



# 3CE- NextGen Consulting

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Minor specialization

# Focus



The minor specialization **NextGen Consulting** focuses on the active search for opportunities for the successful development of existing companies. Its goal is to develop **strategic** and **creative thinking** as a key aspect of successful growth and performance of the company.

Businesses are today facing new challenges that are associated with complex problems, often without any connection to the past. In this minor specialization we will teach you how to deal with it, i.e.:

- how to be more generalist and see what we call "big picture",
- how to solve problems from a multidisciplinary point of view and come up with ideas that are creative, or use for example, analogies from other businesses,
- how to connect corporate, social and ecological sustainability of businesses.

The minor specialization also pays due attention to family businesses, which are the most common type of organization in many economies, and where we can see the strategic importance of connecting family and business issues.

Key knowledge and skills in compulsory courses are further developed by a balanced combination of elective courses focused on critical thinking, analytical and communication skills.

Graduates could find jobs in consulting companies, in-house consulting departments, but also as managers and successors in family businesses.

# Key Elements



## Courses are:

- Based on real-life business projects
- Highly practically oriented
- Designed to foster creativity
- Using gamification features
- Taught by practitioners and academics
- Almost in every course based on team projects and cooperation

## Key benefits:

- Certified programme by Corporate partners
- Community and networking
- NextGenClub
- International students and lecturers from abroad or with International experience
- Company visits

## Final exam:

- Organized as a case study presentation
- Open book
- Delivered in front of Corporate partners
- Students receive not only grade but also a valuable feedback

# Partners





## Strategic board members of Family business center




# Curriculum



## Mandatory courses (18 ECTS):

- 3SG712 – Growth Strategy – 6 ECTS 
- 3SG556 – Design Thinking and Anthropology in Strategy – 6 ECTS 
- 3SG835 – Strategy and Succession in Family Businesses – 6 ECTS (in Cooperation with Family Business Center partners)

## Elective courses (min. 12 ECTS):

- 3SG417 – Critical Thinking in Futurology – 3 ECTS 
- 3SG845 – Communication and conflict management skill seminar – 3 ECTS 
- 3SG846 – Data strategy – 3 ECTS 
- 3SG847 – Green and sustainable ecosystems – 3 ECTS
- 3SG848 – From learning to machine learning / organizational learning – 3 ECTS 
- 4ST611 – Applied Multivariate Statistics – 6 ECTS
- 4IT522 – Use of MS Excel in business practice – 3 ECTS
- 3SG457 – Scenario planning for strategic management – 6 ECTS
- 4IT555 – Competitive and Business intelligence – 6 ECTS


# Growth Strategy



The aim of the course is to present and discuss the growth opportunities of the organization. Using practical case studies and projects, students will gain insights, knowledge and know-how on how to facilitate homogeneous or heterogeneous growth of the organization and thus the growth of its value for stakeholders in the long term. There will be demonstrated ways how to start, manage and, most importantly, maintain growth using their own capabilities and competencies within existing markets or the possibility of expansion into other market segments, whether nationally or internationally.

The course teaches students how to manage and run a typical consulting project from business proposal to the final delivery of the solution.

## Key elements of the course:

- Real life team projects co-supervised and mentored by corporate partners as/and clients
- Real life feedback
- Blue ocean simulation game (optional) 
- No tests or oral exams
- Lectures and workshops given jointly by academics and corporate partners
- Mentoring by Corporate partners' representatives

# Growth Strategy



## Lecturers:



Ing. Ladislav Tyll,  
MBA., Ph.D.



Ing. Vojtěch Opleštil,  
MIM  
CEMS alumnus  
Novartis internal  
consulting



Ing. Petr Lizner  
PwC  
Management Consulting



Ing. Natalie Badie,  
MIM  
CEMS alumna  
Ph.D. Candidate



Ing. Ivan Balogh, MIM  
CEMS alumnus  
HB Reavis  
Group Treasury and Controlling Specialist

	International growth of a propeller producer
	Implementation of new digital strategy to maintain market growth
	Expansion of on-line fashion search engine to LATAM
	Corporate expansion of the Malaysian price aggregator
	International growth strategy for technology start-up with their employee engagement app
	Designing a CSR strategy for commercial property company
	Sustainability of the Czech forestry and timber production industry
	International growth strategy for a debt collecting app company
	Innovation Center Silo II Analysis and business development for real estate project
	Business development for green facades project

