutionizing the digital landscape and making its way into businesses across various industries. While AI brings immense potential for value creation, it also presents complex challenges, as it is a technology rather than a predefined solution. Therefore, it is crucial to possess the skills to make informed, strategic decisions and effectively integrate AI into your organization's operations. This becomes particularly relevant as a graduate student or professional seeking to lead in the rapidly evolving world of AI.

In this course, we address essential questions: How does your business model adapt in the digital age, and how can AI be integrated? What realistic outcomes can be achieved with today's AI tools?



## Program Objectives

This course will combine the theoretical basics in the form of lectures and discussions with practical work, where participants will be able to use the knowledge and skills acquired.

- Get an overview of AI and a basic understanding of AI.
- Develop expertise on the business impact of AI and strategic AI-related decision-making.
- Build / adapt business models including AI.
- Understand the significance and options of modern Data Science.
- Identify the enablers for enabling AI.
- Discuss the future of their businesses including new technology such as AI
- Develop an understanding of the economics of AI.

## Who should attend

Business managers and professionals who want to learn how AI can help them to improve their business model, ie lower costs and/or increase revenue. C-level executives who want to understand modern strategies of applying innovative technologies to be more competitive. We encourage organizations to send teams working with both back- and front-office repetitive processes as well as working on digital transformation and digitization to this course.

## Faculty

Boris Debić, Google's Chief History Officer emeritus, is a technologist who spent 15 years with the company from its earliest days and in the period of the most accelerated growth (\$3B to \$161B revenue/yr, 3500 to 210k workforce). At Google he has worked in several roles: Release engineering, G+Privacy, Global Infrastructure, Datacenter site location, AI-driven decision making and Ads serving and machine learning infrastructure. He also directs the Mars Society's NorCal Rover project, with support from NASA's Ames Research Center. Prior to Google, he held positions in Silicon Valley startups, most notably E.piphany; the United Nations; the Croatian Ministry of Foreign Affairs, and the University of Zagreb.





About "Managing Artificial Intelligence"

“This course is a must for everyone who would like to apply AI in daily business”

Siemon Smid  
Director, Economic Development  
PwC Luxembourg



# Sales Management

26 - 27 October 2023 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

Elevate your sales management skills and drive exceptional sales performance within your organization. The Sales Management course is designed to equip sales leaders with a comprehensive framework and effective strategies to maximize sales effectiveness. Over two days, explore key aspects of sales management, including developing a sales management framework, managing your go-to-market strategy, salesperson coaching, target setting, and performance management. Gain practical tools and insights to enhance your sales team's productivity, motivation, and overall success.



## Program Objectives

- Understand the sales management framework and its role in driving sales effectiveness.
- Develop a comprehensive go-to-market strategy aligned with your organisational goals.
- Master the art of salesperson coaching to enhance individual and team performance.
- Learn effective techniques for setting sales targets and managing salesperson performance.
- Identify key drivers of sales effectiveness and how to optimise them.
- Enhance communication and collaboration within your sales team for improved outcomes.
- Create an action plan to implement best practices and drive sales success in your organisation.

## Who should attend

This course is ideal for sales managers, sales directors, and professionals responsible for managing and leading sales teams. Whether you are a seasoned sales leader or transitioning into a sales management role, this course provides valuable knowledge and practical skills to drive sales excellence.

## Faculty

Prof. Deva Rangarajan is a marketing expert and Professor of Marketing at IESEG School of Management in France. With a PhD in Marketing from the USA, his primary research areas focus on B2B Industrial Marketing, Sales Force, and Key Account Management.

He has taught at Vlerick Business School, Ghent University and Ball State University. The list of multinational companies he has worked with include Iveco, ArcelorMittal, Atlas Copco, Schneider Electric, Siemens, Philips, Johnson and Johnson, ING, BNP Paribas Fortis, etc.

# Nudge Theory for Positive Results in Your Company

27 October 2023 / From 9:00 to 17:00 / 550 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

Join our one-day workshop to promote positive changes in your company. You'll learn about behavior change and effective practices to improve workplace productivity and motivation.

The workshop will be organized around 5 activities, including the theory and application of behavioral change, design methodology in behavior change, group exercises, and group solution presentations. You'll have the opportunity to work with other attendees, share your experiences, and hear real-life case studies that showcase the impact of successful interventions. Don't miss out on this opportunity to enhance your HR skills and make a real difference in your workplace!



## Program Objectives

- Learn how to use behavioral change in HR and Management
- Understand a behavior change framework for positive organizational changes
- Develop basic design skills to create and test behavioral initiatives at work
- Learn to analyze employee behavior and encourage positive habits
- Master employee motivation and promote a positive workplace culture
- Design effective communication strategies to influence behavior
- Explore successful behavior change in organizations through real-life examples and case studies

## Who should attend

This one-day workshop is perfect for HR professionals who are interested in promoting positive changes in their company. Attendees will have the opportunity to collaborate with other HR professionals based in Luxembourg, in various industries.

