



# EXECUTIVE CERTIFICATE PROGRAMS





Programs in collaboration with

 **Columbia Business School**  
Executive Education

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## Advanced Financial Statement Analysis

6 Weeks



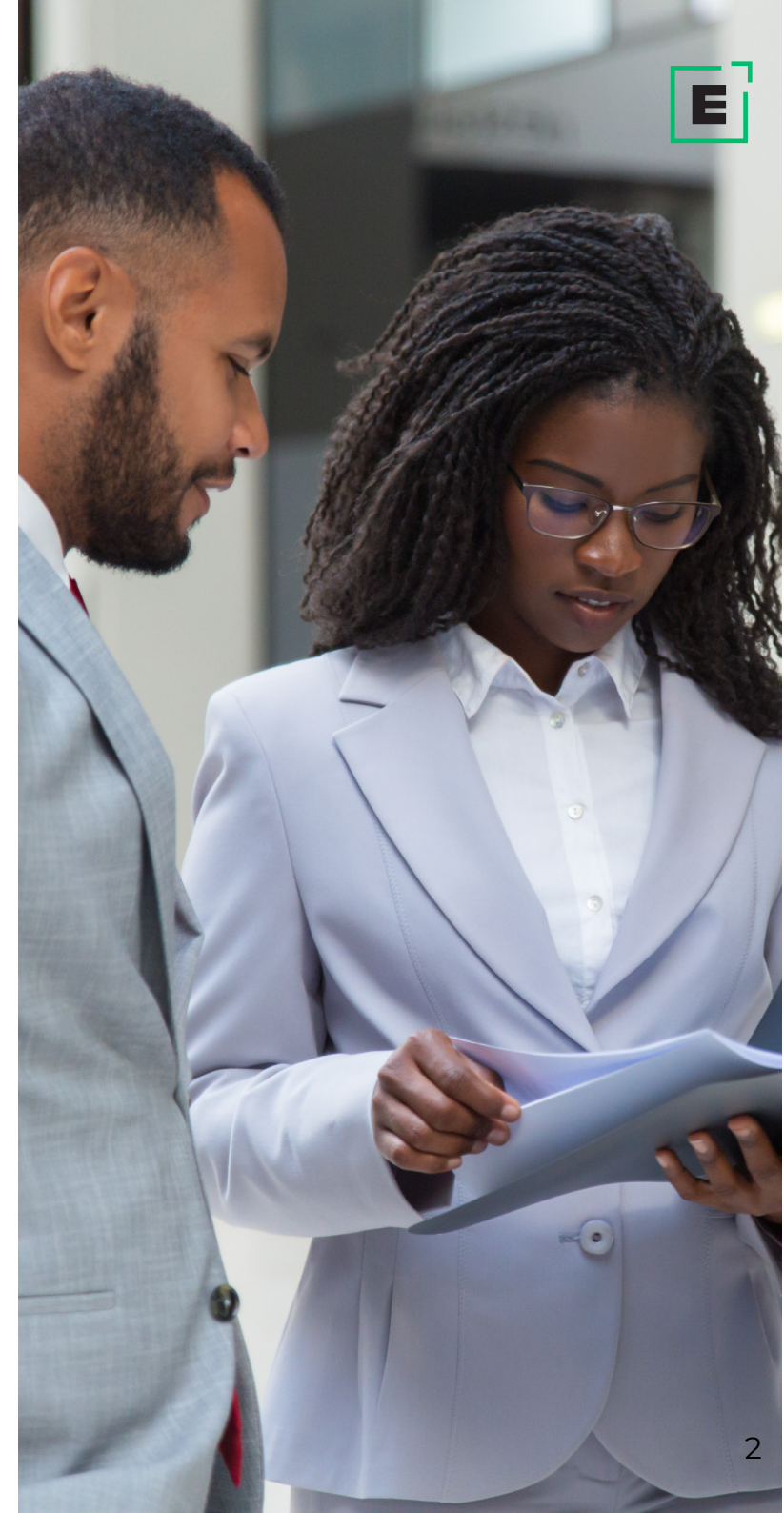
### Learning Outcomes

- Analyze financial statements' quality, profitability, solvency, and liquidity.
- Calculate the value of organizations using a variety of methods and scenarios.
- Use a proprietary Excel workbook for analysis exercises.



