Management Knowledge for the 21st Century

Malik Master of Management®
Once in a Lifetime – For a Lifetime
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“There are no underdeveloped countries; there are only undermanaged ones.”

Peter F. Drucker
The Next Generation of General Management

Education – Mastering Complexity

Professional management and self-management are pivotal skills in our increasingly complex society. They are essential if you want to successfully lead people and organizations. Unfortunately, most MBA programs do not provide the tools needed in higher management positions because they rarely address the challenges inherent in managing complex systems.

Malik General Management has radically different objectives than business administration, especially when it comes to the difficult structures of modern-day society. A Master of Business Administration focuses on areas of expertise. It has entirely different content and an entirely different purpose. Many people overlook this fact and end up being confused and misled. Mistaking business administration for management is currently one of the greatest obstacles facing executives.

Today, top executives have to manage and leverage complexity better than the competition. Business administration may be helpful, but it is far from a complete guide to this process. Complex social organizations are a defining characteristic of the 21st century. Anyone who can master them will enjoy a key professional and leadership advantage. Our Malik Master of Management® program produces generalists for a knowledge-based society. Instead of merely coping with diversity, generalists can master and successfully harness it. Through our program, they acquire the tools to capitalize on opportunities to keep complex systems functioning smoothly.

Not only have we satisfied the FIBAA’s recertification criteria, we have gone further by teaching our students the functional laws of complexity and the rules for designing, managing and developing functioning systems. Our program’s motto is “Mastering Complexity with the Master of General Management”. This detailed document shows how we achieve that goal.

Prof. Dr. Fredmund Malik
Chairman of Malik

G. Malik
Key Benefits

1. **A lifetime of returns:** integrated general management knowledge that you can use at any time or place, regardless of industry, country or organization size. A program focused exclusively on management knowledge.

2. **Unique approach:** the result of half a century of system, complexity and management research, distilled into a universal, wholistic management theory.

3. **Scientific basis and hands-on application:** a balanced combination of theoretical knowledge, practical application and immediately applicable tools.

4. **Learn by and from the best:** a program under the scientific direction of Professor Fredmund Malik, the world-renowned European management thought leader and pioneer in the management of complex systems.

5. **Exceptional flexibility:** modular executive degree program supported by an e-management learning program with one-of-a-kind quality and content.

6. **Professional organizational support:** every Master’s course has a teaching assistant to help the students with anything they need.

7. **Program graduates perform future tasks with the kind of natural authority and persuasiveness that comes from acquiring profound skills and expertise.**

Value

1. **Students learn to think wholistically.** They become able to see the “big picture”. Subject-matter expertise cannot drive organizational development. Leaders have to treat the organization as a system and understand how it works. Students learn how systems function based on three complexity disciplines: cybernetics, bionics and systemics.

2. **Working on real-life problems.** Students do not have to neglect their work duties in the classroom. Instead, they return to work with new problem-solving strategies and approaches. They can immediately apply new knowledge.

3. **An investment for life** with immediate results for every individual and/or institution: career advancement, self-management, work-leisure balance through greater efficiency and effectiveness, management consulting skills – within the enterprise (return on management education) – and immediate application of lessons to real-life problems: one lesson, but a lifetime of solutions!

4. **A strong, personal, lifelong network** and professional career counseling from the Malik team.

5. **Cutting-edge e-learning tools** for individual modules.

6. **Long-lasting impact,** as confirmed by surveys of program graduates.

7. **All Malik training programs use the European Credit Transfer System (ECTS).** Students earn credit points toward their Master’s degree for every graded class they attend. This saves time and money.
Malik General Management
Competencies for Executives

Malik General Management encompasses all organizational design, management and development functions found at every institution, regardless of size, type, activity or legal structure. General management is nothing less than the totality of all the functions that an institution needs to function. Solid general management does not care whether something is new, modern or "in". All it cares about is whether it is right, effective and helpful in solving real-life management challenges.

No other institution has developed a solid, sound management training program. This may be hard to believe given all the MBA programs. However, virtually all these programs are fixated on the material level; very few consider the management and system levels. While economics may be important, it takes more than economic expertise to manage a company or any other social institution. The Malik Master of Management explodes the one-dimensional economic perspective and focuses on the issues that matter most in management:

› What is a functioning system?
› What makes it functional and how do you keep it that way?
› What laws govern how it functions?
› How do you regulate systems to ensure unlimited scalability?
› How can you regulate systems so they will regulate and organize themselves?

The answers to these questions are buried in the laws of complex systems, which are researched and described in the disciplines of cybernetics and systemics. The laws are applied not only to productive and social systems, but also to the management systems themselves. Students learn how to weigh alternatives and opinions so they can come to their own conclusions. However, this program, unlike many other management theories, does not extol the virtues of subjectivity and arbitrariness. Instead, it examines relevant issues based on certain criteria: right or wrong, good or bad, acceptable or unacceptable, allowed or prohibited, suitable or unsuitable. Ethics and personal responsibility, in other words, play a key role in personal, entrepreneurial and business decisions and actions. And they follow three core values: performance, role modeling and responsibility.