## Faculty

Ivo Vlaev is a Professor of Behavioural Science at the Warwick Business School. Ivo received a DPhil (Ph.D.) in Experimental Psychology from the University of Oxford. Before coming to Warwick, Ivo was a senior lecturer at Imperial College London.

Ivo has helped public and private organizations develop and apply lessons from behavioral science such as Swissre, Barclays Bank, Royal Bank of Scotland, the European Commission, His Majesty's Revenue & Customs (HMRC), Ernst & Young, Pfizer, and McDonald's.

Ivo's work on using behavioural economics ('nudging') to boost tax compliance (conducted for HMRC) was cited in the scientific background document accompanying the Nobel prize committee's awarding of the prize for economic sciences to Richard Thaler in 2017.



About "Nudge Theory for Positive Results in Your Company"

“It is incredible to see that with small changes in communication, you can achieve much better results.”

Patricia Martin  
Head of Human Resources  
Fanuc Europe

# Finance for Non-Finance Managers

15 - 16 - 17 November 2023 / From 9:00 to 17:00 / 2.250 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

You work in one of the following departments (IT, Marketing, Sales...) with a decade of work experience. You have finally climbed the ladder to become a manager - one of the decision-makers. At your first meeting with the other directors and executives, the quarterly earnings report is being discussed, and despite your years of expertise you feel lost; you have no formal training in finance. It is a fact that financial decision-making impacts every aspect of a business. Finance for Non-Finance professionals is a 3-day program that will teach you how to create a budget, manage costs, and use financial information to make decisions.



## Program Objectives

- **Understanding Financial Statements:** Participants will learn how to interpret financial statements and diagnose potential problems. They will gain a comprehensive understanding of how income statements and balance sheets are created, enabling them to analyze and comprehend the financial health of their organization.
- **Managing Budgets and Costs:** This objective focuses on the creation, management, and effective utilization of budgets to control costs and enhance value within the organization. Participants will explore techniques used to forecast and control costs, gaining practical insights into optimizing resource allocation and budgetary decision-making.

## Who should attend

- Any professional who wishes to gain the skills necessary to understand how businesses operate and how financial information is presented, analyzed, and interpreted.
- Any professional with budget responsibility or who wishes to understand how budgets and costs can be effectively controlled.
- This course is suitable for managers, directors, lawyers, and professionals of all levels, across any industry, who are expected to make business decisions with a direct financial impact on their business's bottom line.

## Faculty

Dr. Grubisic started his career in 2002 in the USA as a finance analyst at Sodexo Inc. In 2007, he became Head of Corporate Finance within Erste Group and was in charge of the Croatian market. Erste Group Bank AG is one of the largest financial services providers in Central and Eastern Europe serving 15.7 million clients. In 2010, he started a corporate finance firm: Grubisic & Partners focusing on Mergers and Acquisitions, Capital Raising, Valuations, and due diligence. Since 2004 Andrej has been a professor of finance in undergraduate and MBA programs at the Zagreb School of Economics and Management and starting in 2016 he will be a visiting professor of finance at Toulouse Business School in France.



A man with dark hair, wearing a dark suit jacket over a light-colored shirt, is looking upwards and to the right with a thoughtful expression. The background is blurred, showing what appears to be a meeting or lecture hall setting. The entire image has a blue tint.

About "Finance for Non-Finance Managers"

“Useful application of theoretical concepts and great ability to teach from the lecturer”

Dr. Patrick Beschorner  
Corporate Development and Strategy  
Encevos



# Unlock your potential

24 November 2023 / From 9:00 to 17:00 / 850 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

**"Focus on your strengths instead of trying to improve your weaknesses". In this unique course, Jan Muhlfelt teaches you how to identify and capitalize on your strengths and those of each member of your team.**

**You will also learn an innovative methodology to achieve excellence in specific skills and obtain high-performance results in your organization.**

**The world is obsessed with weaknesses. Individuals and organizations think that fixing faults and flaws is the only way to make it to the top. This preoccupation with weaknesses is the biggest illusion of our time and a huge waste of the most valuable resources we have as human beings: our unique strengths.**



## Program Objectives

- Focus on your strengths instead of trying to improve your weaknesses
- Find your personal uniqueness and 'play in the premier league for the rest of your life
- Manage your energy instead of trying to manage your time
- Focus on your strengths instead of trying to improve your weaknesses
- Know how to invest in the talents of your employees
- Be able to use strengths to be a top performer
- Be able to build own development plan based on strengths
- Understand how different strengths can work together
- Understand how strengths influence performance
- Understand the creation of the teams based on the strengths
- Be able to use strengths in daily situations

## Who should attend

- Mid and Senior Management & C-Level or Human Resources Managers who are looking to develop the talents of their employees and embrace a positive leadership mindset.
- This program is appropriate for diverse industries, including high technology, pharmaceutical, medical, energy, consulting, and investment banking.