### Modules

- Foundations of financial accounting
- Earnings quality
- Profitability analysis
- Solvency and liquidity analyses
- Forecasting financial statements
- Financial statements-based investment strategies



## Breakthrough Innovation: Systematic Inventive Thinking

2 Months



### Learning Outcomes

- Understand the SIT methodology for innovation.
- Apply five systematic thinking tools to identify new ideas and solutions.



### Modules

- Introduction to creativity
- Product development – changing your mindset
- Tool for generating product ideas
- Researching creative ideas to turn patterns into tools
- Product development using subtraction templates
- Product development using the task unification template
- Product development using the division template
- The importance of creativity and overcoming barriers to creativity

## Columbia Management Essentials



3 Months



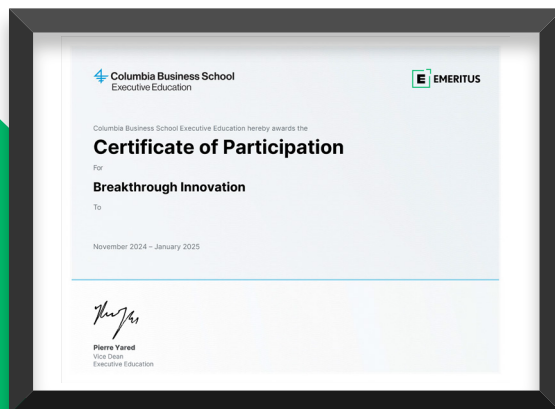
### Learning Outcomes

- Explain leadership styles and their impact on team dynamics.
- Apply the six steps to a rational decision model and six psychological truths to a group case study.



### Modules

- Orientation and welcome
- Leadership and decision making
- Influencing others
- Being customer centric
- Developing financial intuition
- Launching new products
- Leading and managing teams
- Building social networks
- Capstone case and conclusion





## Digital Strategies for Business Transformation

3 Months



### Learning Outcomes

- Frameworks to invent/reinvent business models for a digital world.
- Digital customer behaviours.
- Platform business models.
- Mastering disruptive business models.



### Modules

- 5 domains of digital transformation
- Customer networks and the new path to purchase
- Understanding digital customer behaviors
- Platform business models
- Coopetition, disintermediation, and asymmetric competitors
- Building data as a strategic asset for your business
- Big data at work: new data, new tools, and templates of value
- Innovation through experimentation: ab test and minimum viable products
- Translating the lean startup to enterprise scale innovation
- Adapting your value proposition
- Mastering disruptive business models
- Surviving disruption: 6 incumbent responses to a disruptive challenger
- Leadership and the customer value imperative



## Digital Marketing Strategies

12 Weeks



### Learning Outcomes

- Identify suitable and effective digital marketing technologies and tools for your organization.
- Use content, mobile, and influencer marketing effectively to target customers.
- Learn to integrate digital marketing with offline strategies and traditional media.



### Modules

- From mass marketing to customer network
- The digital advertising mix: Key channels and principles.
- Five core behaviors of customers in the digital world
- Access strategy
- Engage strategy: Content marketing, utility, messaging, and brands as publishers
- Customize strategy: Targeting, personalization, and marketing to a segment of one



 Columbia Business School  
Executive Education



Columbia Business School Executive Education hereby awards the

#### Certificate of Participation

For

**Digital Marketing Strategies**

To

March 2025

Pierre Yared  
Vice Dean  
Executive Education

## Financial Acumen (Corporate Finance)

2 Months



### Learning Outcomes

- Frameworks to evaluate multiple projects and select best opportunities.
- Learn the balance between growth and profits and optimize the risk-reward payoffs.