# Design Thinking and Anthropology in Strategy



Economic, engineering and psychological approaches have had extraordinary influence on strategy and consulting. These disciplines, as different as they are, share a common assumption - in order to grasp the complex social reality and produce an easy solution for big companies to work with, these theories simplify the world in a way where cultural context and historical change have a little place. Based on the experience of the most successful companies, projects and startups, in this course, we argue that it is in these untidy hard-to-measure parts of social life that some of the greatest innovation opportunities lie.

In this course these economic, engineering and psychological insights to strategy are scrutinized and expanded by anthropological conceptualization and ethnographic methods in order to push far beyond their original boundaries. The intersection of anthropology, design and the market is the ethnographic method of participatory observation. This intensive method together with anthropological imagining offers an excellent opportunity for learning, cognition and empathy. While ethnography is an essential tool for designing smart and sustainable solutions, design offers technology to change the future.

## Key elements of the course:

- Real life team projects co-supervised and mentored by corporate partners as/and clients
- Real life feedback
- No tests or oral exams
- Lectures and workshops given jointly by academics and corporate partners
- Mentoring by Corporate partners' representatives



# Design Thinking and Anthropology in Strategy



## Lecturers:

Ing. Tomáš Ryška, Ph.D.



Lukáš Cingr  
Manager in KPMG



## Recent projects:



Customer research  
on senior generation



Customer experience design  
for sandwich generation



Ethnographic research for  
formulation of CSR strategy



CX Design of financial  
products for millennials



CX Design for ecologic  
detergents

# Family Business Strategy



This course is an introduction to family business management and is intended primarily for members of entrepreneurial families or those who intend to work in family businesses, consult them, or are interested in them. The course focuses mainly on the specifics of family firms in strategic management (ownership, management, development) and is built on the core teaching texts, case studies of Czech and foreign family-controlled companies and presentations given by Czech family business owners.

## Key elements of the course:

- Team projects co-supervised by family business partners
- Excursions to family businesses
- Interdisciplinary approach
- Guest lectures from prestigious foreign business school teachers

## Lecturers:



Ing. Martin Jurek, Ph.D.  
CEMS alumnus



prof. Ing. Jiří Hnilica, Ph.D.

## Recent projects:



„From almost bankruptcy  
to a market leader“ case



The story  
of ownership succession



Leadership Succession

# Critical Thinking in Futurology


Deloitte.



The goal of the module is to broaden horizons and bring to light the different aspects of critical thinking that aren't often addressed in the business world. The issues that arise with being presented with objective mark schemes has led to students lacking the ability to be creative in their critical thinking. The idea behind this course is to make students apply theoretical and futuristic and often purely conceptual ideas and adapting them to business scenarios.

*"We don't know what the future will look like, but we do know that technology will play a big role in it."*

## Key elements of the course:

- Course build on discussions with industry experts, delivered partially at Deloitte offices
- Delivered by Chief of Innovation at Deloitte and ex-Global Customer Reference Program director at Hewlett Packard
- Self preparation of students using articles, case studies and TED Talks
- Technology related team project
- Critical thinking and Oxford debates
- Hackathons with interesting prizes (e.g.  Singularity UNIVERSITY tickets)

## Lecturer:

Ing. Senta Čermáková  
Chief of Innovation  
Deloitte



# From Learning to Machine Learning / Organizational Learning

Deloitte.



In the world we are living today, there will be an increasing need to continuously learn and adapt to new situations in all areas. Humans will continue to gain new skills and learn to master the ones they already possess. Moreover, successful individuals will recognise which skills are worth mastering and on the other hand, which are better to leave to continuously improving AI.

In this course we will help students to understand basic models of machine learning and their capability to identify possible business opportunities as well as to prepare them for potential threats. Using case studies and "guest lectures", we will offer guidance on how to create a learning organization both as a whole and thus increase its flexibility and adaptability. Students will also be introduced a methodology for proper and effective learning.