## Faculty

Jan Mühlfeit, former Chairman of Europe for Microsoft, is a global strategist with a proven track record in building successful teams and organizations. He spent almost 22 years working for Microsoft, the last 15 of which were in top management. His last post before he left in 2014 was Chairman Europe of the Microsoft Corporation, a position he held from 2007. Jan coaches top executives around the world and works with Luxembourg School of Business, INSEAD or Cambridge University.

# Business Strategy for the AI era

27 - 28 November 2023 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

This course aims to provide a comprehensive understanding of AI, its underlying technology, and its potential applications in various industries. It explores the transformative power of AI, particularly ChatGPT and large language models, in product design and customer experiences. Additionally, It also guides participants on how to transform their companies into AI-driven organizations and highlights the career prospects in the field of ethical AI.



## Program Objectives

- Unlock the mysteries behind the technology: Gain a comprehensive understanding of AI, its underlying technology, and its potential applications in various industries. Stay informed about the latest advancements and trends in the field.
- Designing products for the ChatGPT era: Explore how AI, particularly ChatGPT and large language models, has revolutionised product design and customer experiences. Learn strategies to leverage this technology to create innovative products and services.
- Addressing ethical implications: Understand the ethical considerations and implications associated with AI adoption. Analyse real-world cases of AI harm, identify biases, and explore practical frameworks to ensure ethical AI implementation in your organisation.
- AI transformation: Learn how to transform your company into an AI-driven organisation. Explore the steps, challenges, and opportunities involved in becoming an AI company. Discover how AI can be harnessed as a force for good and the career prospects in the field of ethical AI.

## Who should attend

This course is specifically designed for executives who want to stay informed about the latest advancements in AI and leverage them to enhance their business strategies. Whether you are leading a company, a division, or a team, this program will equip you with the necessary knowledge and tools to understand AI, its capabilities, and its implications. No prior technical knowledge is required, as our sessions focus on providing simple explanations and rich case studies without any code or math.

## Faculty

Gianluca Mauro is a leading expert in the field of Artificial Intelligence (AI), the author of "Zero to AI," TED TALKS speaker and the founder and CEO of AI Academy. Gianluca's expertise has impacted a wide range of executives at renowned multinational corporations such as Procter and Gamble, Merck, Bayer, Pampers, Total, Admiral, Daikin, and Brunello Cucinelli. Alongside his role at AI Academy, he delivers lectures at esteemed institutions such as Harvard's Executive Education programs, John Hopkins, ESCP, and other prestigious universities. To democratize AI knowledge and share his vision, Gianluca actively engages with his social media community, which consists of over 100,000 members across platforms like TikTok, LinkedIn, Instagram, and email.

# Crafting and Implementing Strategy

28 - 29 November 2023 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

This course aims to develop strategic thinking skills, evaluation of alternatives, prediction, and management of strategic change. Participants will learn practical concepts and approaches to strategic management through real-life cases. They will gain the ability to analyze their business environment, implement new key concepts, and maintain a competitive position. Mastering strategic management is essential to successfully navigate the challenges of today's dynamic landscape.

Join us in this course to gain valuable insights and skills that will enable you to navigate the complexities of strategic decision-making.



## Program Objectives

- **Develop Strategic Thinking Skills:** Participants will enhance their ability to think strategically, considering the long-term vision and goals of their organization. They will learn to identify strategic opportunities, anticipate challenges, and make informed decisions to achieve competitive advantage.
- **Apply Strategic Management Concepts:** Through real-life case studies and practical exercises, participants will apply strategic management concepts to their own business situations. They will learn how to align strategic initiatives with organizational goals, develop implementation plans, and measure performance against strategic objectives.
- **Understand Competitive Forces:** Participants will gain a deep understanding of the competitive forces that shape the business landscape. They will explore strategies for achieving and sustaining a superior competitive position, including differentiation, innovation, cost leadership, and strategic alliances.

## Who should attend

- Decision makers who want to get more insight and up to date knowledge on dealing with strategic issues.
- Managers who want to understand why and how their daily work is affected by and is affecting the strategy of a company.
- Non-economists who want to understand the way of thinking and behaving strategy-driven business people.

## Faculty

Miquel Llado is a Lecturer at the Department of Strategic Management at IESE. He holds an Advanced Degree in Economics and Business from the University of Barcelona. He combines teaching with Strategic Management consulting through his own firm Peak Business Advisory, since 2008. Experience in 20 sectors-industries. Member of the Advisory Board at Vallformosa, NetipBox, Kubbo, and Norma Uniarte. Keynote speaker for companies and institutions in Spain, Portugal, Russia, Armenia, Ukraine, Croatia, Slovenia, Greece, UK, Italy, Romania, Brazil, Switzerland, Germany, Austria, Serbia, Georgia, Slovakia, China, and Peru.

He has an extensive Executive background: Group President and CEO at Sara Lee Bakery Europe, CEO at Bimbo Spain & Portugal, Vice president Marketing & Sales at Bimbo Spain & Portugal, Vice president New Businesses at PepsiCo Foods Spain & Portugal, Director of Sales & Special Projects at PepsiCo Foods International in USA.

