GENERAL MANAGEMENT PROGRAM



E|D|U SABANCI UNIVERSITY EXECUTIVE DEVELOPMENT UNIT

Sabancı Üniversitesi



Program Overview

Launched by Sabancı University, EDU, the Leadership and Management Certificate Program aims to contribute to the development of 21st century leaders, improve their leadership and managerial skills, as well as strengthen their intellectual capital and enable them to manage it effectively.

This certificate program enables professionals to enhance their strategic thinking, leadership, and financial skills, while taking a holistic approach to personal, professional, and corporate development. It helps increase their corporate influence, fosters an inclusive work environment, and leverages team potential. Additionally, participants will gain broad management knowledge, laying a solid foundation for future career growth. The program also develops a comprehensive business perspective, improving the ability to address complex issues and communicate effectively across departments.



Program Objectives

- Enhancing leaders' ability to engage, inspire, and empower teams, fostering stronger connections between people, purpose, business, and society.
- Providing a platform to discuss how automated and digitized data helps organizations understand customers, products, and performance in a competitive market.
- Supporting leaders in refining their leadership styles to improve team efficiency and business performance.
- Enabling leaders to be visionary and innovative in managing change, while using a holistic and inclusive approach to inspire their teams and align with the corporate culture.

Program Details

Participant Group: Middle-level managers with a min. of 8-10 years of work experience and min. 5 years of management experience
Total Program Duration: 8,5 Days, 51h
Program Modality: Case Studies, Experience Sharing, Business Simulation
Program Fee + VAT: 4.500 USD
Format: Hybrid : Hybrid (2 days in Istanbul Campus & Online)
Diverse Affiliate Portfolio: Cooperation with SU Faculty Members & EDU Network

MODULE 1: HOLISTIC ORGANIZATIONAL MANAGEMENT

Sabancı University Tuzla Campus

1	2	WEBINAR
Holistic Organizational Management (6h)	Financial Management & Literacy (6h)	Macro-Economic Measures For a Globalized World (3h)

MODULE 2: LEADING THE FUTURE

Online

3	4	5
How is Big Data Transforming Business (6h)	Digital Transformation & New Technologies (6h)	Innovation & Intrapreneurship (3h) Agile Leadership (3h)

MODULE 3: PEOPLE & TEAM MANAGEMENT

Online

6	WEBINAR
Developing Others & Coaching (6h)	Diversity & Inclusion In The Workplace (3h)

MODULE 4: BUSINESS SIMULATION

Online

KICK OFF	7	8
Business Simulation Kick-Off	Business Simulation	Business Simulation



MODULE 1

HOLISTIC ORGANIZATIONAL MANAGEMENT



DAY 1: HOLISTIC ORGANIZATIONAL MANAGEMENT

Objective

- Developing adaptable and impactful business strategies by understanding the core principles of strategic planning and the tools that drive success.
- Creating a compelling mission, vision, and core values that align every decision with long-term goals across the organization.
- Setting clear, meaningful targets using frameworks like the Balanced Scorecard and SMART, ensuring they align with organizational priorities.
- Building resilient strategies and setting objectives that drive sustainable success in a rapidly changing market.

Content

Business Strategy

- What is Business Strategy? What is it not?
- What are the Key Tools / Methodologies Used in Strategic Planning Processes?
- How are Mission, Core Values, and Vision Created?
- How is the Direction of the Company Determined through Strategic Planning?
- Characteristics of a Successful Strategy

Setting Goals in Alignment with Strategic Priorities

- "Balanced Scorecard" for Companies
- Job Description and Goals
- Goal Cascade and Alignment with Other Departments
- SMART Methodology

Goal Tracking & Feedback

- Corporate Performance Management Process
- Goal Tracking and Review
- Feedback and Action Planning (STAR Methodology)
- Performance and Potential Management
- New Era Competencies



DAY 2: FINANCIAL MANAGEMENT & LITERACY

Objective

- Gaining essential knowledge of the role of finance in business operations, including key financial principles and concepts.
- Learning to create and interpret financial statements, along with analyzing liquidity and profitability.
- Developing skills to evaluate financial performance through ratios and financial metrics, such as leverage and activity ratios.
- Applying financial data to real-world case studies, enhancing decision-making and supporting strategic business goals.

