



# **INTERNATIONAL EXECUTIVE EDUCATION**



Frankfurt School



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➔ [fs.de/iep](https://www.fs.de/iep)

# CREATE VALUE LIVE VALUES LEAD PEOPLE DRIVE BUSINESS MANAGE MONEY



"Creating value, leading people, driving business or public development and managing money are key tasks which, to be fulfilled, require a large set of competencies that an Executive should never stop developing."

**Andreas Emser**  
Director  
International Executive Education

# EXECUTIVE DIPLOMA IN SUSTAINABLE LEADERSHIP



## Leading People and Organisations with Impact

The Executive Diploma in Sustainable Leadership is unparalleled in its holistic approach and practical relevance. The comprehensive programme encompasses crucial aspects including individual leadership, cohesive teamwork, and organisational dynamics. With a faculty of experienced experts, cutting-edge content, and a focus on peer learning, participants gain the competencies

to excel as leaders. The programme's impact extends beyond the classroom, fostering long-term career growth and valuable networking connections. The Executive Diploma in Sustainable Leadership is an exceptional journey towards becoming an impactful and sustainable leader.

## Blended Learning Architecture

- E-learning and Self-study
- Online and On Campus Lectures
- Workshops, Cases and Exercises
- Assessments and Assignments
- Leadership Assessment and Coaching
- Certification



**More information**

➔ [www.fs.de/edsl](http://www.fs.de/edsl)



## What Makes You A Great Leader

To become an exceptional leader, it is crucial to excel in several key areas. Ask yourself: Do you Embody the right values and employ state-of-the-art communication skills? Are you skilled at building and motivating teams? Do you have a well-structured organisation with clear goals and objectives, supported by effective strategies and standards, driving it in the right direction?

Leadership encompasses a multifaceted role, regardless of the level or field in which you operate. It revolves around the human factor, fostering cohesion among individuals and motivating them towards shared goals. Leadership harnesses the power of motivation to instill values and pursue objectives. It encompasses both your own personality and your leadership capabilities, as well as the art of constructing the right team.

However, effective leadership extends beyond mere soft skills. Consider great leaders like Mahatma Gandhi or Martin Luther King. They possessed remarkable charisma and communication skills, inspiring millions of people to believe in them and follow their lead. Yet, their impact was not solely attributed to their communication prowess or personal charm. Their true influence stemmed from their unwavering commitment to noble causes, their visionary outlook for the future, and their steadfast adherence to the right values.

It is imperative to develop expertise that stand the test of time in these critical areas, to truly excel in leadership and make it impactful and sustainable in the true sense of the word.

## Target Audience

The Executive Diploma in Sustainable Leadership is a non-degree certificate programme for Senior Managers who want to excel in their leadership role.

## Duration

The programme is part-time. It extends between 9–12 months and includes online and onsite learning. Intakes will be announced on our website.



# CERTIFIED EXPERT IN BUSINESS DEVELOPMENT (CEBD)

## The Fine Art of Doing Business

The Certified Expert in Business Development program is a comprehensive and specialized Programme designed to equip professionals with the advanced skills and knowledge needed to excel in the dynamic field of business development. Participants undergo rigorous training and assessment, gaining insights from industry experts and real-world case studies. By successfully

completing the program, individuals demonstrate their proficiency in driving business expansion, fostering partnerships, and navigating complex market landscapes. This certification signifies a high level of expertise in identifying opportunities, creating value, and steering organizations towards sustainable growth.



## Target Audience

The programme is designed for mid to senior executives who are responsible for the business growth of a company, individuals who would like to start or grow your own business and consultants working on business development function.

## Duration

The programme is part time. It extends between 8 - 10 months and includes on site and online learning. Intakes will be announced on our website.



## Blended Learning Architecture

- E-learning and Self-study
- Online and On Campus Lectures
- Workshops, Cases and Exercises
- Assessments and Assignments
- Certification



**More information**

➔ [www.fs.de/cebd](http://www.fs.de/cebd)

## Design Business

As a business development expert, it is important to understand basics of designing a business. Key concept is intersection of design and commerce, where creative and aesthetic principles are applied to your products, services, and experiences in order to create value, solve problems, and generate revenue. In CEBD we discuss key topics such as innovation and strategy, business modeling product design and design thinking.

## Launch and Market Development

This is a complex process that involves various strategies and steps, however as CEBD you need to understand key elements of such processes and to work with the rest of the team and apply them to optimise your function as business development manager. Under this heading we discuss topics such as market research, marketing strategies, ways of launching a product or service, promotion and awareness and ways to improve customer engagement.