Scientific direction and exam committee chair
The Malik Master of Management program covers the right content and concepts in a sound, concentrated, pragmatic and forward-looking fashion. The program’s developer and scientific director is Professor Fredmund Malik.

The chairman of the Program and Exam Committee is Professor Walter Krieg, who developed the St. Gallen Management Model together with Professor Hans Ulrich.

“We cannot solve our problems with the same thinking that we used to create them.”
A. Einstein on the Great Depression in 1929
Navigating complexity
It lies in the nature of problems that they cannot be solved by the same methods that caused them. In fact, formerly successful methods may themselves become a minor or major problem.

Most of these methods originated in the 20th or 19th century. The prior-era knowledge describes a world where the main challenge was the mastery of material and energy. This was a world of “simple systems”. Modern-day issues are very different. The world has become more complex and complicated; what used to work no longer does. And that goes for all modern societies and institutions.

Complex systems have their own laws, characteristics and patterns of behavior. They are fundamentally different from the “simple” systems of the past. Modern-day management respects these natural laws because this is the only way to solve complex problems.

Cybernetics as the fundamental science of management
Cybernetics is the science of structuring, managing and regulating complex systems through information and communication; it explains how interlinked systems can autodynamically manage and regulate themselves. The right management knowledge is essential to ensure society and its organizations function properly in the modern world.

This knowledge is more important than almost anything else today. It distinguishes today’s generations from those who have gone on before. Moreover, decisions often have to be made and action taken in less than ideal circumstances. This is where cybernetics can help.

Malik Management System® – a management system for independent thinkers
Our world has become harder to understand and filled with a growing number of intractable problems. The solutions do not, however, have to be equally complicated; they might be very simple as long as they can resolve our problems.

The Malik Management System meets these criteria thanks to decades of dedicated work and development.

The Malik Management System lays the groundwork for a kind of management that subscribes to universal, permanent principles instead of changing with the seasons, locations or fashions. Modular in structure, this system provides the tools to focus on key fundamentals for any purpose, for any organizational type and size, in any phase of development and in any field of endeavor.

It is designed so people or institutions can configure their own management systems as needed by following certain rules. This means that the Malik Management System grows and interacts with the people or organizations who use it.

“If cybernetics is the science of control, management is the profession of control – in a certain type of system.”
Stafford Beer, originator of management cybernetics
Unique combination of instruction and hands-on application
The program is a carefully balanced combination of training (A) and hands-on application of tools to problems at the student’s company (B).

A) The training section comprises the following components:
› Application-focused instruction of the cognitive side of management and leadership (knowledge, insight, understanding) with a special emphasis on striking a balance between specialist and generalist roles and on wholistic, multidimensional and integrated thinking.
› Practicing the skills needed to use tools and methods professionally.
› Personality development.
› Behavioral training for responsible leadership.
› Enhancing physical and mental capabilities.
› Expanding students’ horizons with cultural, scientific and philosophical coursework.
› Handling business and social situations gracefully (protocol and etiquette).

B) The application section also covers the following key components:
› Enhancing each student’s personal effectiveness. Everyone develops and implements their own personal management concept and toolkit.
› Addressing key problems at the company through hands-on in-house projects.

Flexible executive degree program
The program is designed so students can easily handle all their obligations and work duties without difficulty. They will learn how to be more efficient and effective during the program. However, they will also learn how to delegate more, utilize their team better and get the most out of their human resources. Regardless of their background, they will find a way to make the Malik Master of Management work for them thanks to its cybernetic, modular structure.

Students can earn credit for some Malik seminars and other educational programs with the prior approval of the program steering committee. Our proven e-management program covers some modules through e-learning to reduce classroom time. Regular test dates provide additional flexibility. A schedule is handed out before the program begins. Students can register for tests as needed and retake failed tests up to two times.
The Standard Program

Program elements

The standard program alternates between classroom time and longer self-study periods. The suggested program runs for 21 months and consists of:

- Multi-day classroom modules
- Extensive guided self-study

Classroom modules last 5 to 6 days. Some parts of the program have multiple simultaneous instructors so they can work one-on-one with students or in small groups. This provides maximum training intensity. The total time investment is 200 days.

Guided self-study between classroom modules is used to

- Prepare for and review modules
- Write term papers and solve real-life problems at the student’s company
- Study literature
- Prepare for tests
- Write a Master’s thesis

“The program is so hands-on that you can immediately try out the lessons in your day-to-day work.”