Content

- The role of finance and finance manager in businesses
- Ensuring the understanding of periodicity principle and prudence principle with other departments (Cash basis vs Accrual basis, VUK vs IFRS)
- Creating a common perspective on financial statements
    - Balance
        - Cash Management
    - Income statement
        - Separation of fixed and variable expenses, usage areas
    - Cash flow statement
        - Create a Cash Flow Statement,
        - Free Cash Flow (FCF)
- Financial statements / Case Studies
    - Liquidity analysis
        - Current rate ve Acid Test rate
    - Financial leverage ratios
        - Leverage ratio
        - Leverage Effect Analysis (OLE, FLE, TLE)
    - Activity ratios
        - Commercial Debt Turnover Rates
    - Profitability ratios
        - Profitability ratios in two different ways
- Creation and interpretation of corporate KPIs / Case Studies
    - Financial KPIs (ROI, ROIC, EBITDA vs.)

Webinar

MACRO-ECONOMIC MEASURES FOR A GLOBALIZED WORLD

In this webinar, we will explore the macro balances of the world economy, focusing on political, economic, and cultural factors that impact the global business environment. We will discuss management and organizational strategies companies implement at global, regional, and local levels. The session will examine how macroeconomic developments create tensions between national economies and how global commercial and financial dynamics shape institutional arrangements. Additionally, we will explore the positioning of national and international organizations in this process.

- Agenda in the World Economy
  - Is the Risk of Recession Declining in the Short Run?
  - Is Inflation Persistent?
  - Will Real Sector Problems Spill Over to the Financial Sector?
  - Risk Appetite is Declining in Financial Markets
- Global Economic Outlook
  - Slowdown - Partial Recession
  - Disinflation
- Global Markets





MODULE 2

LEADING THE FUTURE

DAY 3: HOW IS BIG DATA TRANSFORMING BUSINESS?

Objective

- Exploring key concepts of data analytics, its historical development, and future trends.
- Discussing the steps of the data analytics process, challenges, solutions, and model validation methods.
- Introducing machine learning approaches, techniques, and industrial best practices.
- Highlighting common mistakes and bad practices in data analytics.



Content

- Understanding Big Data concepts and Big Data revolution
- What is Big Data and why now?
- Types and sources of Big Data
- Key concepts and components of Big Data
- Business Value of Big Data
- Why and where do we need it?
- Benefits of Big Data
- Data Analytics and how it works
- Lifecycle of Big Data
- Big Data Maturity Model
- Industrial applications
- An enterprise roadmap for
- What do we need and how to get started?
- Fundamental approaches to Business Analytics
- Best and worst practices
- Challenges and pitfalls in Big Data initiatives
- Data Governance
- Business transformation and data-driven organizations
- Maintaining a Big Data ecosystem
- Infrastructure for Big Data and the open source technology
- Human capital and how to build an effective team
- Innovative examples



DAY 4: DIGITAL TRANSFORMATION & NEW TECHNOLOGIES

Objective

- Exploring the transformative impact of digitalization and emerging technologies, such as Industry 4.0, IoT, and AI, on various industries.
- Understanding how digital technologies improve efficiency, drive automation, and enhance decision-making across sectors.
- Examining the effects of digitalization on business, including new opportunities for innovation, operational flexibility, and personalized customer experiences.
- Learning about the latest trends in cloud computing and blockchain, and their role in revolutionizing industries globally.

Content

- **Digitalization and New Trends**
  - What is Digitalization?
  - Industry 4.0, Information Era and its Reflections on Different Domains
  - How Enterprises Assess Digitalization? What are their approach?
- **Internet of Things**
  - What is the Internet of Things?
  - How is the Historical development of the Internet and Smart Devices?
  - IoT Devices and their Operating Principles
  - Return on Investment on IOT
  - Smart Home Products, Health Sector Products, Wearable Technologies etc.
- **Artificial Intelligence**
  - What is Artificial Intelligence and Machine Learning?
  - Basics of probabilistic reasoning, robotics, computer vision and natural language processing
  - Applications of Artificial Intelligence in different sectors (energy, health, e-commerce, hi-tech, defense, banking, insurance, etc.)
  - Testing of artificial intelligence and its use in automation / productivity areas
- **What is Mobility and Cloud Computing?**
- **World Trends and Statistical Information**
- **Blockchain and Digital Currency Applications.**

DAY 5: INNOVATION & INTRAPRENEURSHIP (Half Day)

Objective

Understanding entrepreneurship as a way of creating value from scratch is vital for firms as well as individuals. This course will focus on techniques and strategies that foster innovation and entrepreneurship, and critical success factors for entrepreneurs, including knowledge, skills and abilities.