## Communicate to Stakeholders

In the dominion of business development, the art of effective communication stands as a cornerstone for fostering unparalleled growth. It exerts its influence across the entire spectrum of your role, intricately weaving its way through internal team dynamics and external connections. As you hone your abilities to communicate with precision and impact, you unlock the potential to nurture collaborative efforts, deepen mutual understanding, and fortify the bedrock of trust. These three pillars, collaboration, understanding, and trust, are instrumental in propelling your business to new heights, making it an indispensable part of your journey towards success.

## Finance and Performance

Finance and performance management are critical aspects even for non-finance managers. These disciplines involve assessing the financial health of the organisation, making informed decisions based on financial data, and setting goals to achieve optimal performance. As a business development manager, you need to understand key financial concepts such as budgets, cash flow, and profitability ratios, as well as how their decisions impact the bottom line. Effective finance and performance management empower you to allocate resources wisely, monitor progress, and align their strategies with the overall financial objectives of the company, ultimately contributing to its growth and sustainability.

## Operate Business

Operation of a business is not a direct preview of business development manager, however, to perform your role it is essential to know basics. Using various case studies and other interactive learning tools, you will cover topics such as HR management, supply chain management and various digital solutions.

## Organisational Development

As a senior executive and CEBD, managing change is crucial and of the utmost importance. You should be able to lead positive change, driving innovation, improve collaboration, and lead sustainable growth. During the course you will learn essentials and concepts more from a Hands-on learning approach.

## Conduct Market Intelligence

You will learn about gathering, analysing, and interpreting relevant information about your market or industry. The goal is to gain insights into market trends, customer behaviors, competitor activities, and other factors that can impact a business's strategic decisions. Effective market intelligence provides businesses with the knowledge you need to adapt to market shifts, make informed strategic choices, and stay ahead in a rapidly changing business environment to achieve company's growth, profitability, and long-term sustainability.

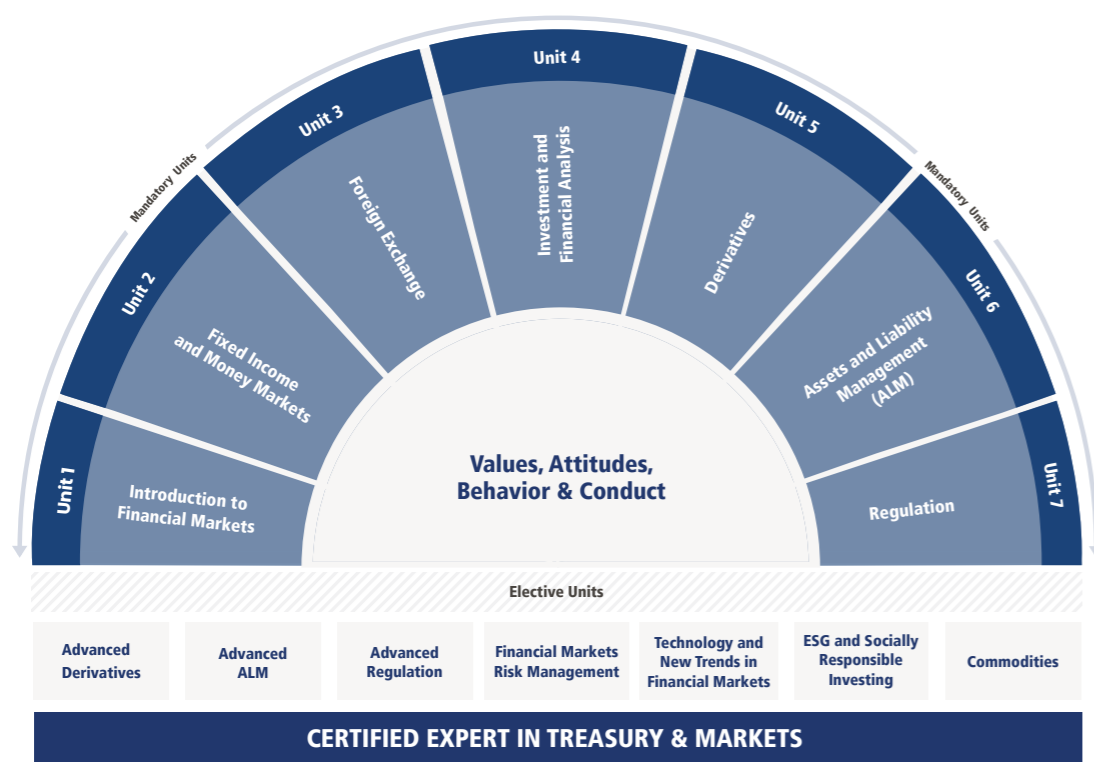
# CERTIFIED EXPERT IN TREASURY & MARKETS (CETM)

## Identify Risks, Manage Liquidity and Maximize Returns

CETM is tailor made for professionals in a variety of fields. It unbundles a complex subject area - Treasury, Money and Markets and presents it in a holistic and practical format. The program also looks at how conduct and behavior influence the decision-making process. Stressing on the importance of competencies derived on knowledge, skills and values.