Head engineer at a German carmaker

Structure of a typical module

Introductory self-study period and preparation for the face-to-face module

Classroom module (including graded coursework), supplementary program and fitness training

Supplementary, in-depth self-study and review

Implementation

“I recommend the program to anyone seeking challenging training that offers practical, intellectual value instead of buzzwords and hot air. Thanks to this program, I can now contribute not only hard facts, but also a new mindset that expands our perspective and improves our prospects for the future.”

Head of central services for a non-business organization
Training and Application

Classroom modules
The multi-day classroom modules cover the material thoroughly and intensively, supplemented by graded coursework, exams and knowledge transfers.

Building blocks for success
The program elements of the Malik Master of Management – forging ahead to a new professional future.

Supplementary Program A
- Presence and representation
- Etiquette
- Protocol

Supplementary Program B
- Fitness
  - Physical
  - Mental

Expanding horizons
- History
- Culture
- Current events

Training
- Modules
- Instruction
- Reading
- Case studies
- E-management learning
- Tests
- Transfer

Application
- Solving company problems in projects (real-life projects)
  - Individually
  - In a team

End of program
Career planning / future responsibilities

Start of program

Alumni organization / On-going learning
Self-Study

Each module is complemented by books, CDs, DVDs, or MP3s. Students receive books and documentation at each program stage. This literature represents an extensive compendium of modern management theory. Students can use the documents to prepare for each classroom module or review the material afterwards to maximize the learning impact.

Malik e-management learning
Malik has been providing online classes on key management fundamentals for years. They range from interactive web-based training modules, video clips and case studies to online conferences, forums and interactive quizzes.

They have won the Comenius Medal multiple times in recognition of their educational quality. Countless executives take these classes to acquire the skills to become effective managers.

The online classes are fully integrated into the Malik Master of Management program. Students, in other words, are free to decide whether to learn online or in the classroom. They manage their progress themselves. Modules chosen specifically for the Master’s program from Malik’s e-management learning portfolio will be provided over the internet. The material will be explored in more detail through interactive quizzes, exercises and web-based training modules. Students receive support from online tutors.

Our tutors are experienced Malik instructors who answer questions promptly. Our e-management learning programs are highly flexible. The students set their own pace, schedule and study locations. They are, however, also expected to actively contribute. This type of learning requires discipline, despite ongoing support from online tutors.

E-management learning, in other words, encourages personal learning as well.

E-management learning programs are available in German, English and Chinese.

Grades
Tests: Students take regular written tests throughout the program. The tests cover material and methods discussed in the previous classroom module and the self-study phase.
Presentations: Students are expected to give regular presentations on individual projects, group projects or case studies with solutions.
Real Life Projects: Students have to write papers as well. They may be required to complete one extra case study for each real-life project module.
Master’s thesis
The Master’s thesis should address a current challenge in the student’s professional life and deliver significant value for the company. Thesis work begins as soon as the students learn key information and methods that they can apply to problems at their own job and company. They work partly alone and partly in teams.

The Master’s thesis is guided and supported by Malik experts.

Since students apply ideas and methods to concrete problems at the company while practicing efficiency and effectiveness in individual and team work, the program offers not only real-life applicability and maximum relevance, but also considerable benefits for the students and their companies.

Physical and mental fitness training
Some management challenges will push people to their utmost mental and physical limits. Students can train and improve their physical and mental abilities under expert supervision during the classroom modules.

Curriculum
The Malik Master of Management program modules constitute a systemically, evolutionarily and neurologically sound foundation for any purpose, for any organizational type and size, in any phase of development and in any field of endeavor. They provide the tools to permanently and consistently focus on key fundamentals of management.

Upon graduation, students understand key premises, know the right material and can navigate through any situation. They have acquired the tools to successfully manage high-performing organizations in a new era. Knowledge that everyone needs. Knowledge that works everywhere, all the time.
## Modules

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Material

The material is selected on the assumption that the students are experienced professionals who have the expertise to perform their current special duties. In other words, the courses do not cover general business subjects, but focus entirely on management and leadership. The program’s core question is this: What skills and knowledge do tomorrow’s senior managers need as generalists (not specialists)?

The program does, however, cover three subjects of particular importance in senior management: marketing, human resources and corporate and management controlling. Ultimately, companies are managed and controlled by decisions in these three fields. That is why they are covered in the program.
Basis and Context of Right and Good Management

The Malik Management System® based on the St. Gallen management model
Organizational and institutional management is a process that requires a strict division of labor. However, management activities and processes can only take place within a conceptual framework. This framework may be called a “management model” or “management approach”.