He has completed Executive Education programs at IESE (PADE), Harvard Business School, Wharton School, Kellogg School of Management, ESADE, Mc Gill University and IEDC Bled School of Management, Slovenia. Miquel Llado was elected Spain's Best Executive 2000 by the Spain Business Association AED.

# Leveraging Team Dynamics

01 December 2023 / From 9:00 to 17:00 / 850 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

Do you have that team member you dislike to communicate with, and also a “work friend” with whom you just adore spending formal and informal hours? Why do we tend to get along better with some people, and dislike the company of others? This workshop will help you understand your strengths and contributions to the team, but also understand the positions people take and the personalities they bring into work.

This course will introduce the participant to the importance of creating and empowering teams to fuel an organization’s success. Team dynamics, appropriate role assignments, and effective leadership are fundamentals of positive team outcomes. Students will learn ways of leveraging their behavioral style as team leaders and to successfully lead diverse and cross-functional teams.



## Program Objectives

During the module, with the use of gamified assessment, participants will understand their individual contributions and strengths, and roles they play in the team, and what they bring as an advantage. During the discussions, a special focus will be placed on complementary, competing, and conflicting roles so that the group dynamic is better understood in the future with the goal of better team engagement and productivity.

- Understand individual strengths to use them in leading others.
- Understand team roles and personal roles played to better complement teammates.
- Understand conflicting roles to better navigate conflicts in teams.

## Who should attend

This leadership course is ideal for new or experienced managers in any function who want to become better leaders. Because management requires analyzing complex challenges, participants should expect to grapple with ambiguous situations that do not have simple solutions.

## Faculty

Dr. Mirna Korican Lajtman obtained her Master's degree in social psychology and her Ph.D. from the University of St. Gallen (Switzerland). Dr. Korican Lajtman is an Associate Professor at the Luxembourg School of Business. In addition, she expanded her professional expertise during study visits at partner universities, IESE (Spain), St. Ambrose University (USA), John Carroll University (USA), ESB Business School, Reutlingen University (Germany), and International Business School at Vilnius University (Lithuania). Over the years, she has worked as a project manager for a research and marketing agency, a consultant on several EU projects, and an HR associate in Rimac Automobili, and she also serves and consults several startups. Through seminars and consulting projects, she worked for the European Investment Bank, Ericsson Nikola Tesla, Ernst & Young, Fidifarm, KPMG, Lidl, PwC Croatia, and SES.

# Cross-Cultural Negotiation

04 - 05 December 2023 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

In the modern business world, many organizations are competing in a more global forum. Negotiating with partners from different countries and cultures can present unique challenges and barriers - and our unique Cross-Cultural Negotiation Course will provide a set of proven strategies that will help you along the route of cross-cultural negotiations.

A set of interactive negotiation exercises will introduce participants to negotiation principles that extend across any culture, then the ways that national cultural differences may influence negotiators' priorities, interests, strategies, and ethical limits.



## Program Objectives

- Sharpen your negotiation and mediation skills for international contexts
- Learn how to take decisions in complex environments
- Develop insight into the reasons behind others' behavior during negotiations
- Identify and assess different cultural attitudes and their bearing on the negotiation agenda
- Form effective strategies to manage challenging situations resulting from cross-cultural differences
- Appreciate the different emphasis and value that various cultures may place on time, individuality, relationships, and communication styles.

## Who should attend

This course is designed for professionals who engage in negotiations with partners from diverse cultural backgrounds. It is ideal for business executives, managers, and individuals involved in international trade or collaborations. Whether you are new to cross-cultural negotiations or seeking to enhance your existing skills, this course will provide you with valuable insights and practical strategies to navigate cultural differences and achieve successful outcomes in your negotiations.

## Faculty

Dan McCray is a lecturer at Cornell University. He is an expert in workplace negotiation, mediation, and arbitration. As Practice Leader and Director of the Labor Relations Programs, Dan is responsible for developing and teaching professional education programs in negotiations, conflict resolution, and collective bargaining for professionals working for unions and employers in the United States, Europe, and Latin America.

Dan has taught and facilitated dozens of management and union teams, with a particular emphasis on developing and executing an effective negotiating strategy and the skills of an effective negotiator.



# Negotiating with Difficult People

07 - 08 December 2023 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

Negotiation can be an important tool for rational problem-solving, where each side is encouraged to “separate the people from the problem.” But what if the people are the problem?

Drawing on the techniques used by hostage negotiators, suicide and crises interveners and international peace-makers, this interactive course gives participants many opportunities to practice the behavioral and communication techniques necessary to deal with difficult people.



## Program Objectives

- Identify and understand different types of difficult personalities encountered in the workplace.
- Learn key strategic and tactical processes for negotiating with challenging individuals.
- Develop behavioral choices and communication techniques to separate rational problem-solving from negotiating with irrational, violent, and narcissistic individuals.
- Apply insights and techniques from hostage negotiation, crisis intervention, and conflict resolution to deal effectively with difficult people.
- Engage in interactive exercises to practice and reinforce the learned skills.