CETM answers questions such as – ‘How do you manage market risk?’,

‘How do you manage money?’, ‘What happens in a banks and corporates treasury division?’ ‘What is interest rate and foreign exchange risk and how do you manage it?’ ‘How do you value an asset class?’ ‘What is ALM?’ ‘What is market conduct?’ and many more in detail, this makes it a comprehensive learning journey for the candidate.



## Target Audience

This programme is designed for professionals working in a bank’s treasury, finance and coverage team, corporate treasury team, for asset and fund managers, regulators, persons in the insurance industry and those managing family-owned businesses.

## Duration

The programme is part time. It extends between 9 - 12 months and includes on site and online learning. Intakes will be announced on our website.

## Blended Learning Architecture

- E-learning and Self-study
- Online and On Campus Lectures
- Workshops, Cases and Exercises
- Assessments and Assignments
- Certification

## Unit 1 - Introduction to Financial Markets

This unit takes a look at the role of various stakeholders in financial markets. We explore the roles of regulators, banks, corporates, Fin Techs and the tools used, such as research and analytics, when making critical financial decisions.

## Unit 2 - Fixed Income and Money Markets

This unit gives you a deep understanding of fixed income products, the technicalities of these products and the markets they are traded in. It covers both the buy and sell side and explores various instruments used in money markets.

## Unit 3 - Foreign Exchange

The unit covers Spot and Forward Foreign Exchange Markets, its products and the ever-changing elements in this space. We look at market conduct through the principles of the BIS Global Code and consider other major regulations that have impacted this market in the recent past.

## Unit 4 - Investment and Financial Analysis

This unit cover areas such as fund and money management, investments appraisals, traditional and alternative investment options and the thought process when making critical investment decisions.

## Unit 5 - Derivatives

This is the first of 2 Units with this unit 5 being mandatory. It houses the basic building blocks of derivatives and expand sufficiently on the role of derivatives in hedging strategies. Other than banks we explore how other market participants use these instruments to maximise hedging outcomes.

## Unit 6 – Assets and Liability Management (ALM)

This is the first of 2 Units with this unit 6 being mandatory. It explores the basic principles of ALM and touches on the accounting and other major regulations that impact ALM. It also looks at the BASEL Framework, Risk Management, stress testing. Importantly it explores the similarities and differences between a Banks ALM and Balance Sheet Management in Corporates.

In collaboration with



## Unit 7 : Regulation

This is the first of two units with this unit 7 being mandatory which covers the regulatory environment which impacts the various asset classes being discussed. The scope of the mandatory unit will take into account the different backgrounds of our participants and provide a sound understanding of how regulations shape our decisions and guide our thoughts, on a day-to-day basis.

## Elective Units

The electives cover a range of topics ranging from advanced derivatives, risk & regulations to ALM, technology and ESG in financial markets.

The Advanced Derivatives elective focuses on exotic derivatives and complex structures, providing a deeper understanding for trading and structuring teams. Advanced Regulations elective delves into the regulatory environment, including Dodd Frank, Volcker, MIFID, and Solvency, offering comprehensive knowledge in this area. The elective on Risk explores financial markets risk management, covering market risk, credit risk, and hedging options.

The impact of the tech revolution in financial services, including machine learning algorithms and their use in capturing behavioral elements in financial markets, is explored in depth in our Technology and New Trends elective. The elective on commodities includes traditional products in financial markets and goes on to touch on energy markets and the role of renewable energy.

Advanced ALM is a continuation of Asset-Liability Management (ALM), focusing on ICAAP, ILAAP, IRRBB, transfer pricing, portfolio credit risk management, and banking book hedging strategies, with an added section on integrating ESG factors. We also introduce ESG and socially responsible investing, covering ESG markets, climate change, impact investing, and ESG analysis and valuation as a separate elective.



➔ **More information**  
➔ [www.fs.de/cetm](http://www.fs.de/cetm)



# INTERNATIONAL EXECUTIVE CAMPUS

## One week on site training for individual registration

As the flagship event of Frankfurt School International Executive Education, the week brings together executives from different nationalities and various industry backgrounds. During the week, you will choose to participate in one of the six simultaneously running programmes.



