



BUSINESS ACUMEN | PEOPLE LEADERSHIP | STRATEGY



Invited Mini-MBA

Curriculum

The Invited MBA is a unique 12-week part-time mini-MBA designed for rising business professionals. Participants gain essential leadership skills needed to advance in their career without the expense and time commitment of a full-time MBA.

The high-level objectives of this program are to:

- Gain a solid foundation in business acumen, management, strategy, and leadership
- Deepen awareness of self & others’ strengths, weaknesses, and motivators
- Learn how to effectively lead & collaborate with others in a managerial role
- Develop an eye for executive-level strategy & leadership
- Analyze, research, and solve real-world business challenges
- Expand one’s professional network

The curriculum is divided into three sections touching on the following topics.



Below is a detailed outline of the standard Invited MBA curriculum.

Pre-work (2-3 Weeks)

Invited MBA participants start their journey with an interactive online primer in accounting and finance called Fluent in Finance™. The language of business, just like any other language, has its own vocabulary and terms. Fluent in Finance allows leaders to learn the language of finance in an interactive, accessible online format designed specifically for professionals without any financial background. It covers basic business concepts such as unit economics, reading financial statements, and understanding ROI. If participants have a finance background and want to know whether they need to go through the Fluent in Finance pre-work, they can take the optional pre-assessment to test out of the pre-work assignment.

Format(s): Up to **12 hours** of asynchronous online pre-work.

Up to 12 hours online prep

Week 1: Virtual Kick-Off & Happy Hour

On the first day of the program participants meet their cohort and faculty, find out details about their study group and action-learning project assignment, network with each other, and learn more about what's to come in the curriculum.

Format(s): **Two hour** synchronous full cohort meeting with breakout groups.

2-hour cohort meeting

Week 2: Insights™ Self Assessment

Participants go through the Insights™ self-assessment to understand how their work style affects their communication with others and how to best utilize their strengths.

Format(s): One hour Insights™ assessment and **two-hour** virtual cohort meeting with breakout groups.

1 hour online assessment

2-hour cohort meeting

Week 3: Finance Basics and Business Competition

Building on the Fluent in Finance online pre-work, Week 3 focuses on building basic accounting and financial knowledge in participants. Participants study the unit economics of a fictitious company that is thinking of expanding its operations and solve a real-world mystery by studying the financial details of a company whose stock price suddenly dropped by over 90%. Participants then start the Business Challenge, a business simulation where teams compete for market share in a dynamic marketplace.

Format(s): Two hours of online preparation, **two-hour** virtual meeting in small study groups with a mentor, **four-hour** business competition.

2 hours online prep

2-hour small group study session

4-hour business competition

Week 4: Group Project Introduction And Business Competition

Participants will meet with their Executive Advisor to be introduced to the group action-learning project where team members will solve a real-world business problem for their assigned Executive Advisor. Participants then complete the Business Challenge simulation where they put their newly gained financial acumen to the test.

Format(s): Two hour virtual meeting in small study groups with the action-learning project's Executive Advisor, **four hour** business competition.

2-hour small group study session

4-hour business competition

Week 5: Financial Modeling | People Management

Rounding out the finance and business acumen part of the curriculum, Week 5 expands on the first financial study group meeting and business competition by focusing on financial modeling exercises and concepts such as the time value of money, ROI and NPV. Participants study a fictitious company that is contemplating investment options and look at the valuation of Uber to tie the concepts to the real-world. At the end of Week 5, participants are introduced to the next part of the curriculum focused on people management by completing the first four hours of the Management Challenge simulation in teams.

Format(s): Two hours of online preparation, **two-hour** virtual meeting in small study groups with a mentor, **four hour** people management competition.

2 hours online prep

2-hour small group study session

4-hour business competition

Week 6: Operations and People Management

Understanding financial metrics is critical to becoming an effective leader. Even more important is understanding how to effectively manage people. Week 6 focuses on an operations Harvard Business School case study, **Amazon Buys Whole Foods**, that touches on topics such as culture, customer and employee satisfaction, operational efficiency, and the link between these variables in a business. Participants then complete the Management Challenge simulation in teams and delve into topics such as giving effective coaching and feedback, motivation, and presence.

Format(s): **Two hours** of online preparation, **two-hour** virtual meeting in small study groups with a mentor, **four hour** people management competition.

2 hours online prep

2-hour small group study session

4-hour people mgmt sim

Week 7: Leadership

Once participants have a solid foundation in both business acumen and people management, the curriculum turns to the topic of leadership and strategy. Week 7 focuses on a classic Harvard Business School case study, **Leadership in Crisis: Ernest Shackleton and the Epic Voyage of the Endurance**, that discusses the harrowing journey of explorer Ernest Shackleton in the early parts of the last century. Participants learn about how Shackleton maintained his team's morale, loyalty, and commitment in the face of extraordinary mental and physical trials during almost two years in the Antarctic.

Format(s): **Two hour** of online preparation, **two-hour** virtual meeting in small study groups with a mentor.

2 hours online prep

2-hour small group study session

Week 8: Strategy

Week 8 focuses on strategy as participants discuss the Harvard Business School case study **S'well: The Mass Market Decision** which puts them in the shoes of Sarah Kauss, the founder of the rapidly growing water bottle brand S'well. Study groups deliberate whether to enter the mass market at a critical stage in the company's growth. Participants then start the Enterprise Challenge leadership simulation where their leadership and strategy skills are put to the test in a highly immersive and competitive marketplace simulation.

Format(s): Two hours of online preparation, **two-hour** virtual meeting in small study groups with a mentor, **four hour** leadership and strategy competition.

2 hours online prep

2-hour small group study session

4-hr leadership and strategy sim

Week 9: Leadership and Strategy

Week 9 includes an optional financial modeling session as well as the continuation of the Enterprise Challenge leadership and strategy simulation. Participants are faced with adverse events and have to make consequential decisions under time pressure and in conditions of uncertainty and ambiguity. The simulation allows participants to practice their new strategy, leadership, people management, and business acumen skills. At the end, each team prepares an executive presentation to pitch their company to a Board of Directors who decides on the winning team.

Format(s): Two hours optional virtual meeting focused on financial modeling, **four hour** leadership and strategy competition.

2-hour optional virtual meeting

4-hr leadership and strategy sim

Weeks 10-12: Action-Learning Project and Graduation

Weeks 10 - 12 are dedicated to the action-learning project carving out time for project teams to work together to deliver a final presentation during the graduation event. Each team gets 20 minutes to present and a panel of judges who ask probing questions.

Format(s): Approximately **10-15 hours** of self-organized team meetings and group work, **four hour** graduation with team presentations and final reflection exercises.

10-15 hours group work

4-hour graduation