## Who should attend

This course is designed for professionals who often encounter challenging individuals in the workplace and seek effective strategies to negotiate with them. It is particularly beneficial for managers, team leaders, human resources professionals, and anyone who deals with difficult personalities on a regular basis. By combining insights from hostage negotiation, crisis intervention, and conflict resolution, this interactive course equips participants with practical techniques and communication skills to navigate difficult interactions and reach successful resolutions, even in the presence of irrational, violent, or narcissistic individuals.

## Faculty

Dan McCray is a lecturer at Cornell University. He is an expert in workplace negotiation, mediation, and arbitration. As Practice Leader and Director of the Labor Relations Programs, Dan is responsible for developing and teaching professional education programs in negotiations, conflict resolution, and collective bargaining for professionals working for unions and employers in the United States, Europe, and Latin America.

Dan has taught and facilitated dozens of management and union teams, with a particular emphasis on developing and executing an effective negotiating strategy and the skills of an effective negotiator.

# How to Engage Consumers in the Digital Era

13 - 14 December 2023 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

This course explores the impact of the digital era on customer behavior and marketing strategies. Participants will examine real-time customer relationships, changing competition, and distribution transformations. They will learn about data-driven marketing to understand consumer behavior. The course also focuses on authenticity, syncing organizational processes with consumer speed, innovative consumer journeys, engaging customer energy, and creating emotional product experiences. By course end, participants will gain insights to adapt marketing strategies, engage customers, and drive business growth in the digital era.



## Program Objectives

- The new customer behavior in the digital era.
- The real-time customer relationship and the speed of change in the competitive landscape
- The deep changes in the distribution channels.
- The new capabilities to track and understand consumer behavior in real-time that data-driven marketing offers.
- Authenticity: what are the new consumer's expectations? Is authenticity profitable? Needed?
- Real-time marketing: how can we sync our organizational clock with consumer speed? What are brands such as Coca-Cola, Taco Bell, or Pepsi doing? What can we learn from tech startups?
- Innovative consumer journey: are consumers still brand loyal? Are we investing in the right consumer's touch-points? How has the purchase process changed? What can we do to re-engage the customers?
- Engaging customer energy: do we know how to engage consumer energy? What are companies such as HP, 3M, or GoPro doing in this area?
- Focusing on the product: How can we deliver an emotional experience to the customer within the product? How has the new marketing product changed?

## Who should attend

This course is designed for marketing professionals, managers, and business leaders seeking to adapt their marketing strategies to the digital era. By the end of the course, participants will have a comprehensive understanding of the evolving consumer landscape, the power of data-driven marketing, the importance of authenticity, real-time marketing strategies, innovative consumer journeys, and delivering compelling product experiences that resonate with customers in the digital age.

## Faculty

Pau Virgili, professor of Marketing at Esade, is an expert in new technologies, management, and marketing. He has considerable management experience in international companies, as well as an entrepreneur and consultant. Previously, he was the General Manager of Marketing Europe at HP FMCG and Marketing Manager Europe at Plantronics. Pau Virgili has an MBA (University of Chicago) and is a co-author of the book "The reconciliation with the customer". Pau has created technology companies in the areas of mobile-business and online marketing and has carried out consultancy projects in consumer relations management for HP, Nike, Coca Cola, and others. He has lived and worked in Spain, USA, Germany, France, UK, Thailand, Laos and Vietnam.

A man in a dark suit, white shirt, and patterned tie is speaking at a conference. He is wearing glasses and has a small microphone clipped to his lapel. His right hand is raised, holding a small black object. The background is a blurred presentation slide with the word "Influence" at the top and "Potential" below it. The entire image has a blue tint.

About "How to Engage Consumers in the Digital Era"

“Excellent, practical, full of experience and examples. The professor was energetic, to the point and truly kept us all going with him through out the course”

Karel Slajs  
Associate Partner  
EY

# Digital Transformation Strategy

11 - 12 January 2024 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

The course will take a deeper look into how various organisations develop, leverage and thrive in the ecosystem by developing a roadmap for innovation management. The course will explore how various organisations develop a mini-ecosystem to extract shared consumer insights, create a digital platform, design its organisation hierarchy and operational framework and extend its reach through partnership.



## Program Objectives

- Gain a comprehensive understanding of how digital innovation is reshaping traditional business models and disrupting industries. Explore the latest trends, technologies, and emerging opportunities in the digital economy.
- Learn the fundamental levers and best practices for managing the transformation of innovative ideas into tangible business solutions. Explore strategies for effectively prioritising, executing, and scaling digital initiatives within your organisation.
- Study and analyse real-world business cases to gain practical insights into successful ecosystem development. Evaluate different approaches, strategies, and outcomes to understand the factors that contribute to ecosystem success or failure.
- Design and adapt innovation culture and processes within your existing organisation. Discover methods for encouraging creativity, collaboration, and a growth mindset among your team members to foster a culture of continuous innovation.
- Create a roadmap to guide your organisations innovation efforts. Explore techniques for identifying and seizing opportunities, creating a digital platform, establishing an efficient organisational hierarchy and operational framework, and extending your business's reach through strategic partnerships.