Content

- Understand entrepreneurship and its individual and organizational sources
- Recognize the optimal conditions for the development of individual and corporate entrepreneurship
- Learn the key tasks and decisions needed to turn a business idea into a solid business opportunity
- To teach how to create business plans to identify business opportunity
- Highlight the problems encountered in implementing a plan for a new business opportunity, financing and scaling the business
- Corporate entrepreneurship strategies and tools



DAY 6: AGILE LEADERSHIP (Half Day)

Objective

This session introduces the principles and practices of agility in organizations, focusing on continuous improvement, value-driven development, and simplicity. Participants will explore essential agile roles, leadership, and aligning agile principles within organizational processes. The session covers practical agile techniques like defining requirements, creating product backlogs, and distinguishing between prototypes and iterations. It also addresses the challenges of implementing agility in non-agile environments and provides tools for scaling agile practices. Through interactive discussions and examples, attendees will learn to apply agile methodologies to improve efficiency and adaptability in problem-solving.



MODULE 3

PEOPLE & TEAM MANAGEMENT

Content

- What does “Coaching and Being Coach-like” mean in Leadership?
- Coach-like leadership and agility
- Coach-like perspective
  - Mindset
- Raising awareness with a coach-like approach
- Empathetic Listening and Asking Questions
- Using coach-like leadership for change and development
  - Feedback and Feedforward
  - Appreciation

DAY 7: DEVELOPING OTHERS & COACHING

Objective

- Helping leaders develop a coaching mindset to effectively support the development of others.
- Exploring how a coach-like approach enhances agility and fosters a culture of growth and self-awareness.
- Emphasizing the importance of empathetic listening, thoughtful questioning, and providing constructive feedback.
- Teaching leaders how to use appreciation and recognition to motivate change, drive continuous improvement, and empower individuals.

WEBINAR - SUGender

DIVERSITY & INCLUSION IN THE WORKPLACE

Objective

In this session, participants will explore the concepts of inclusion, diversity, and equality, along with best practices to foster an inclusive organizational culture.

The session will address types of discrimination experienced during the pandemic and highlight current good practices.

It will also cover the concept of inclusive leadership and the key traits of inclusive leaders. The main goal is to unite participants around the idea of building an inclusive organizational culture.





MODULE 4

BUSINESS SIMULATION

In the CapsimCore Platform; participant teams manage companies that manufacture sensors which are marketed to OEM's. Each company was created when the government split a monopoly into identical competitors.
Played as a team, this dynamic online experience allows participants to compete against each other or the computer by making decisions in:

- Production
- Research & Development
- Marketing
- Finance

During the simulation participants demonstrate effectiveness of multi-discipline teams working together and use strategic thinking. They also understand overall interaction and impact of various parts of a business on one another and grow awareness of competition. Competition scores are determined with a Star Scorecard which shows the overall performance of each team.

FACULTY: EMRE KANAAT



Dr. E. Emre Kanaat is a consultant with over 25 years of experience in senior management positions at various international companies, including Coca-Cola, Citibank, Turkcell Global Bilgi, and Vodafone. He specializes in strategy and commercial matters, with deep expertise in mobile technologies, digital transformation, strategic planning, FinTech ventures, partner management, and individual services. Throughout his professional career, he has led diverse areas such as the establishment of new business units, creation of strategic partnerships, organizational structuring, and the management of digital service lifecycles. He was part of the global digital services and international market strategy team at Vodafone's London headquarters. Corporate performance management, commercial negotiations, organizational structuring, and partnerships have been key areas of focus for him over the years.