The Malik management system is an open, integrated, dynamic system based on cybernetics that is designed to support any living situation in the hybrid system universe of the age of complexity. Its models, rules, methods and tools contain timeless, universal management knowledge. The modules in the Malik management system are designed for maximum efficiency, effectiveness and viability and are based on intrasystemic forces and information-driven interconnections. They can be combined, configured and employed for any need, situation and context: from entire organizations and their subsystems to personal self-management. They provide reliable insights for managing complexity directly and immediately and predicting trends more accurately. Depth is provided by the St. Gallen management model, described by experts as the most effective, best-designed management approach available today. The program also specifically trains students to implement and practically introduce the management model at their company and what methods to use. They are encouraged to absorb and apply the St. Gallen management model in order to adopt an integrated, wholistic perspective and take the first step on their journey from specialist to generalist.

Management as the most important profession of our time
As the genome is the code for the biological viability of humans, Right Management is the code for the personal proficiency of each person and the functioning of institutions of a society.

Performance, career, reputation, authority and also earnings as well as health and satisfaction depend on the ability to lead oneself and others to effectiveness and success. This ability is learnable to a large extent. Management is a profession, not a vocation – it is the key profession of our modern society. Good management in the end also is a deciding competitive factor. Right and Good Management is particularly important for the effectiveness of executives. Modern management intends to and has to achieve results. The participants learn why management is a profession and not a vocation and why it is the most important profession in modern societies. They also learn the most frequent misunderstandings about management which make the understanding of this profession so difficult for many people.
Managerial Effectiveness and Professionalism

The initial modules are concentrated on the company and its environment; this module shifts the focus to the manager. Management is viewed as a professional duty; unlike a calling, it is characterized by tasks, tools, principles and responsibilities.

“Management” is interpreted broadly to include every employee with leadership responsibilities, not just senior management.

At the same time, they examine fundamental questions of managerial ethics and responsibility. The module not only addresses managers’ problems and tasks involving people under their leadership, but it also considers people whose main function is to contribute special expertise, not to manage people.

This module teaches the principles of effective management and self-management, the tasks that define the management profession and the “tools” for fulfilling this function. Students learn how to be personally effective within and as part of an organization and how to contribute to the greater whole.

These people are the specialists found at every company: researchers, developers, designers, marketing staff, communications experts, organizational professionals, computer engineers, et cetera. In this context, students learn how to differentiate and integrate knowledge work, manage interfaces between knowledge workers and leverage knowledge effectively – the core task of true knowledge management.
The Malik General Management System®

This system encompasses all the typical institutional tasks and elements that any organization needs to function properly.

Corporate Policy and Corporate Governance
Senior management’s most important task is to act correctly and effectively when solving complex problems. What distinguishes competent from incompetent senior managers is the ability to make and implement sound company-specific decisions.

This module focuses on senior management tasks and the application and interpretation of corporate policy as an essential management instrument: corporate policy as a component of the overall system at a higher level of system regulation. Corporate policy and corporate governance are constitutive controls for a functioning company.

Corporate strategy
The ultimate goal is to develop a reliable corporate strategy for overcoming turbulence, resolving difficulties and treating challenges as an opportunity. How do we behave when the future is unpredictable, our schedule is open-ended and our information is incomplete? Students learn about the management and control structures underlying successful corporate strategies.

They learn how to proficiently apply the tools and methods involved in the modern, highly effective strategic management of complex systems. They face reality with reliable data and information and tackle the future with highly focused strategies integrated within the overall management of the company. Students learn how to systematically determine what to do from the start in order to succeed consistently. They also learn the fundamentals and tools of strategy development and execution.

Corporate structure
A company’s organizational structure and fundamental rules of operation are extremely important. They determine how and to what extent corporate policy and corporate strategy decisions are made.

The primary subjects are:
- The elements and dimensions of organizational structures
- Basic structural forms and their pros and cons
- Organizational size, growth and diversity
- Interrelationships and interfaces between strategy and structure
- The structure of viable systems: how to decentralize without losing control or manageability
- Network structures
- Learning, innovative organizations

All rules and decisions related to the corporate strategy can be viewed as part of corporate governance. Students acquire a solid grounding in this field to help them make sound decisions in the future.

Corporate culture
The corporate culture is the fourth and final aspect of a wholistic management system. Students examine various aspects of creating, leveraging and changing corporate culture as well as key elements of employee motivation, socio-cultural value systems, perception, communication and the promotion of corporate values.
Corporate Strategy

You will never develop the right strategy if you are too fixated on misleading metrics to make sound corporate governance decisions. Students study corporate strategy in great detail, focusing on:

- The strategic navigation system
- The company’s primary objectives and key target fields
- Current and future earnings opportunities
- Key determinants of current earnings opportunities and their profitability: market position, quality position, customer value, investment intensity, productivity, vertical integration, innovation rate
- Key determinants of future earnings opportunities and their profitability: definition of the solution-invariant customer problem, original and derived customer problems, technological substitution
- Startups and innovation management
- Basic strategies and variations
- Growth, acquisitions, mergers, diversification and synergy
- Empirically quantitative strategy validation
- Risk management
- Tools and methods of strategy analysis and strategy design
- Strategic controlling

This module explains the key mechanisms, ground rules and preconditions for business health and economic viability. It examines strategy not only at the enterprise level, but also from the perspective of individual business units and segments. Finally, it outlines the main methods of strategy analysis and strategy design.