## Who should attend

This executive education course is designed for senior executives, business leaders, and decision-makers who are responsible for driving digital transformation and innovation within their organizations. It is suitable for professionals from various industries who seek to understand and leverage the power of digital ecosystems to thrive in today's rapidly evolving business landscape. Whether you are leading a startup, a mid-sized company, or a large corporation, this course will provide valuable insights and strategies to develop and sustain a successful ecosystem for your business.

## Faculty

Dr. Joey Tan is Head of Sustainability at Amazon ASEAN, tech entrepreneur, and lecturer at Singapore Management University. With 23+ years of experience in the Info comm Industry, he advises corporate and government boards in Singapore. At Amazon Web Services (AWS), Joey leads Strategic Pursuits & Sustainability, driving collaborations and growth strategies. Previously, at Alibaba Group, he led Business Strategy and played a key role in global cloud expansion. Joey's expertise fuels business growth, digital transformation, and strategic partnerships. During his time at Alibaba Cloud, Joey served as the Managing Director and spearheaded projects like the Alibaba Cloud Olympics team, fostering digital transformation in collaboration with the Olympics movement.

# How to Play to Your Strengths

12 January 2024 / From 9:00 to 17:00 / 850 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

Whether you're a seasoned leader or just starting out, this course is designed to help you become a more effective and confident leader. Did you know that your natural preferences drive your behaviours and define your personal brand? Leaders can come from any background or have any personality, but the ones who are successful are the ones who know themselves well and can adjust their behaviour to fit different situations.

In this course, you'll learn how to master your leadership style by becoming aware of your strengths and weaknesses and adapting to different environments.



## Program Objectives

- Develop self-awareness: Gain insights into your natural strengths and tendencies as a leader.
- Adapt leadership style: Learn how to adjust your leadership approach to suit different environments and situations.
- Choose appropriate leadership approaches: Acquire the skills to select the most effective leadership strategies for each context.
- Understand motivation and influence: Explore techniques for motivating and influencing others to drive team success.
- Create a personal leadership action plan: Develop a customized plan to enhance your leadership capabilities and track your progress.

By the conclusion of the course, participants will have enhanced their understanding of themselves, refined their flexibility as leaders, developed the skill to select suitable approaches, obtained valuable insights into motivation and influence, and formulated a personal action plan for ongoing leadership development.

## Who should attend

This course is ideal for individuals who want to improve their leadership skills and become more effective and confident leaders. It is suitable for both seasoned leaders who want to refine their skills and knowledge, and for individuals who are just starting out in a leadership role. The course is applicable to leaders in various industries and sectors, including business, education, healthcare, government, and non-profit organisations. It is designed for individuals who are committed to self-improvement and are willing to reflect on their own leadership style and behaviour.

## Faculty

Professor Amir Younes is an Adjunct Lecturer at the University of Michigan, Ross School of Business. Amir has over 20 years of global experience in leadership, technology, government, retail, healthcare, financial services and consulting. He was Chief Customer Officer at Wrike, a senior leader at both Rocket Fuel and Medallia and a strategy consultant at PwC and Booz Allen Hamilton.

Amir actively coaches and leads training workshops for global public and private institutions such as Hewlett Packard (HP), the American Consulate in Alexandria, Egypt or the University of Michigan.

Amir is also a Certified Myers-Briggs Practitioner focusing on leadership enablement.



# The Manager's Toolbox

17 - 18 January 2024 / From 9:00 to 17:00 / 1,450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

The Manager's Toolbox course focuses on equipping participants with the essential skills and knowledge needed for effective team leadership and managerial success. It covers key principles and best practices, enhancing managerial skills such as delegation, feedback, and motivation. By the end of the course, participants will have a personalized action plan ready to implement the course's principles and strategies in real-world managerial scenarios.



## Program Objectives

- Develop a comprehensive understanding of the key principles and best practices of effective team leadership.
- Enhance managerial skills such as delegation, providing constructive feedback, and motivating team members.
- Cultivate a positive and productive work environment that fosters high-performance teams.
- Hone communication and collaboration skills to effectively engage with team members, stakeholders, and superiors.
- Strengthen problem-solving, decision-making, and conflict resolution abilities within a managerial context.
- Build self-confidence and self-awareness as a leader to inspire and motivate team members towards success.
- Create a personalised action plan to implement the course's principles and strategies in real-world managerial scenarios.

## Who should attend

This executive course is specifically designed for mid- to senior-level managers across industries who are looking to enhance their leadership capabilities and drive exceptional team performance. Participants may include managers, directors, team leaders, project managers, and other professionals in leadership positions.

## Faculty

Jeff Steiner is a Lecturer at the Harvard Extension School. His research and teaching interests lie at the intersection of well-being and work. Jeff was formerly a Talent Development Director at Morgan Stanley, as well as a Research Associate to Professor Teresa Amabile at Harvard Business School. He has studied, worked, and volunteered internationally, galvanizing his interest in studying work and well-being across vastly different contexts. Jeff earned his B.B.A. in Management and Psychology from the University of Miami. In addition, Jeff studies managerial and organizational practices aimed at safeguarding and supporting employee mental health.