- International Leadership Academy
- Business Development Academy
- Treasury & Global Markets Week
- Strategic Bank Management
- Managing Projects Effectively
- Digital Transformation

### International Leadership Academy

A hands-on training course where course participants will learn the essentials of leadership and what defines a leader. International Leadership Academy has become a path to many to reach their next level managerial positions. Participants will understand the complexity of leadership by participating in our Leadership Assessment. They will also analyse their own leadership style and identify key success factors by using this tool.

More info: [fs.de/ila](https://fs.de/ila)

### Business Development Academy

Designed for middle and senior managers who are responsible for business and/or new product development as well as for entrepreneurs who want to enhance their managerial skills in how to turn innovation into business growth. Programme will enable you to apply state-of-the-art tools to successfully develop your business and understand how to create value through strategic planning and innovation.

More info: [fs.de/bda](https://fs.de/bda)



### Treasury & Global Markets Week

Designed for participants of our Certified Expert in Treasury and Markets programme who have successfully completed all e-learning modules as well as for senior staff in treasury and trading, risk management, compliance and internal audit of banks and financial institutions who want to upscale their decision making skills in financial products.

More info: [fs.de/tm](https://fs.de/tm)

### Strategic Bank Management

This track will explore emerging challenges for senior bank managers. As the post-pandemic recovery is now marred by geopolitical tensions, disrupted trade links and surging commodity prices, near term risks are proliferating. Risks from climate change and the need to disclose alignment with ESG principles are a profound new challenge. At the same time, digital finance defines a highly fluid industry environment. Many concepts in strategic management will need to be revisited.

More info: [fs.de/sbm](https://fs.de/sbm)



### Digital Transformation

Designed for senior decision makers who want to enhance their skills in developing and implementing a digital strategy for their companies. Digital transformation is a strategic initiative aimed at transforming a company's operations and business models to leverage digital technologies to improve efficiency, increase revenue, and better meet the needs and expectations of customers. The programme emphasises the transformation of companies through innovation and adaptation that enable them to operate in a digital world.

More info: [www.fs.de/dt](https://www.fs.de/dt)



### Managing Projects Effectively

Course participants will learn how to manage a Project as a temporary endeavor designed to meet unique goals and objectives. They will learn how to successfully initiate, plan, execute, control and close a specific work under constraints of time, budget, staff and risk in order to produce pre-defined results.

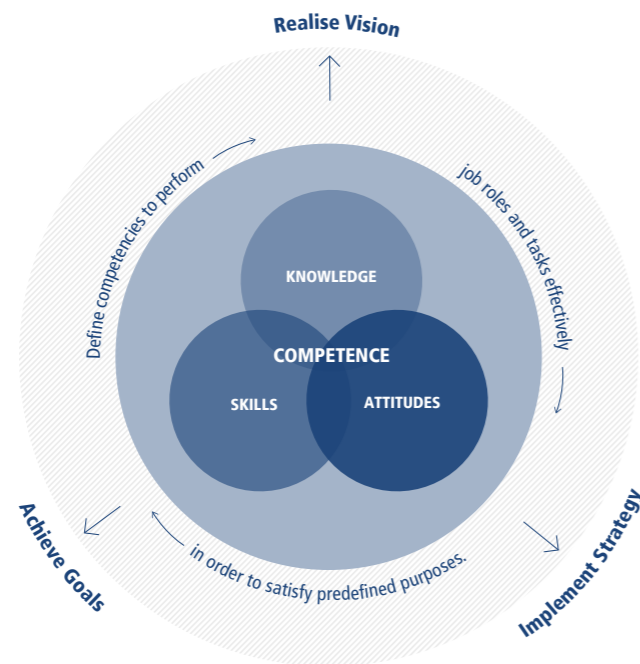
More info: [fs.de/mp](https://fs.de/mp)



# COMPETENCY DEVELOPMENT FRAMEWORK

## Defining Competencies

In the context of a business organisation, the implementation of a strategy and the realisation of the organisational vision rely heavily on the competencies displayed by its workforce. Competence, in this context, extends beyond mere technical skills and knowledge; it encompasses a combination of these elements with essential values, attitudes and behavior. Its pivotal role lies in its ability to constitute not only effective performance but also how individuals interact within the organisational ecosystem. Therefore, defining and describing the right competencies for specific roles and tasks within the organisation is crucial for steering individuals towards actions that yield high-quality outcomes. It also forms the bedrock for crucial organisational processes like recruitment, training, performance assessment, and talent management. In essence, the definition and application of competencies serve as a dynamic compass, guiding the organisation towards the achievement of its purpose while empowering individuals to excel within their designated spheres.