Kanaat graduated from the Department of Economics at Boğaziçi University, holds an MBA from Yeditepe University, and a Master's degree in MIS from the University of Houston – Clear Lake. He completed his doctoral studies in Business Administration, focusing on the Internet of Things (IoT) and Digital Transformation, at Bahçeşehir University. Kanaat has also participated as a speaker in various summits and university programs and teaches courses on "Digital Business Management" and "Mobile Marketing" in the graduate programs at Bahçeşehir University.

Currently, Kanaat manages consulting projects in Digital Transformation and Strategic Planning for both private and public organizations, and writes research reports on various topics for government institutions, presenting his recommendations to relevant public authorities.

FACULTY: ERHAN ASLANOĞLU

Born in 1964 in Ankara. In 1982, after graduating from Ankara Deneme High School, he enrolled in METU Department of Economics and graduated in 1987. He started his master's degree in the same department in 1988 and completed it in 1990. Between 1988 and 1991, he worked as a research assistant at Hacettepe University, Department of Economics. In 1991, he received another master's degree in economics from the University of Reading in the United Kingdom, where he was awarded a Jean Monnet scholarship from the European Community. After returning to Turkey in 1993, he joined the Department of Economics in English at Marmara University as a research assistant and started his doctoral studies in the same department.

He completed his doctoral studies at the beginning of 1997. In 2004, he was promoted to Associate Professor and Prof. in 2011. He left Marmara University Department of English Economics in 2015 and started to work as a faculty member at Piri Reis University Department of Economics and Finance in the same year.

He is currently serving as Vice Rector at the same university. His main areas of interest are Macroeconomics, Turkish and World Economy.

He has published a book, book chapters, numerous articles and papers on these subjects. He gives seminars and trainings on General Economics, Interpretation of Macroeconomic Indicators, Turkish and World Economy; Indicators and Developments.



FACULTY: FAİK BAŞAR



In 1972, he graduated from Saint Joseph High School, and in 1978, he completed his undergraduate degree in Business Administration at the Faculty of Administrative Sciences at Middle East Technical University. In 1981, he earned an MBA from Boğaziçi University. In 1990, he successfully completed the "General Management" course at CEDEP, a corporate education institution under INSEAD, one of France's leading universities.

With over 20 years of professional experience, he has held positions such as Finance Manager, Finance Director, and General Manager at companies including Netaş, Unilever, L'Oréal, Universal Engraving, and Herbalife. He has expertise in financial planning, budgeting, reporting, the creation of financial models and methods, general management, and logistics, with a particular focus on internal training in the finance field.

Fluent in both French and English, N. Faik Başar provides consulting, coaching, and training services in financial matters through his partnership in IfA Education and Consulting.

His training clients include Akbank, Halkbank, YKB, Garanti Bank, Finansbank, Eurobank Tekfen, Ziraat Bankası, TSKB, Türk Ekonomi Bankası, Denizbank, Turkish Airlines, TKV, Lafarge, Eczacıbaşı Holding, Kibar Holding Companies, Sabancı University EDU, Istanbul Bilgi University YGM, Garanti Leasing, Garanti Factoring, Garanti Payment Systems, Garanti Insurance, Garanti Pension, Otoyol, VDF, Global Bilgi, Turkcell, Vodafone, Tadım, Mercedes Benz, Sabancı Holding Companies, Borusan Group Companies, Novartis, BSH, Omsan, Ekol, Akkök Holding Companies, and more. Additionally, he has delivered training on various financial topics to development banks in French-speaking African countries through ADFIMI.

His work in financial coaching has been carried out with companies such as Turkcell, Global Bilgi, Omsan, Tadım, Huhtamaki, Akkök Holding, Teknosa, İDO, Ülker, and VDF.



FACULTY: KEMAL KILIÇ

Dr. Kemal Kilic received the B.Sc. degree from the Electronics Engineering Department, Bogazici University, Istanbul, Turkey, M.Sc. degree from Industrial Engineering Department, Bilkent University, Ankara, Turkey and PhD degree from the Mechanical and Industrial Engineering Department, University of Toronto, Canada. He is currently an associate professor in the Faculty of Engineering and Natural Sciences, Sabanci University, Istanbul, Turkey. His current research and teaching focus includes data analytics, innovation management, digital transformation and decision making.