### Modules

- Fundamental concepts in finance
- Capital budgeting
- Valuation methods
- Corporate valuation in practice – Clarkson case
- Risk and return; valuation using multiples



## Leadership: People, Teams and Organizations



2 Months



### Learning Outcomes

- Assemble skills, talents, and resources to solve problems and create opportunities.
- Become successful leaders and role models.
- Gain a framework for leadership skills, problem diagnosis.
- Decision-making, and motivation.



### Modules

- What does leadership mean to you
- How to make effective decisions
- The art of influencing with ethics
- Creating and leading high impact teams
- How to understand organizational structure to lead effectively
- The power of social capital







Programs in collaboration With

**MIT** **MANAGEMENT**  
EXECUTIVE EDUCATION

## Digital Transformation: Platform Strategies for Success



### Learning Outcomes

2 Months

- Learn about the fundamentals of digital transformation.
- Identify why platforms beat products.
- Digital business models & strategies.
- Learn how networked markets transform the economy and create digital platforms.



### Modules

- Digital transformation: From products to platforms; network effects
- Digital transformation concepts: Markets, environment and structure
- Designing your digital business model for success
- Launching and growing a digital platform
- Leveraging open innovation
- Governing your digital platform
- Digital transformation across industries: A futuristic view



## Innovation of Products and Services: MIT's Approach to Design Thinking



### Learning Outcomes

2 Months

- Understand the design thinking process.
- Identify and assess customer opportunities.
- Generate and evaluate new service concepts.
- Design services and customer experiences.



### Modules

- Design thinking skills
- Identify customer needs
- Applied creativity - product concept generation
- Design of services and customer experience
- Financial analysis
- Environmental stability



## Leading Organizations and Change

2 Months



### Learning Outcomes

- Become successful leaders and role models.
- Learn to leverage organizational power for successful initiatives.
- Enhance leadership skills with MIT's 4 capability model.
- Identify how to manage change effectively.



### Modules

- MIT's four- capabilities leadership model
- Three perspective on organizations
- Power and influence in organizations
- Organization networks



## Smart Teams: Collaboration in the Digital Age



1 Month



### Learning Outcomes

- Understand your behavior and team dynamics.
- Empower your organization to boost idea flow, engagement, collaboration, and innovation.



### Modules

- Honest signals, the biological roots of human behavior: What motivates people and how they interact, how unconscious behavior influences decisions and idea flow
- Team of teams: How teams interact to make up larger organizations
- Management 2.0: How social incentives can change behavior
- Sensible organizations: How organizations become self-aware







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**xPRO**

## Critical Thinking and Decision Making

3 Weeks



### Learning Outcomes

- Introduction to critical thinking and meta-cognition.
- Research techniques & forming conclusions.
- Group decision making processes focusing on convergence and gathering information.



### Modules

- Introduction to critical thinking
- Critical thinking in context
- Structured decision processes



## Discovering and Implementing Your Leadership Strengths

3 Weeks



### Learning Outcomes

- Building leadership self awareness through big 5 personality traits.
- Discovering & analyzing leadership strengths through the triangulation of quantitative & qualitative information.
- Techniques & skills for defining and implementing your leadership vision.



### Modules

- Building leadership – self awareness
- Discovering your strengths & defining events
- Establishing & implementing your vision



## Leading Teams

3 Weeks



### Learning Outcomes

- Learning how to implement a team vision, deal with decision processes and conflict management.
- Learning how to architect an effective organization that supports teams and teams' success.



### Modules

- The ins and outs of teams
- Building high performance teams





## Navigating and Leveraging Culture and Networks

3 Weeks



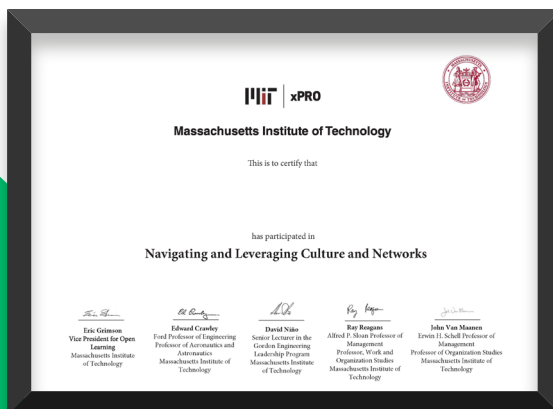
### Learning Outcomes

- Explore abstract concept of culture.
- Learn about organizational networks and how these webs of relationships form to get things done.