### Skills

Skills refer to the practical abilities and expertise that individuals develop through training, education, and experience. They enable individuals to perform specific tasks, solve problems, and achieve desired outcomes. Skills can be broadly categorised into different types: Technical Skills, Soft Skills, Functional Skills

### Attitudes

Beliefs, values and attitudes shape individuals' behaviors and interactions. These core aspects play a crucial role in forming behavioral skills that influence how people engage with others and approach their work. Examples include integrity, determination, adaptability, teamwork, fairness, respect, kindness.

### Competencies

They encompass a broader range of attributes that contribute to overall performance and success in a specific role or within an organisation. Competencies are a combination of knowledge, skills, values, attitudes and behaviors that collectively enable an individual to perform a job role or task effectively. Competencies are typically aligned with the organisation's goals and values.



## Developing Competencies

In a rapidly changing business environment, it is essential to adopt a proactive and continuous approach to competencies development to stay competitive. The Frankfurt School emphasis a competencies development cascade where teaching, training and continuous professional development are key elements.

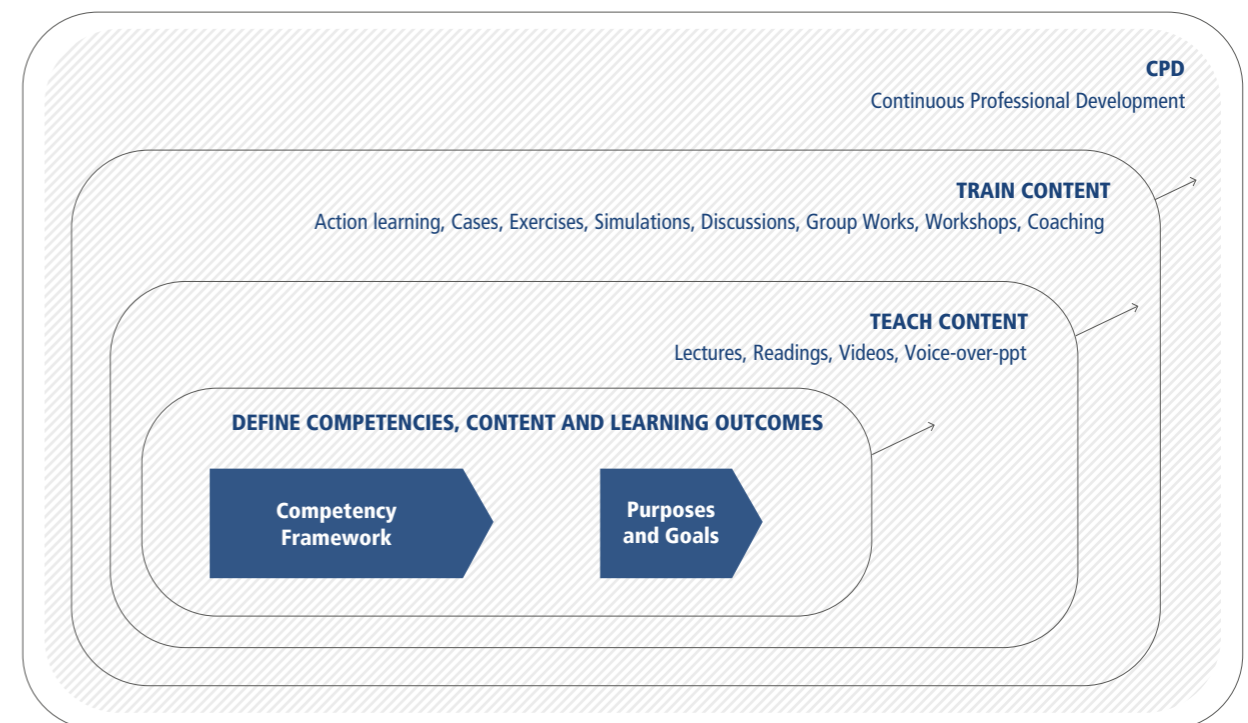
**Assess Current Competencies:** Begin by assessing the existing competencies within your organisation. Identify gaps and areas that need improvement to align with the changing business landscape.

**Identify Future Needs:** Understand how the company's vision and strategy are evolving. What new challenges and opportunities will arise? What competencies will be crucial to navigate these changes successfully?

**Create a Competency Framework:** Develop a comprehensive framework that outlines the specific competencies needed in different roles and functions at various levels within the organisation. This framework must align with the company's vision and strategic goals.