Dr. Kilic served as Board Member in Information Technologies Panel of the Scientific and Technological Research Council of Turkey (2014-2015), Panel Board Member of NATO System Analysis and Studies (SAS) Group (2015-2018) and Member-at-Large of NATO SAS Panel (2018-...).
He has been heavily involved in development of various industrial education and leadership development programmes for leading groups and conglomerates of Turkey regarding to digital transformation and data analytics at the Executive Development Unit (EDU) of Sabanci University.

FACULTY: BARIŞ SARIALİOĞLU

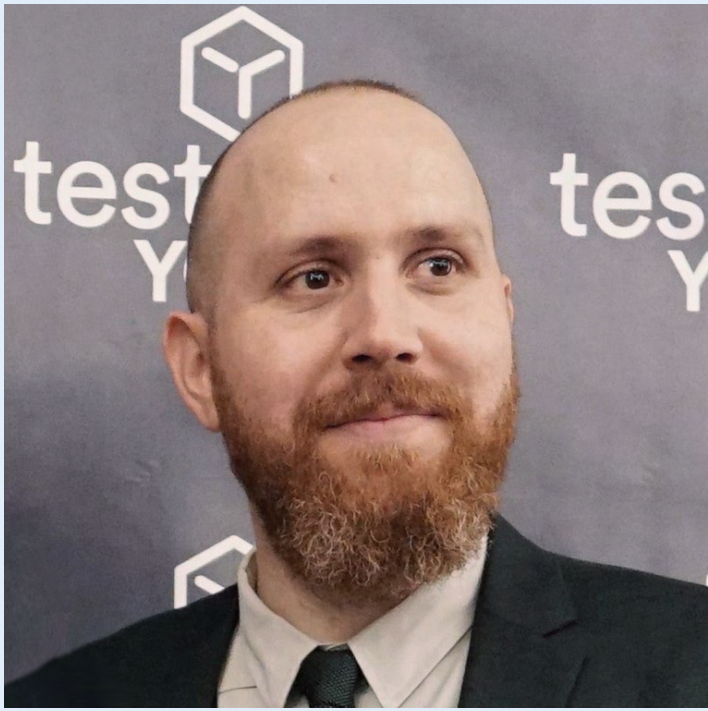
IT professional with 15+ years of experience as IT Consultant, Software Engineer, Software Developer and Software Tester for many different organizations.

Highly experienced in Software Development Lifecycle (SDLC), Application Lifecycle Management (ALM), Software Project Management, Business Analysis, Strategy Analysis, Requirements Analysis, DevOps, Agile Methodologies, Usability, User Experience (UX), Customer Experience (CX), Service Design, Quality Assurance and Software Testing.

Has a proven track record of leading multinational | cross-cultural teams and a proven ability in managing different functional teams of HR, Marketing, Sales, Legal and Finance.

Has diverse experience spanning several industries including; telecommunications, banking and finance, defense, aviation, and semiconductor manufacturing. Has been involved in several challenging projects and had the chance to work in several different countries, including Turkey, the United States, Russia, Germany, China, The Netherlands, Azerbaijan and Greece.

Published a number of papers and books within the Software Engineering profession and contribute to the field by regularly attending conferences as a public speaker. Has spoken at more than 50 international conferences in more than 30 countries.



FACULTY: KEREM KILIÇ

Kerem Kılıç is a faculty member in Strategy and Entrepreneurship at the Faculty of Business Administration at Sabancı University. His research areas include executive behavior, overconfidence, executive contracts, as well as entrepreneurship and entrepreneurial psychology. He teaches courses in Decision Making, Entrepreneurship, and Innovation at the university.

He completed his PhD in Strategy at HEC Paris in 2020. He holds a Master's degree from The London School of Economics in the UK and a Bachelor's degree in Business Administration from Middle East Technical University (METU). In addition to his academic career, he has investment banking experience at JP Morgan and Odin Financial Advisors.