## Key elements of the course:

- International experts on learning, AI and super-responsive organizations
- Course divided into three blocks: Humans, Machines and Organizations
- Team projects
- Use of machine learning for your own projects

*"Artificial intelligence will outperform us in some areas. But if we can learn properly, we have the upper hand - and we can use AI for our own goals."*

## Lecturer:

Ing. Senta Čermáková  
Chief of Innovation  
Deloitte



## Recent speakers

**Deloitte.**



### Critical Thinking in Futurology

Critical Thinking	Senta Čermáková, Petr Ludwig
Cryptocurrencies	Larry Čermák
VR / AR	David Sedláček
BioTech	Martin Fusek
E-Commerce	Tervel Šopov, Lukáš Uhl
5G	Petr Dvořák

### From Learning to Machine Learning / Organizational Learning

Human Learning	Tomáš Ervín Dombrovský, Senta Čermáková
Machine Learning	Jan Hejtmánek
Organizational Learning	Agur Jogi, Silvia Kyselová, Ondřej Přerovský, Jiří Pavlík

# Data Strategy



The primary purpose of this course is to help students gather deep insight into the massive opportunity in Data Science in Consulting. This course guides students through process of using algorithms, methods, and systems to extract knowledge and insights from structured and unstructured data. It uses analytics and machine learning to help users make predictions, enhance optimization, and improve operations and decision making.

## Key elements of the course:

- The course covers the entire „data science pipeline“, i.e. processes from data gathering, processing, visualization and presentation
- Lecturers are experts on Data science from PwC
- Course is built on team-based project
- Every lecture starts with „WHY“ followed with instructions „HOW“ to use and exploit specific tools

**Lecturers:** Ing. Tomáš Náhlovský, MBA.  
Associate manager  
PwC



Patrik Meliš-Čuga, MSc.  
Senior Data Governance  
& Technology Consultant  
PwC



# Communication and Conflict Management – Skill Seminar



In recent MIT research, the profession of "standup comedian" was listed among those who will be the last to replace artificial intelligence in the future. The aim of the course is not to discover new comedians, but to show how these dramatic genres will help improve the basic skills of a manager or any professional: how to write better and more clearly, how to handle public speaking, how to "use" humor in business and in normal contact. The lecturer is Miloš Čermák, who has been a journalist since 1990, from 2004 to 2015 he worked as a lecturer in the Department of Journalism of the Faculty of Journalism of the Faculty of Arts, Charles University. Since 2014 he has also performed as a standup comedian.

## Key elements of the course:

- what is "humor", how does it work and how can it be taught?
- finding boundaries of humor and personal style
- each lecture contains a shorter theoretical part and a longer practical part in which students are involved (improvisation, exercise, etc.)
- to complete the course students are required to prepare a short standup performance (5 min) and submit an essays on the specified topic.
- teaching takes place in blocks 1 + 1 day

### Lecturer:

Ing. Miloš  
Čermák



# Scenario Planning for Strategic Management



The course focuses on qualitative scenario planning. Scenarios are presented as a suitable tool for management of the new business models' proposals, innovation of the current business models, strategy generation and corporate strategic management. Scenarios are generated with respect to the basic building blocks of a business model. A framework of scenario planning in the course follows the TAIDA<sup>(TM)</sup> approach and uses real case studies of scenario planning in organizations. Scenario planning is not only a tool for strategic management but also a paradigmatic way of strategic thinking. The main output of the course is a team project of scenario planning in selected industry.

## Key elements of the course:

- Qualitative medium- and long-term scenarios of real industries.
- Interdisciplinary approach.
- Application of qualitative prognostic methods.
- Team project, continuous feedback.
- Implications for Business Model Canvas.
- Policy scenarios and the impact on corporate strategy.

## Lecturer:



Prof. Dr. Jindřich Špička

## Recent projects:

- Automotive
- Banking
- E-games





# Competitive and Business Intelligence

The course focuses on Competitive and Business Intelligence processes used in various company environments. Business and Competitive Intelligence can be defined as collecting, analyzing, and disseminating data, information, and knowledge from an external company environment and plays a crucial role in company decision-making and strategic planning processes including a critical player market activity analysis and monitoring of early warnings. Students will gain pre-requisites for the positions of analysts or consultants of managerial applications (directed to support business and strategic decision-making) and demonstrate them by the interconnection of tools.