**Teaching and Training:** Implement teaching and training programs that equip employees with the required competencies. These programs could include various learning formats and tools including technology, like seminars, workshops, online courses, and mentoring or coaching sessions. The teachings will then be actioned through training techniques in the form of case studies, simulations, workshops, coaching and group work to ensure practical application.

**Continuous Professional Development (CPD):** Encourage a culture of lifelong learning and growth. CPD involves providing employees with opportunities for ongoing competence enhancement. This could include sending employees to relevant conferences, supporting them in pursuing advanced degrees, or providing access to continuous online learning platforms.

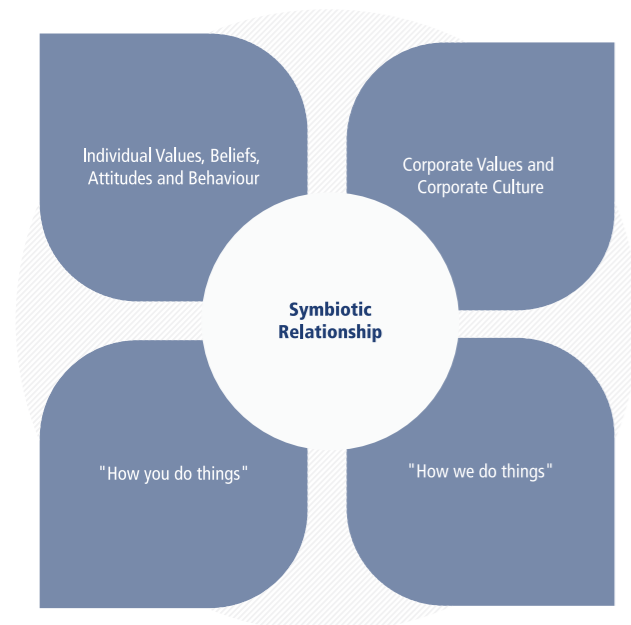
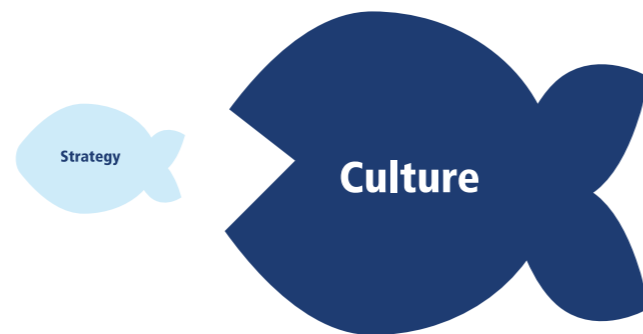


# VALUES, ATTITUDES AND BEHAVIOR

## Importance of Values

The essence of who we are and how we interact with the world is shaped by the values we hold and the attitudes we adopt. These foundational elements not only influence our personal identity but also extend their reach to how we engage with others and the larger community that envelops us.

Beyond the realm of technical proficiency and expertise essential for excelling within our professional roles, it is our shared values, convictions, and outlooks that come together to build a corporate culture. This corporate culture, in turn, forms the bedrock upon which strategies are implemented, goals are achieved, and visions are brought to life. As the saying goes, "Culture eats strategy for breakfast."



## Individual Behavior and Corporate Culture

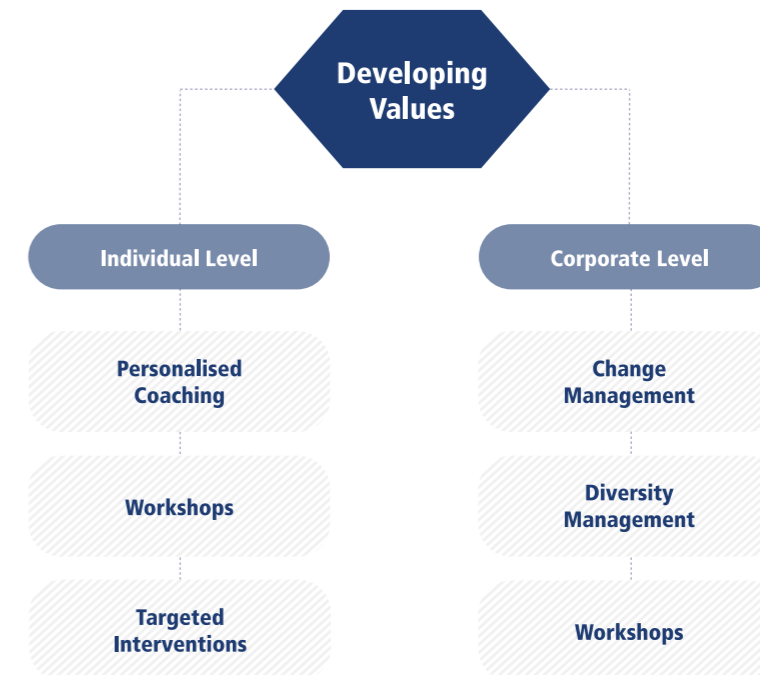
Values, beliefs, and attitudes naturally transform into behavior. This phenomenon holds true on both an individual and organisational scale. At the individual level, the transformation in values, beliefs, and attitudes translates to a metamorphosis in "how you do things." On the collective plane, this becomes "how we do things," which often is encapsulated within a dedicated code of conduct, ethical framework or etiquette.