# Optimizing Employee Engagement & Satisfaction

19 January 2024 / From 9:00 to 17:00 / 550 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

This workshop is designed specifically for HR professionals to gain a comprehensive understanding of strategic management of employee well-being and the employee experience. This workshop will provide valuable insights into the latest research, practical strategies, and tools necessary to enhance well-being, engagement, and satisfaction within your organisation. This workshop offers a unique opportunity to explore concepts, engage in collaborative exercises, and develop actionable plans to drive positive change.



## Program Objectives

- Develop a comprehensive understanding of the key principles and best practices of effective team leadership.
- Enhance managerial skills such as delegation, providing constructive feedback, and motivating team members.
- Cultivate a positive and productive work environment that fosters high-performance teams.
- Hone communication and collaboration skills to effectively engage with team members, stakeholders, and superiors.
- Strengthen problem-solving, decision-making, and conflict resolution abilities within a managerial context.
- Build self-confidence and self-awareness as a leader to inspire and motivate team members towards success.
- Create a personalised action plan to implement the course's principles and strategies in real-world managerial scenarios.

## Who should attend

This executive course is specifically designed for mid- to senior-level managers across industries who are looking to enhance their leadership capabilities and drive exceptional team performance. Participants may include managers, directors, team leaders, project managers, and other professionals in leadership positions.

## Faculty

Jeff Steiner is a Lecturer at the Harvard Extension School. His research and teaching interests lie at the intersection of well-being and work. Jeff was formerly a Talent Development Director at Morgan Stanley, as well as a Research Associate to Professor Teresa Amabile at Harvard Business School. He has studied, worked, and volunteered internationally, galvanising his interest in studying work and well-being across vastly different contexts. Jeff earned his B.B.A. in Management and Psychology from the University of Miami. In addition, Jeff studies managerial and organisational practices aimed at safeguarding and supporting employee mental health.

# Workplace Well-Being

22 - 23 January 2024 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

Invest in the well-being of your employees and unlock the potential for enhanced performance in your organisation. Discover the power of employee well-being and happiness in the workplace, proven to improve productivity and drive overall business success, including future profits. In this comprehensive two-day course, explore the behavioral science behind workplace well-being and learn how to apply evidence-based strategies to create a more productive and successful work environment. Gain the knowledge and skills to critically analyse and design your ideal workplace based on scientific insights.



## Program Objectives

- Understand the importance of employee well-being in driving organizational success.
- Explore the behavioral science principles underlying workplace well-being.
- Learn evidence-based strategies to enhance employee well-being and happiness.
- Identify key factors that contribute to a productive and successful workplace.
- Apply scientific insights to critically analyze and design an ideal work environment.
- Develop a roadmap for implementing well-being initiatives in your organization.
- Foster a culture of well-being and attract top talent to sustain competitive advantage.

## Who should attend

This course is suitable for leaders, managers, HR professionals, and individuals responsible for shaping the work environment and employee experience. Whether you are seeking to improve employee engagement, attract top talent, or optimise organisational performance, this course offers valuable insights and practical tools to transform your workplace.

## Faculty

Grace Cormier is a lecturer at Harvard Business School. She is interested in leadership, mentoring relationships, and employee development. Before joining HBS, Grace worked as a Project Manager and Trainer for Resilience Programs at the University of Pennsylvania's Positive Psychology Center and as a research coordinator for Wharton People Analytics. Grace received her B.A. in Psychology from Carleton College in 2013, and her Master of Applied Positive Psychology from the University of Pennsylvania in 2016.

# Diversity and Inclusion

25 - 26 January 2024 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

In today's global and interconnected world, organisations that value diversity and foster inclusive environments gain a competitive edge. Over the course of two days, explore the key principles and strategies behind diversity and inclusion within organisations. Learn how to cultivate an inclusive culture, leverage diverse perspectives, and create an environment where all employees can thrive. This comprehensive course will equip you with the knowledge and skills to drive positive change and promote diversity and inclusion within your organisation.



## Program Objectives

- Understand the importance of diversity and inclusion in organizational success.
- Explore the key principles and best practices of fostering diversity and inclusion.
- Develop strategies to cultivate an inclusive culture and eliminate bias within the workplace.
- Learn how to leverage diverse perspectives to drive innovation and problem-solving.
- Enhance skills in promoting equality and addressing unconscious bias.
- Create actionable plans to implement diversity and inclusion initiatives within your organization.
- Foster an inclusive and empowered workplace where all employees can thrive.

## Who should attend

This course is designed for leaders, managers, HR professionals, and individuals who are passionate about fostering diversity and creating inclusive workplaces. Whether you are seeking to enhance your organization's diversity initiatives, promote equality, or address unconscious bias, this course provides valuable insights and practical tools to effect meaningful change.