### Modules

- Culture
- Networks



## Negotiating and Applying Influence and Power

3 Weeks



### Learning Outcomes

- Deep dive into the mutual gains approach to negotiation.
- Learn how to influence, and how persuasion, is a key component of a negotiation.
- Explore communication, negotiation and leadership styles according to audiences.
- Understand how power differentials and sources of power alter the negotiations.



### Modules

- Negotiation
- Influence
- Power



## Understanding Organizational Strategy and Capabilities



### Learning Outcomes

4 Weeks

- Learn how to create a strategy.
- Identify for whom, where & how products create value.
- Explore why organizations struggle with implementing change.
- 'Dynamic Work Design' framework.
- 4 principles of Dynamic Work Design.



### Modules

- Understanding strategy
- Products
- Capability work & Dynamic Work Design
- 4 Principles of Dynamic Work Design







Programs in collaboration with

Northwestern

**Kellogg**  
School of Management

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## AI Strategies for Business Transformation

8 weeks



### Learning Outcomes

- Understand the business applications and outcomes that can be achieved with AI.
- Represent the voice of the business as well as the customer to data scientists and engineers.
- Craft your AI journey, from strategy and capabilities to execution and organization.
- Navigate the black box and ethical considerations of artificial Intelligence to drive responsible AI initiatives.
- Join a community of like-minded professionals who are successfully deploying AI in their organizations.



### Modules

- The AI revolution: Trends, tools, and applications
- AI and customer experience management
- AI and operations management
- AI and business support functions
- AI applications in select industries



## Business Leadership in the Age of Disruption



6 weeks



### Learning Outcomes

- Prepare for disruptions by adapting to changes proactively.
- Identify and capitalize on growth opportunities within your organization.
- Recognize and mitigate potential industry and organizational threats.
- Foster a culture of innovation, creativity, and productivity.
- Develop AI applications with a focus on business and economic impacts.
- Understand climate change's effects on profitability and brand equity.



### Modules

- Disruption in the Workforce
- The Polarization of Consumer Demand
- Digital Transformation
- Remote Work: Opportunities and Impact
- Artificial Intelligence (AI)
- Climate Change



## Business Strategies for Growth: Fewer, Bigger, Bolder

6 weeks



### Learning Outcomes

- Determine current position and opportunities for your organization.
- Search for the right growth opportunities identify and empower your high-potential talent and teams.
- Capture best practices and implement them to scale your organization.
- Articulate personal, team, and organizational purposes using framework and models.



### Modules

- Growth strategy overview
- Discovery—search for growth
- Strategy and rallying cry—picking your bets and rousing the troops
- People—unleash potential
- Execution, organization, and metrics
- Bringing it all together



## Design Thinking: A Toolkit for Breakthrough Innovation



8 weeks



### Learning Outcomes

- Learn to apply design thinking to create human-centered, technologically feasible, and economically viable solutions.
- Nurture creativity, overcome resistance to new ideas through design thinking, thereby reducing time-to-market, lowering costs, and increasing market share.
- Implement design thinking for creative problem-solving across functions, industries, and organizations.