In essence, a symbiotic relationship exists between values, attitudes, individual behavior and corporate culture. They form a continuous loop of influence, impacting each other in a perpetual cycle.



## Developing Values

Our individuality is inevitably molded by our own unique set of values, beliefs, and attitudes. However, it's imperative to recognise that these elements are not static; they are susceptible to transformation and growth in parallel with shifts in an organisation's vision, strategies, and objectives.



### On Individual Level

The development of values, beliefs, and attitudes at an individual level is an intricate process that can be fostered through various approaches, including personalised coaching, workshops and targeted interventions.

### On Corporate Level

Similarly, on the organisational stage, the cultivation of values, beliefs, and attitudes can be nurtured through adept change management strategies, fostering diversity and inclusivity, and interactive workshops that encourage dialogue and introspection.

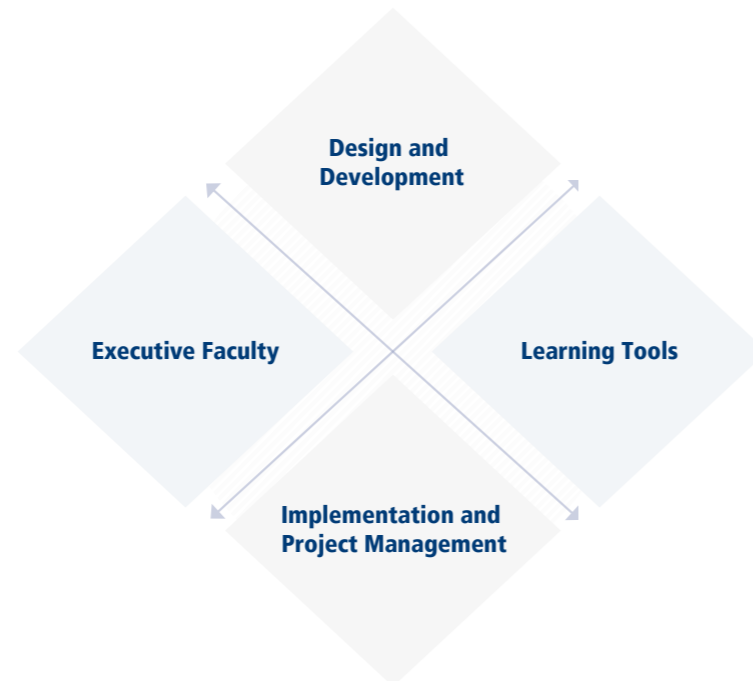
In conclusion, the dynamic interplay between values, attitudes, and behavior forms the cornerstone of personal growth and organisational success. Embracing this synergy enables individuals and organizations to thrive harmoniously in an ever-evolving landscape.



# CUSTOMISATION FRAMEWORK

Customisation of executive education involves a multidimensional approach that integrates design and development, learning tools, project management, and faculty expertise.