Productivity and Cost Management, Process Management

This module looks at issues of relevance to all companies following fundamental changes caused by technological advances in business and society, particularly the shift from a manufacturing to a service economy. To succeed within the enterprise and in society, today’s and tomorrow’s leaders need to develop effective solutions to cost and productivity problems. Information technology has created an entirely new toolkit for cutting costs, re-engineering processes and boosting productivity.

Students will develop expertise in these fields and learn valuable knowledge and methods that they can apply to these challenges.
Corporate Structure

Leveraging complexity

Companies and other social organizations come in all shapes and sizes. However, they are all complex, dynamic, integrated, non-linear systems embedded in a particular social, economic and environmental context. They are enmeshed in a web of complex systems that are hard to understand and predict without special knowledge. They have their own laws, characteristics and patterns of behavior. Today’s society and its institutions are systems that are constantly and unpredictably re-organizing themselves. They are a special type of system: they may be the result of human action, but they are not always the result of human intentions and determination. They are more complex than people could ever plan and design them. They generate themselves, which largely explains why people do not always achieve the goals that they have set for themselves. And it is in these complex, difficult conditions that forward-looking management has to create the right conditions to advance the company’s interests.

Managers are often tempted to respond to the growing complexity and dynamism of business by introducing ineffective organizations, especially in crises. Bad organizations, however, bog down self-organizing, strategy-compliant work. The Malik Viable System Model® enables the mastery of extreme complexity and drives profitable growth through smooth, reliable functioning and customer value optimization. The model is based on cybernetic principles and serves as a template for diagnosing and designing processes, procedures and organizational structures. It integrates all the dimensions exhibited by viable organisms and enables managers to focus on their key tasks, avoid wasting time during conflict resolution and make faster, better decisions. A viable structure will make any organization more effective and human-centered.
Corporate Culture and Change Management

Several modules described above cover key aspects of innovative management solutions for startups and similar businesses. This module, by contrast, specifically targets and wholistically examines innovation itself. It is closely related to general change management, but also looks at key issues faced by senior managers in turnaround and crisis management.

Students are taught how to carry out difficult senior management tasks in unusual circumstances as standby decision-makers, how to act calmly and deliberately and how to exude the kind of credibility that drives success in these situations.

Innovation and change management

Companies are generally bursting with ideas. But are they actually put into practice? True innovation comes from having the courage to try new things. Professional innovation management is not about creativity, it’s a learnable skill. Shocking, but true: eighty percent of all innovations fail, incurring devastating costs. The main reason is that most companies glorify innovation, but refuse to professionalize it – even though there is not a big difference between managing the new and managing the old. Both types of management tend to use the same methods and principles. The most important thing is to learn the skills. This module shows you how to tackle innovation properly from the beginning, outlines the key factors for success in innovation management and identifies mistakes to avoid.

Students learn effective methods, strategies and tools that will help them succeed in the market. They learn how to strike a healthy balance between the old and the new and how to harness the unique talents of everyone involved in the innovation process. Following the seminar, they will be better able to handle opposition to new ideas. This module goes beyond simple cost/benefit analyses and provides highly effective solutions for real-life challenges. Companies and organizations can either harness the power of change and evolution or let the competition pass them by. Managers have to accept change as a constant and learn to understand and manage emotional and sociological responses to change processes.

Management in special circumstances: turnarounds, mergers and acquisitions, conflicts

Students learn about the laws and the sociological and psychological patterns of change processes. They learn how to handle social and emotional aspects, what diagnostic and interventional methods to apply, and how to manage these processes proficiently. These steps unlock positive emotional energy in the workforce and contribute to the success of change processes.
Leadership: What Goes Beyond Even the Best Management

This module is a complete, extensive review of the delicate, but essential issue of leadership. Every module is based on general leadership. This gives students a highly advanced understanding of the principles of proper corporate or organizational leadership. At the end of the training program, all this knowledge is summarized and distilled into one module. Students draw on all the knowledge they have acquired to take a detailed look at:

- The entirety of senior management tasks
- Interactions between executive and supervisory bodies
- The structure of senior management teams
- How high-level management boards are organized and how they work
- The four core elements of leadership
- The rules that good leaders follow
- The difference between leaders and misleaders
- Leading leaders
- Pitfalls of leadership
- Errors, misconceptions and misunderstandings in leadership

Students thoroughly analyze learnable and non-learnable aspects of leadership, including discipline, credibility, responsibility and role modeling. They also look at the ethical and transcendent facets of leadership.