### Modules

- Introduction to design thinking
- The power of why
- Translating observations to insights
- Reframing opportunities and generating ideas
- Making ideas real
- Overcoming resistance to new ideas and change
- Nontraditional domains in design thinking
- Designing communication that moves people



## Leading with Behavioral Science: Creating Breakthrough Customer Experiences



### Learning Outcomes

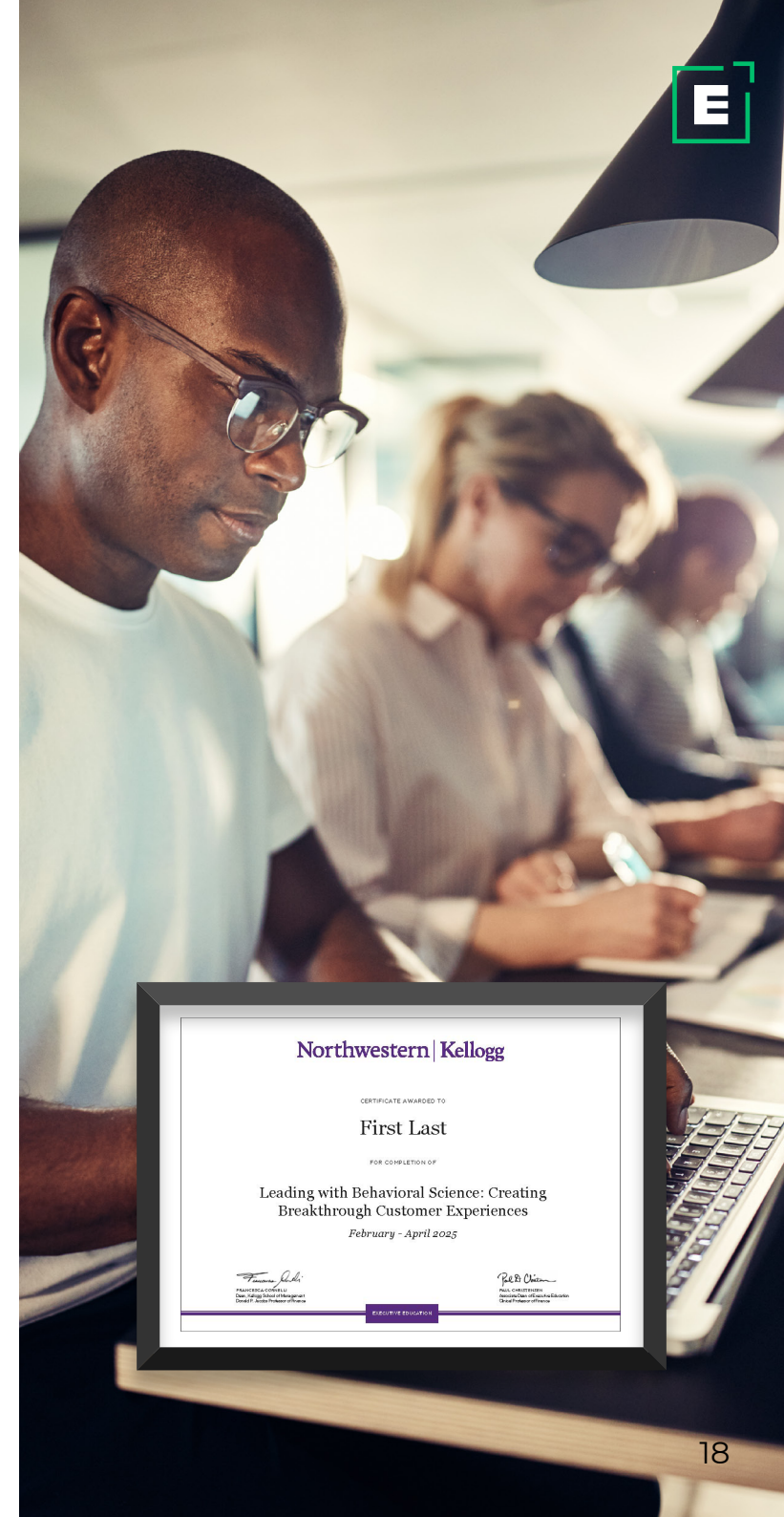
6 Weeks

- Determine current condition and future opportunities of organization to achieve goals.
- Search for the right growth opportunities.
- Identify and empower your high-potential talent and teams.
- Capture best practices and implement them to scale your organization.
- Apply program's framework and models to articulate purposes.