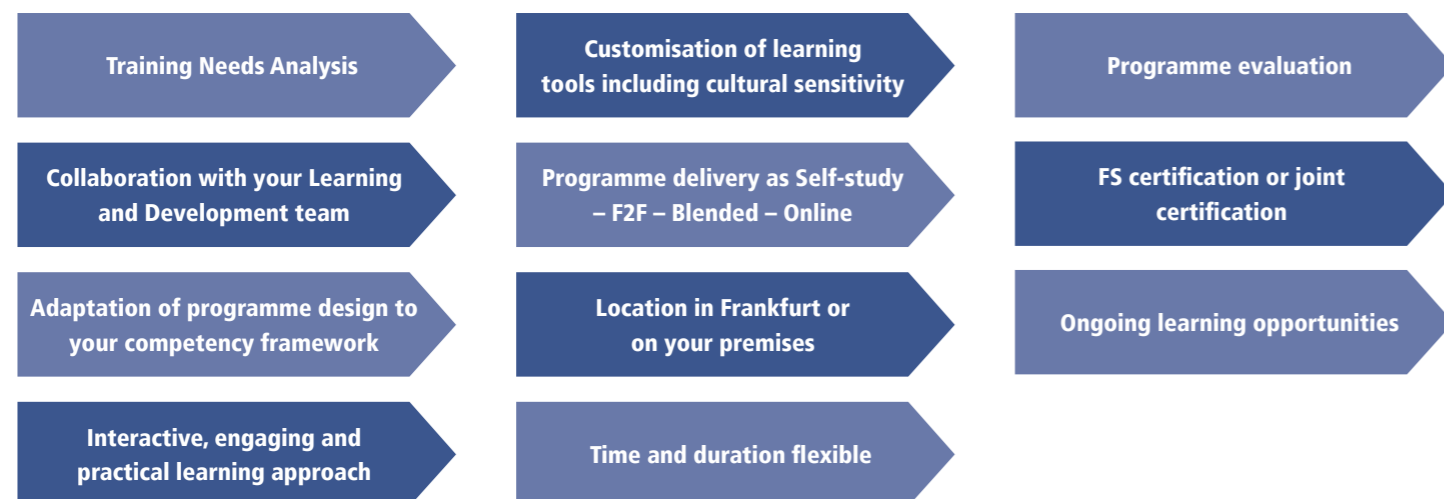
In the design and development phase, programmes are crafted to be adaptable and flexible, with modular content that can be tailored to suit participants' needs. Learning objectives are aligned with individual goals, allowing for a personalized learning journey. Learning tools are chosen based on participants' preferences and learning styles, ensuring engagement and practical application. Effective project management ensures seamless execution of customised programmes. Faculty expertise is instrumental in customization. Experienced educators bring industry insights, real-world examples, and tailored guidance to the classroom.



## Design and Development

Designing and developing a customised training programme involves a systematic approach to cater to specific needs and goals. This process begins by conducting a thorough needs assessment to identify knowledge gaps and desired outcomes. With these insights, clear learning objectives are formulated, serving as the foundation for content creation. The curriculum is then structured into several modules or one module in appropriate learning format of online, onsite, or blended. The choice of delivery method, whether in-person workshops or online courses, is aligned with participant preferences and logistical considerations.

Applying effective instructional design principles, a variety of engaging materials such as presentations, videos, and interactive activities are developed. Interactive elements like group discussions, case studies, and simulations are incorporated to enhance engagement. Regular assessments evaluate participants' understanding, followed by constructive feedback. Resource materials supplement learning, and experienced instructors facilitate the process. After the training, participant feedback guides evaluation and continuous improvement, ensuring the program remains tailored and effective. In addition, participants will receive Frankfurt school certification upon completion.



## Learning Tools

Frankfurt School uses modern learning tools for all its programmes. We make sure participants are engaged and the content is always practically relevant.



## Expert faculty

Our teaching faculty possesses a remarkable blend of experience, expertise, and dedication that sets them apart. With a deep commitment to fostering a dynamic learning environment, our faculty members bring diverse academic backgrounds, cutting-edge research, and practical industry insights to the classroom. They are adept at tailoring their teaching methods to cater to various learning styles, ensuring that every participant receives a comprehensive and engaging education.



..... and many more.



## Project Management

FS provides end to end project management for tailored programme from project inception to final programme evaluation and feedback.



# FRANKFURT SCHOOL

Frankfurt School of Finance & Management is a leading private business school based in Frankfurt am Main, Germany.

We offer top class degree programmes, executive education as well as advisory services for clients from around the globe.

Frankfurt School has been accredited by the internationally recognised EQUIS, AACSB and AMBA quality seals. Our programmes are constantly high ranked by Financial Times.

Our ambition is to change perspectives, including our own. Whether for a one-day workshop, a conference, or a multi-year academic programme, everyone who comes to us can expect to be challenged and enlightened. People leave Frankfurt School with a different mindset, ideas, concepts, and tools that equip them better for their professional challenges.

## Facts & Figures

- Established in 1957
- Academic, Executive Education, Consulting
- 4000 Students in Academic Programs
- 6000 Participants in Professional/Executive Programs
- 100.000 Alumni
- Operating in 130 countries
- 6 regional offices worldwide
- 73 regional study centers Germany
- 500 staff and 75 faculty

## Accreditation & Ranking





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**Frankfurt School of Finance & Management gGmbH**

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