A raft of current and historical examples illustrate what criteria distinguish good leadership from bad; students examine key decisions and conflicts and explore the difficulties that leaders face over and over again.

Mental and Psychological Management and Self-Management

It is always amazing to see how people respond in certain situations and what motivates them to excel. Normally, this is a subconscious process that happens “behind the scenes”. Managers should not accept this state of affairs, though. Instead, they should do everything they can to make the process perceptible and thus manageable. In this module, students examine self-management from multiple perspectives and assemble mental, psychological and philosophical factors into an overall framework. The learning process focuses on both rational and irrational aspects. Students explore the interplay between awareness and intuition, between thought and action.

After the seminar, students learn how to use introspection to take effective and timely action to manage themselves. They identify the underpinnings of their personal success and determine what they can do to achieve and maintain the kind of inner balance that will enable them to excel. In the process, they learn a wide range of methods and techniques for unleashing their full capabilities. They find out what tools are most effective and suitable for themselves. They become aware of the impact of mental and psychological factors on their performance and learn how to harness them effectively.
Human Resources

Skilled workers are a key factor in improving performance and competitiveness at any company. That is why human resources management (HRM) cannot just be handed off to the HR department. All managers are responsible for leading people and companies to success. Indeed, one of their most important tasks is managing human resources. This determines the manager’s and the company’s success. This module covers key elements of professional HR management. Students acquire the skills needed to motivate employees to excel. They learn the process and principles for motivating people to achieve their own goals and contribute to a bigger cause.

Next, the module covers the fundamentals and real-life applications of transactional analysis. Students analyze their career goals and draw valuable conclusions for their own work and life. They learn the characteristics as well as common and effective consequences of professional HR management.

They are able to review and, if appropriate, optimize the procedures used to select and develop people at their company. They also learn how to respond to employees’ career expectations and how to make them a reality in a way that benefits everyone.

Successful Negotiation

Students learn to view tension as a constructive opportunity for collaboration. They gain insight into why employees behave a certain way at a certain time. This module touches on various types of conflicts and outlines conflict resolution methods and techniques.

Students analyze various problem situations and expand their repertoire of conflict management behaviors and responses. They gain the skills needed to analyze the causes of tension and to expertly manage and harness the underlying forces.
Customer Relationship Management

Rising customer expectations and relentless cost and competitive pressure in saturated markets are making it harder to maintain your competitive position, achieve healthy sales and earnings growth and protect your long-term competitive edge. This environment leaves only one way to improve sales and earnings: strategic customer relationship management.

This approach explores and exhausts a company’s success potential. This strengthens customer loyalty and thus pushes up sales and earnings. The first step in developing future success potential is to attract new customers in order to boost sales and earnings. This can be done by meticulously cultivating and managing customer relationships. Ultimately, you can only provide optimized, customer-centric products and services if you have a customer strategy tailored to your company. Students learn how to manage customer relationships wholistically while considering all business aspects. This skill has to be re-acquired and embraced every day in order to understand customers’ needs better.

Functional Areas for Every Organization: Controlling

**Strategic and operational controlling**

Many business activities will become increasingly centralized; finance is not one of them. Finance will forever remain the province of senior management. That is why good management requires profound expertise in this field, with all its cross-connections – from the balance sheet and managerial accounting to company valuations and shareholder value. This module covers the latest insights in these fields, examines what can and cannot be done, teaches the importance of financial management and addresses the core issues.

It does not, however, aim to turn students into subject-matter experts; to do that, they would have to complete a separate training program. Instead, they learn how to identify financial issues and correctly assess their importance for wholistic corporate management. The module produces critical thinkers who can have informed discussions with financial specialists.
Functional Areas for Every Organization: Marketing

It takes profound knowledge of research and development, operations, human resources, marketing, finance and controlling to successfully perform high-level management tasks.

Product and service creation
Today, companies have to serve demanding customers, operate new distribution channels, maintain sophisticated procedures and manage fluid boundaries between products, services and solutions. Traditional sales strategies no longer work. This module teaches students how to design value-driven, future-proof sales activities.

Sales management and control is about much more than leading a team. All the components in the sales machine have to work flawlessly and reinforce each other during peak periods. Sales is unfairly maligned as an unpredictable function at the end of the production process. The value it generates for the company, after all, is readily quantifiable.

In the end, sales effectiveness and efficiency determine market success or failure. Accounting methods cannot, however, be effectively used to evaluate and manage sales activities. Backward-looking metrics are only good for prompting excuses and justifications, not for coming up with forward-looking management ideas. Students learn how to efficiently design and optimize sales activities in a forward-looking manner based on key metrics such as customer value and distribution costs.