### Modules

- Customer science as a business discipline
- Designing for the way your customers think
- Managing customer value
- Choice architecture and biases
- Building impactful experiences
- Managing customer loyalty





## Mastering Sales: A Toolkit for Success

10 Weeks



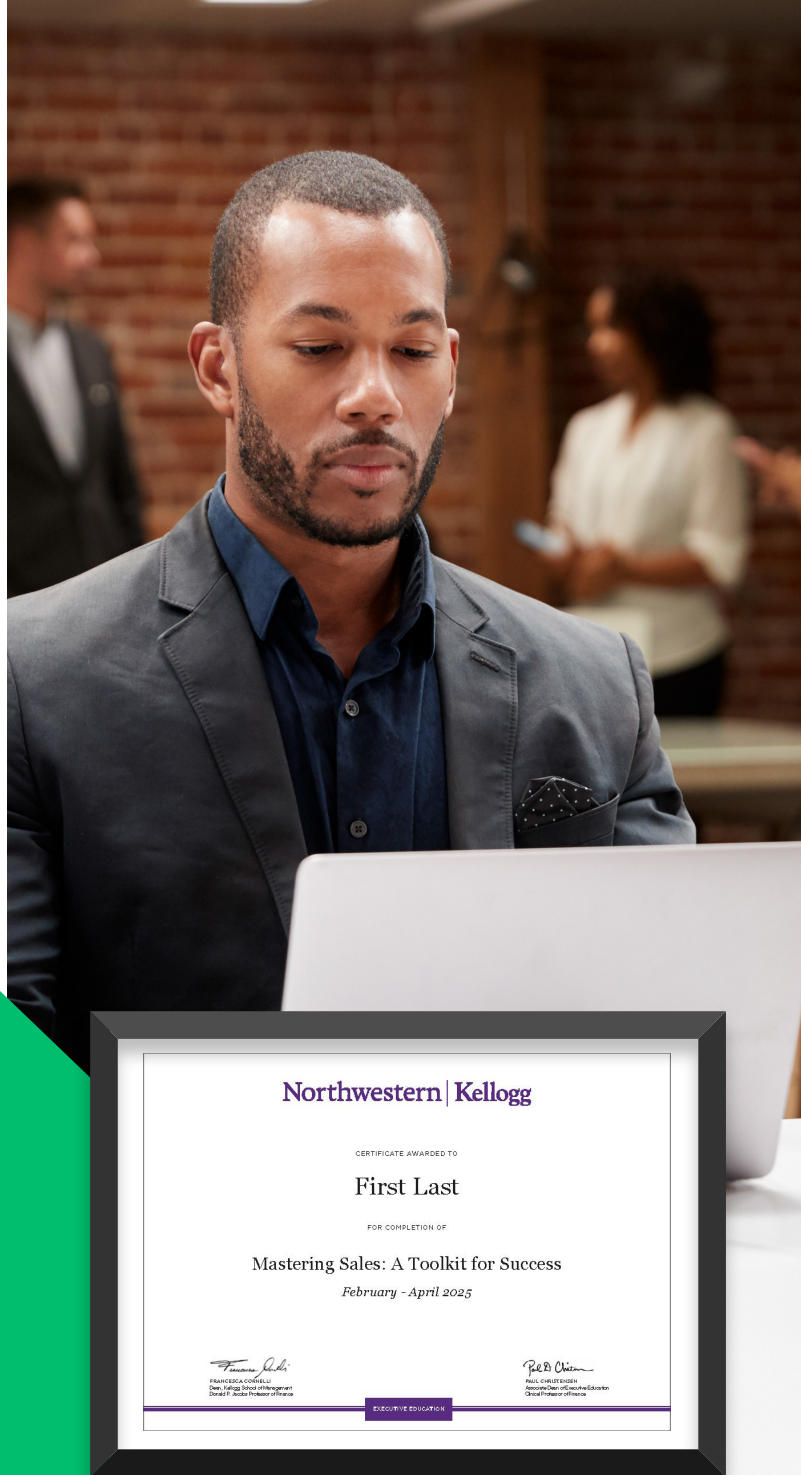
### Learning Outcomes

- Learn research-backed and proven techniques for being an effective salesperson.
- Build personal sales toolkit to enhance sales process, using more than 30 different tools.
- Assess and develop sales skills and get a roadmap on how to develop meaningful, lasting habits for you and your team.