## Faculty

Grace Cormier is a doctoral student in Organisational Behaviour at Harvard Business School. She is interested in leadership, mentoring relationships, and employee development. Before joining HBS, Grace worked as a Project Manager and Trainer for Resilience Programs at the University of Pennsylvania's Positive Psychology Center and as a research coordinator for Wharton People Analytics. Grace received her B.A. in Psychology from Carleton College in 2013, and her Master of Applied Positive Psychology from the University of Pennsylvania in 2016.

# The Art of Professional Selling

01 - 02 February 2024 / From 9:00 to 17:00 / 1.450 € (+3% VAT)

Register 5 weeks in advance and get an early bird discount of 10%

## Overview

The Professional Selling and Sales Management course is designed to empower sales professionals with a comprehensive understanding of the sales process, from customer portfolio analysis to closing deals. Over two days, delve into key aspects of professional selling, including understanding customer needs, developing customer-centric value propositions, effective questioning tactics, lead generation and qualification, objection handling, and closing techniques. This course will equip you with the knowledge and tools necessary to drive sales success and achieve remarkable results.



## Program Objectives

- Understand customer portfolio analysis and its role in effective sales management.
- Develop customer-centric value propositions to enhance sales effectiveness.
- Master questioning tactics to uncover and address customer needs.
- Learn lead generation and qualification strategies to drive sales growth.
- Acquire objection handling techniques to overcome customer concerns.
- Explore effective closing techniques to seal the deal and achieve successful outcomes.
- Create an action plan to implement best practices and elevate your sales performance.

## Who should attend

This course is suitable for sales professionals, account managers, business development executives, and individuals involved in sales and client relationship management. Whether you are new to sales or seeking to enhance your selling skills, this course offers valuable insights and practical techniques to excel in professional selling and sales management.

## Faculty

Prof. Deva Rangarajan is a marketing expert and Professor of Marketing at IESEG School of Management in France. With a PhD in Marketing from the USA, his primary research areas focus on B2B Industrial Marketing, Sales Force, and Key Account Management.

He has taught at Vlerick Business School, Ghent University and Ball State University. The list of multinational companies he has worked with include Iveco, ArcelorMittal, Atlas Copco, Schneider Electric, Siemens, Philips, Johnson and Johnson, ING, BNP Paribas Fortis, etc.



# Singapore Business Trip

## Digital Innovation & Fintech Certificate

14th - 18th of November 2023

This 4-day Business Trip in Singapore is designed around the FinTech industry and based in one of the strongest innovation ecosystems in the world. This program combines immersive cultural learning and professional development.

Head off to Singapore and discover its cutting-edge FinTech industry, innovative businesses, economic practices, breathtaking sights, and rich culture.



### Keynotes

#### Current geopolitical outlook in Southeast Asia

Mr. Bilahari Kausikan  
Former Ministry of Foreign Affairs

#### Asian Institute of Digital Finance

Mr. Emir Hrnjic  
Head of FinTech Training, Asian Institute of Digital Finance

#### Strategic Partnerships in Southeast Asia

Dr. Joey Tan  
Head of Strategic Sustainability at Amazon (ASEAN)

#### What does the future hold?

Mr. Lee Chor Pharn  
Principal Analyst of the Centre for Strategic Futures

#### Superapps of Southeast Asia

Mr. Lien Choong Luen  
Singapore head for Gojek

### Company visit

Asian Institute of  
Digital Finance

 SYGNUM

 gojek



**€ 2490 (VAT incl.) per participant**

#### Included in the program fee:

- 4 keynotes
- 3 company visits
- 4 hotel nights at the PARKROYAL
- Daily breakfast
- Welcoming dinner
- Farewell Dinner

#### Not included in the program fee:

International airfare is **not included in the program fee**.  
You are welcome to book your air transportation through your local travel agent, an online travel site, or the airline of your choice.

# Luxembourg School of Business

*Accredited Degrees and Certificates Programs*

The mission of Luxembourg School of Business is to provide an inspiring and multicultural learning environment for current and aspiring business leaders from Luxembourg as well as from across Europe and the world. In achieving its educational and academic goals, the School uses contemporary teaching and research methods, promotes cultural and intellectual diversity. The School partners with the international business community and prepares learners to prosper in a complex global business world.



## Weekend MBA

Designed to offer maximum flexibility for full-time working professionals, the Weekend MBA is an accredited General Management degree program with professors from top-ranked schools such as Harvard, Warwick, ESADE, HEC, and more.



**English**



**Face-to-Face  
1 or 2 weekends  
per month**



**24th months or  
18th months to  
complete**



## Master in Management

The first Accredited Master in Management combines specializations in Financial Management, International Tax, or Accounting, Audit & Control with a 6-month paid internship.



**English**



**Face-to-face  
3 days per week**



**Two years  
to complete**



## Executive Master Financial Services Industry

The Executive Master in Financial Services Industry (EMFSI) is a unique and innovative program that helps you understand the functioning of the Financial Services Industry in all its aspects.



**English**



**Online  
2-4 hours/week**



**One year  
to complete**

**Contact us for a  
tailor-made  
solution**

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