Product and service utilization
The purpose of a company is to create satisfied customers. If your top priority is maximizing customer value, you put your entire focus on your customers and their problems and needs. This module covers the main effects and core tasks of marketing. Students are not trained to be marketing specialists, but rather learn how to integrate important aspects of this key function into the overall company picture.
The Environment of Senior Overall Management

Management is always embedded in a particular environment. And managers increasingly need to show openness, sensitivity and responsibility toward this environment. Decisions that affect the entire company can no longer be made without fully understanding current social, economic and political trends.

This module covers social, economic, technological, legal, political, environmental and demographic trends as dimensions of the management equation. It touches on the most important trends and tendencies; students gain insight into the management environment with all its facets and mechanisms and learn tools and methods for understanding it better. The major economic blocs (EU, NAFTA, Southeast Asia, China) are examined in detail, along with predictions of their future directions. From there, students look at issues related to intercultural management in order to build awareness for other business cultures.

Physical and Mental Fitness

Tough management challenges require feats of mental and physical strength that push people to the very limits of their capabilities.

Students are given the opportunity to train and improve their mental and physical abilities under professional supervision. The Master’s program covers the most important fundamentals of physical and mental fitness. Indoor and outdoor activities provide a wide-ranging mix of information, physical activity, regeneration and introspection. Students learn a variety of practical exercises for discovering and harnessing their internal strengths and resources. At the same time, they learn how to apply these insights to their day-to-day work in line with principles of effective management. This module aims to show students how to increase their motivation, dedication and enjoyment of personal and shared experiences.

Combining healthy living with the principles of effective management improves students’ confidence and competence and produces high-quality results. Outdoor activities, relaxation and recovery exercises, introspection and group sharing provide new opportunities to grow and learn. Every classroom phase is followed by selected exercises that are integrated into a personal action plan for the students’ regular professional lives.
Subsystems of the Malik Management System®

Task-Specific Navigation Models Derived from the Basic System

Malik Academy First in General Management, Advanced Governance & Leadership solutions
Information/Booking

Student profile
This program is designed for C-level executives, managers directly below C-level, senior specialists, project managers and junior employees with ownership of their work duties. Students must have at least five years of work experience with ownership of work and management duties. They contribute profound expertise in their field – business, science, public administration or a non-business discipline. University degrees are not necessary. Students will take an entrance exam in cases of doubt.

Faculty
The faculty consists of experienced academics and business professionals. Around 70 percent of the material is taught by Malik instructors to ensure linguistic, conceptual and substantive consistency. Selected professors and instructors from international universities and research institutions are also brought in for special subjects. We are not affiliated with any specific institution, but work with the best and brightest in each discipline. Several faculty members are business professionals who are known for management excellence and/or exceptional entrepreneurial success.

Program steering committee and point of contact
A Malik team provides students with quick, personal and effective support throughout the program:
› As a point of contact for questions about tests, course material and organizational issues
› For assistance during the program
› For ongoing information and news

Grades
Students receive grades for three types of activities:
› Students have to complete regular coursework consisting of case studies and exercises.
› In each module, they also take tests that are graded by the instructors.
› The students work on practical projects in term papers and a Master’s thesis with guidance from the instructors. The papers and the thesis are graded at the end of the program.

Each graded item is assigned a maximum number of possible points.

Malik Master of Management®
Program graduates receive the title of “Malik Master of Management”. They have proven that they have significantly improved their management skills and are able to apply the methods and knowledge in real-life situations. Students’ knowledge is tested in a variety of ways, but always in accordance with strict rules. Grades are given for work done during the program and for the final examination.

Re-certification
The Malik Master of Management® program has been re-certified by FIBAA. Its quality is assured by an highly developed internal quality management system and regular external quality audits by the FIBAA. Our Master’s program surpasses many of the FIBAA’s requirements and was re-certified for another seven years. The independent re-certification team consisted of experts from the world of business and academia.
ECTS
The Malik Master of Management program uses the European Credit Transfer System (ECTS). It requires a total of 60 credit points, which is the standard amount for an executive Master’s degree.

Educational methods
The program uses a variety of educational approaches, from presentations and exercises to real-life projects, from group work to computer-based simulations to mind maps. In some modules, students are given special audiovisual media to work on in the classroom and at home.

Some modules can be covered using Malik’s e-management learning programs for anytime, anyplace flexibility. Students can also access an excellent selection of CDs, DVDs, MP3s and literature during the program. The price of tuition includes the cost of providing selected literature for personal use.

Tuition
See malik-management.com/master

Important dates
We will announce the schedule for our proposed standard program once the dates have been set. For scheduling information and details on our virtual online presentations, go to:
malik-management.com/master

We would be happy to provide advice, assistance and answers at no obligation to you. We can even put you in touch with past and present students as references.