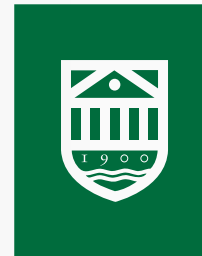
### Modules

- Enhancing your selling and persuasion skills: knowledge, skill, and discipline
- Targeting: Stakeholder mapping, creating personas, planning your week, and talking about your competitors
- Lead generation tactics: Building your network, cold calls, introductory emails, and proactive pursuit
- Nurturing prospects: Qualifying prospects, listening and asking questions, and aching the meeting
- Telling the right story at the right time for the right reasons
- Presenting like a pro: How to engage your audience and win business
- Team selling, getting deals unstuck, and closing the deal
- Going above & beyond and delighting clients
- Giving feedback, optimizing your weekly one-on-one And building a sales culture
- Putting your powerful sales toolkit into action





Programs in collaboration with



**TUCK  
EXECUTIVE EDUCATION**  
AT DARTMOUTH

## Financial Statement Analysis: Measuring and Interpreting Business Performance



### Learning Outcomes

2 Months

- Understand financial accounting processes.
- Develop skills to efficiently evaluate an enterprise's financial position and activities.
- Equip with tools to analyze financial statements considering the industry, economic and business strategic factors.



### Modules

- Measuring financial position - balance sheet
- Measuring operating performance - income statement
- Measuring cash flows
- Financial statement analysis
- Pro forma financial statements (budgeting, sensitivity)



## Personal Leadership and Success



### Learning Outcomes

2 Months

- Develop an understanding of the personal traits and practices of successful leaders.
- Identify the activities that provide meaning and engagement - Mojo.
- Practice a stakeholder-centered coaching approach.
- Leverage feedback and feedforward for growth.
- Identify behavior change goals and track their progress.



### Modules

- Personal traits and practices of successful people
- Understanding my mojo
- My created identity
- What got you here won't get you there
- The stakeholder centered coaching process
- Triggers and taking action





## Strategic Thinking: Building and Sustaining Competitive Advantage



### Learning Outcomes

2 Months

- Understand key components of organizational strategy.
- Conduct industry analysis to determine strategic direction.
- Identify the capabilities and systems required to achieve strategic goals.
- Understand the nature & importance of transaction costs.
- Assess the impact of new technology and trends on the business.



### Modules

- Industry: Analysis and positioning
- Capabilities: Assessment and management
- Organization: Ownership logic and platforms
- Novelty: New technology and response
- Society: Social assessment and alignment
- Putting it all together



## Strategy is Innovation: How the Leaders of Tomorrow Create the Future



### Learning Outcomes

2 Months

- Identify the building blocks of innovation.
- Understand how to create strategic balance for an innovation program.
- Align innovation initiatives to strategic goals of the organization.
- Generate innovative ideas/concepts through a creative process.
- Leverage tools to accelerate innovation in the organization.



### Modules

- Strategy is innovation
- Strategic Intent and core competencies
- Ideation
- Innovation execution





## About Emeritus

Emeritus collaborates with more than 80 top-ranked business schools, including Harvard, MIT, Wharton, INSEAD, London Business School, Columbia, Cambridge Judge, Berkeley and more, to design & deliver high-quality Executive Education Programs (Online, LIVE Virtual, In-Class, Blended). Till date, Emeritus has educated more than 250,000 individuals across 80 countries with a completion rate of 90%.

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## About Eduvos

Eduvos is one of South Africa's largest independent private higher education institutions with 12 campuses across the country. Eduvos educators believe in building skills for the future and enabling students to take up careers in a volatile, uncertain, chaotic, and ambiguous world. Their education is designed to create a deep understanding of an area, supporting skills development through practical application, and challenging thinking to allow for adaptation to new possibilities.