## Key elements of the course:

- Competitive Intelligence Lifecycle
- Advanced Search Methods
- Intellectual Property Analytics
- Business Intelligence Lifecycle
- Visualization and visual Storytelling
- Client Applications Solution

## Lecturers:



Ing. Martin Potančok, Ph.D.



Ing. Jan Černý

## Recent projects:

- Open Human Medicine Data in Competitive Intelligence
- Information-Seeking Behavior Data in Business Intelligence
- Tourism and Crime (Security and Business Aspects)

# Applied Multivariate Statistics

With the development of IT technologies in recent years, companies collect a lot of data about their business and clients. There is a growing demand for analyzing such multivariate data to support strategic business decisions, targeting marketing campaigns, or evaluating client satisfaction. Thus, it is important that the companies' decision-makers understand what multivariate analysis techniques are and what can offer them.

The course introduces selected multivariate methods that are commonly used in practice. The emphasis is put on a practical application of these methods in statistical software and interpretation of their outputs. Upon successful completion of this course, students will be able to work with multivariate datasets, i.e., dataset examination, statistical methods application, and to interpret the obtained results.

## Key elements of the course:

- focused on the practical application
- a team project based on a real-life dataset
- gaining basic skills in widely used statistical software R

## Lecturer:



Ing. Zdeněk Šulc, Ph.D.

# Use MS Excel in Business Practice

At present, the ability of data analysis and interpretation is crucial for managers.

The goal of this course is to introduce and teach students advanced features of MS Excel for designing and solving analytical tasks used by managers at the tactical level management. The content of the course is based on data sets from real practice. Flexible and multidimensional approach to data processing is applied in order to address the variability of processed data. An integral part of the course is the design of visuals for the presentation and correct data interpretation.

## Key elements of the course:

- Students are able to design effective solutions for analytical data processing tasks
- Students propose a suitable method of data visualization, also in the form of a dashboard.
- Students are able to create their own function or procedure and apply them in the specific task.

**Lecturer:**



Ing. Zuzana Šedivá, Ph.D.

# Green and Sustainable Ecosystems

Not only large multinational companies, but also newly created start-ups must learn to work with external strategic factors in the form of so-called "Sustainable development goals" defined by the UN. For some, this may represent an opportunity to gain a competitive advantage, while for the other limitations for their current business. In both cases, it is required to have an objective view and the ability to estimate the expectations of the various stakeholders, which in turn need to be managed in accordance with sustainability of the business itself.

The course will be conducted in the form of workshops and role plays by the students themselves, who will define individual topics. The output will not only be the ability to critically evaluate and implement individual SDGs into business practice, but also to organize strategic workshops, which are one of the key tools of strategic consulting.



## Key elements of the course:

- This course is built on „students for students“ principle
- Each session will be supervised by academics and practitioners
- Learning experience is enhanced by role plays and workshops
- Students will learn how to approach and engage the audience/clients in solving the problem

## Lecturers:

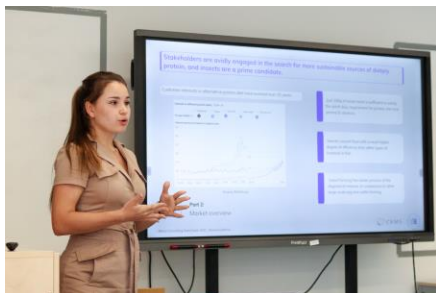
- Ing. Ladislav Tyll, MBA., Ph.D.
- Ing. Senta Čermáková (Deloitte)
- Ing. Vojtěch Opleštil (Novartis)
- Ing. Natalie Badie, MIM
- Ing. Tomáš Ryška, Ph.D.
- Ing. Martin Jurek, Ph.D.
- Fatima Araluce, M.A. (Deloitte)

# New Structure of the Final Exam

From the academic year 2020/2021 the final exam from the minor specialization NextGen Consulting is designed as „open book“ case cracking. The outcomes of the case are then pitched in front of the committee playing the role of the fictive client.

## Key elements of the exam:

- Case based
- 3 hours of „open book“ presentation preparation
- 10 minutes pitch in front of the evaluating committee incl. industry experts





You are welcome to join us!

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