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Malik Solutions and Tools for Reliable Functioning at Any Organization

Innovation in management

Cybernetics, systemics and bionics are all used to control and manage dynamic, highly complex systems. Our solutions don’t change from crisis to crisis; they are universal and work in all situations for all organizations. In crises, however, they can unleash much more raw, focused power than conventional management methods.

Every one of these tools is a revolutionary innovation on its own. They are just as different from conventional management methods as a computer is to a typewriter or a car is to a horse and carriage. They ensure the right focus, confident navigation and rapid responses.

Malik Solutions and Tools

Master controls for reliable functioning – the modular universal operating system for every organization


2. Unique Positioning Strategy: For accurately identifying true strengths and dynamically specializing your company.

3. Malik Sensitivity Model®: For identifying the cybernetic regulating laws for your system, finding reliable controls for system management and simulating interventions and their side effects.


5. Malik Strategy Intelligence Program®: For distilling 25,000 financial years of quantified historical data into precise, correct strategies; benchmarking for the new world.


7. Malik Operations Room®: For real-time control. Intelligence enhancement, decision-making environment, real-time overview of highly complex systems, immediate action.


9. Ecopolicy®: Learn how to act and think holistically in only a few days. The revolutionary training program for comprehending complexity, dynamism and interconnectedness.

10. Malik E-Management Learning: Study and apply the Malik Management System at any time or place while obtaining excellent value for money.
Malik Solutions and Tools
MMS® – Malik Management Systems®

1. Central Performance Controls® (CPC®)
2. Unique Positioning Strategy
3. Malik Sensitivity Model®
4. Malik Bionic Systems Analysis
5. Malik Strategy Intelligence Program®
6. Malik SuperSyntegration®
7. Malik Operations Room®
8. Viable System Model® (VSM®)
9. Ecopolicy®
10. Malik E-Management Learning

Same Concepts Same Language Same Programs Same Logic
Malik Master of Management® Literature

Fredmund Malik
*Navigating into the Unknown*
A new way for management, governance and leadership.
Campus, 2016

Fredmund Malik
*Managing Performing Living. Effective Management for a New Era*
The standard book about functioning right and good management for all organizations, all persons, all situations. Voted as one of the 100 best business books of all time. New edition 2015, Campus

Fredmund Malik
*Strategy – Navigating the Complexity of the New World*
Volume 3 of the series "Management: Mastering Complexity". A complete standardizing body for successfully navigating all economic climates. Campus, 2013

Fredmund Malik
*Corporate Policy and Governance. How Organizations Self-Organize*
Volume 2 of the series "Management: Mastering Complexity". How to unleash the greatest steering power of organizations. Campus, 2011

Fredmund Malik
*Management – The Essence of the Craft*
Volume 1 of the series "Management: Mastering Complexity". A compendium of the whole Malik Management Approach. Campus, 2010

Helmut Maucher, Fredmund Malik, Farsam Farschtschian
*Maucher and Malik on Management*
Campus, 2013

Fredmund Malik
*The Right Corporate Governance. Effective Top Management for Mastering Complexity*
Campus, 2012

Fredmund Malik
*Uncluttered management thinking*
46 concepts for masterful management. Campus Verlag, 2011

Frederic Vester
*The art of interconnected thinking*
Ideas and tools for a new approach to tackling complexity. dtv, 2003

Same Concepts Same Language Same Programs Same Logic

Malik Academy First in General Management, Advanced Governance & Leadership solutions
Malik: The Company
St. Gallen  Zurich  Vienna  Berlin  London  Toronto  Beijing  Shanghai

Functioning Organizations – Effective Managers
With its international offices and partner networks, Malik is the leading knowledge organization for wholistic management, leadership and governance and the primary point of contact for managers who want to be trained, advised, supported and coached in the application of wholistic top management systems for mastering complexity. Commercial businesses, non-business organizations and public bodies have commissioned us to custom-engineer their general management systems.

A unique combination of management consulting, education and training as well as change management, HR development, organizational development, one-on-one coaching and entirely new methods such as sensitivity modeling provide powerful results for today’s management challenges in record time. The keystone of these tools is the Malik SuperSyntegration method® for multiplying the impact of management at the board room level.

Our solutions are the result of 40 years of research and application in the general management of complex systems and the functioning of organizations. They are based on exhaustive research in cybernetics, systemics and bionics. For more information about our company and solutions, visit malik-management.com

Fredmund Malik is one of Europe’s greatest management thought leaders. His Malik Management Systems® are the most highly developed tools worldwide for the functioning of organizations.

Malik is known as a straight talker and a brilliant analyst who accurately predicted the global crisis. A business professor and multi-award-winning best-selling author of more than ten books, he has been setting the standard for professional management for years.

His management models are based on studies of cybernetics, systemics and bionics. Malik’s books have been translated into numerous languages. The English editions are published by Chicago University Press. Professor Fredmund Malik is the founder, owner and chairman of Malik.