FACULTY: VUSLAT ÖZER



Vuslat Özer, born in 1970, started her business life in the banking sector after graduating from Istanbul University Faculty of Economics, Department of Economics (in English). She undertook different roles and responsibilities in the treasury department for about 9 years, which enriched her career. She ended her banking career when she was the Manager of the Trading Desk at ICBC Bank Treasury Department. With the desire to see the whole picture, she passed on the opposite side of the seat and started working at Turkcell, one of Turkey's largest companies. She first worked in the Treasury and Risk Management Unit in Turkcell Treasury Department. Later, she became Treasury Debt Management Unit Manager. Finally, as being Turkcell Group Treasury Manager, she took the responsibility of all affiliates' treasury transactions in Turkey, Ukraine, Belarus, Cyprus, CIS Region, the Netherlands, and Germany. Believing that team spirit is crucial for success, Vuslat carried out the pioneering operations that are widely spoken in the national and international market with her valuable team and won awards for her company with these transactions.

In 2013, she received her professional coaching training from ADLER Learning CE and immediately worked as an “internal coach” in addition to her current position in the company to share what she experienced with the company employees. In 2016, she left her corporate career behind and started working in financial consulting, training, and coaching at her own company which is called MKARE Coaching&Consulting. In 2017, she completed the Adler Learning CE Practicum program which is an ICF Accreditation and received the title of ATC (Adler Trained Coach), ACPC (Adler Certified Professional Coach), ACC (Associate Certified Coach), and in 2020, the title of PCC (Professional Certified Coach).

FACULTY: BERKAY KARDEŞ



Berkay Kardeş holds a Bachelor's degree in Chemical Engineering and launched his professional journey at Eczacıbaşı VitrA group, where he kick-started his career as a Customer Service Specialist. Later, he relocated to the UK office and continued to work there. Subsequently, he advanced his position as a Senior Product Manager and then as a Marketing Manager. In 2011, he joined the Akzo Nobel Group and served as a Brands Manager, later progressing to the role of Marketing Manager in the Marshall Executive Board in Turkey.

Throughout his career, he has developed a proficiency in product marketing, budget management, P&L Management, collaborating with international designers, SKU management, profitability, pricing, and market development, especially in the sales & marketing domain. In 2014, he completed his Executive MBA program and sharpened his knowledge of professional business life through Capsim Business Simulations. He passionately advocates "Learn by Doing, Enjoy by Learning" as an active practitioner of business simulation solutions and seeks to promote modern learning models.

FACULTY: CENK ÖZBAY

Cenk Özbay has been a faculty member at the Faculty of Arts and Social Sciences at Sabancı University since 2016. He completed his undergraduate and graduate degrees in Sociology at Boğaziçi University, and his Ph.D. in Sociology at the University of Southern California in Los Angeles.

Özbay conducts research and teaches courses on topics such as gender, masculinities, cities, culture, and neoliberalism, and has published numerous articles in national and international academic journals on these subjects. Özbay is the author of the book Queering Sexualities in Turkey (2017) and editor of several books, including Yeni Istanbul Çalışmaları (2014) and The Making of Neoliberal Turkey (2016).





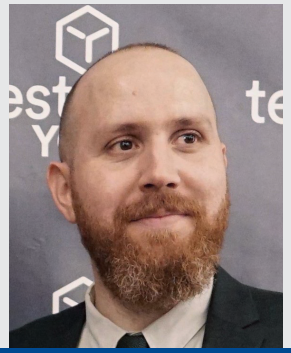
EMRE KANAAT

Holistic Organizational Management



KEMAL KILIÇ

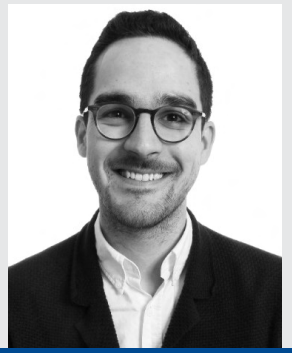
How is Big Data Transforming Business



BARIŞ SARIALİOĞLU

Digital Transformation & New Technologies

Agile Leadership



KEREM KILIÇ

Innovation & Intrapreneurship



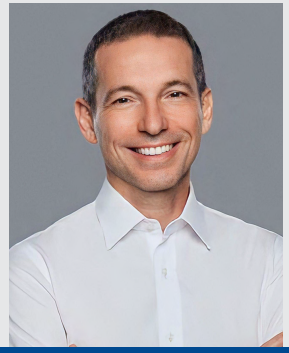
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Diversity & Inclusion In The Workplace

INFORMATION & APPLICATION

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