

# Master of Leadership & Management Program

## AI, Analytics & FinTech Innovation in Business

### Specialization



The Master of Leadership & Management (MLM) program at Thunderbird School of Global Management offers a cutting-edge specialization in "AI, Analytics, & FinTech Innovation in Business" designed to propel your career to new heights. This unique program equips you with the essential skills to harness the power of artificial intelligence, master data-driven decision-making, and drive innovation in the financial technology landscape. Learn from world-class faculty and gain hands-on experience with the latest AI tools and strategies. Whether you're looking to lead a startup, manage a global enterprise, or transform the public sector, our AI specialization prepares you to navigate and shape the future of business. Join us and become a transformative leader with the expertise to seize opportunities and drive success in the dynamic global economy. Embrace the future with Thunderbird—where your journey to global leadership begins.

#### **Specialization Courses** (9 credits)

##### **TGM 598: Navigating Global Fintech Innovations (3)**

**Spring A**

Rapid integration of technological innovations into all aspects of the financial industry is causing significant disruptions and rethinking of many traditional concepts. Banking, wealth management, real estate investments, insurance, fundraising, payment solutions and even money itself experience global digital transformation shocks. Explores the global fintech ecosystem covering the history, evolution and current state of fintech in different regions around the world to better understand global industry trends and opportunities; then ideates and identifies the need for a fintech solution, developing their own fintech startup idea, with focus on business model and monetization strategies, regulatory environment in the fintech domain, and consideration for funding avenues and challenges. Applies critical thinking and problem-solving skills to grasp new trends and act on opportunities while recognizing and managing risk. Covers hands-on exercises such as Crypto Trading Simulation, Fintech Ecosystem presentation and Fintech Start-up creation.

##### **TGM 533: Analytics & Machine Learning in Global Business (3)**

**Spring B**

Advanced technologies are driving remarkable transformations in global businesses, leveraging the power of Machine Learning (ML) technologies to accelerate the pace of change in the creation of novel business and circular economy models. Introduces a broad perspective of ML and covers the basic principles of economics, costs/benefits and risks associated with ML. Provides a window into how global businesses could take advantage of ML and explores the implications of ML for business transformations through case analysis exercises. Explores how potential competitive advantages can be derived from ML and how those advantages could be identified for strategy formulation and business operations. Equips students with a set of soft and hard analytical skills for the new type of business leaders needed in organizations today.

##### **TGM 598: AI, Chip Strategy, and the Future of Work (3)**

**Summer A (Fall B 2025)**

Understand the origins, development and evolution of artificial intelligence (AI), machine learning, deep learning and the leading large language models (LLM). Unpack the role of chip evolution and computer power that is driving who wins the AI race and march towards artificial general intelligence. Study key cases and companies at the forefront of the AI revolution. Develop a working understanding of the latest tools and developments and how to apply these and use them effectively. Survey a landscape map of the leading companies applying AI across key sectors. Develop a framework of how to build an effective AI strategy for an organization, including looking at the pros and cons of various deployment approaches. Understand the legislative landscape organizations are operating under, including the role of venture capital and private equity in driving investment. Separate the hype from the reality through the lens of the global manager looking at how to harness new technology (AI in particular) to drive value in an organization and better serve stakeholders. Understand ethics and risks within a robust framework to fully engage in strategic, operational and financial decisions relating to AI investment.

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### Master of Leadership & Management Core (18 credits)

#### **TAM 505 Navigating Global & Regional Business Environment (3)**

**Fall A/Spring A**

Globalization has dramatically expanded opportunities for international trade, investment, and economic development, but potential trade disputes, international financial crises, political risks, international environmental regulations, and ethical dilemmas in global business have also emerged. In the first part of the course, we will develop analytical tools for understanding the rapidly changing and dynamic global business environment, especially in the era of 4th Industrial Revolution. With these tools, managers will be better prepared to manage risks and take advantage of opportunities in the global economy. The second part of this course deals with the Regional Business Environment. The course begins with a brief geographical, demographic, and cultural overview of the region, and develops tools for analysis useful to assessing the Latin American business environment. While the emphasis is Latin America, the same tools could be applied to any region of the world. ***In-person experience offered each fall A.***

#### **TAM 521 Financial Value Creation for Leaders (3)**

**Fall B/Summer B**

Covers fundamental theories and practices of modern financial management within a market-oriented framework. Develops analytical skills for sound decision making and management. Emphasizes practical applications and equips learners with tools necessary for making investment and financing decisions and corporate valuation. Learning is achieved via problem-solving, lectures, case analysis, and discussions.

#### **TAM 541 Strategy in a Competitive World (3)**

**Fall A/Summer A**

Focuses on choices that have an impact on the performance of the entire organization or business start-up. Includes the problems faced by, and the decisions made by, executive leaders who have to balance the needs and expectations of stakeholders including customers, shareholders and employees with the requirements of local country practices and government regulations. Analyzes problems and decisions from the point of view of the founder, general manager or chief executive who has responsibility for the welfare of the entire organization. By focusing on policy decisions, concerns the choice of goals as well as the organization; management and deployment of scarce resources to pursue these goals within the context of an imperfect, changing and competitive world. ***Required Capstone (Culminating Experience) on iPOS***

#### **TAM 542 Global Leadership & Personal Development (3)**

**Fall B/Spring B**

Personal leadership development is optimized by grounded reflection, self-knowledge and continuous learning as we interact with others. Therefore, the personal development part of this course cultivates introspective and skill-building competencies that include conceptual grounding that is based in an experiential learning focus. Discusses self- and other-awareness and engages in group/team interaction, as well as conducts individual self-assessments and individual feedback. In addition to developing ourselves at the personal level, developing ourselves as leaders at the organizational level is imperative to sustainability of the company.

#### **TAM 582 Communicating & Negotiating in a Dynamic World (3)**

**Fall B/Spring B**

The objective of this course is to help improve your global mindset and your negotiation skills. We will achieve this goal by focusing on cross-cultural issues communication issues and negotiation in cross-cultural environments. The course will provide an in-depth examination of culture, its managerial implications and negotiation. We will explore various methodologies to understand and measure national cultures. We will then embark on a rigorous and practical journey to examine the impact of national culture, no matter how it is measured, on communication dynamics in a cross-cultural environment and will focus on specific skill sets to help you succeed in such situations. ***Required Core on iPOS***

#### **TAM 530 Data Analytics and Digital Transformation in a Global World (3)**

**Fall A/Spring A**

This class applies statistical and machine learning techniques to enhance managerial decisions. Starting with elementary statistics and advancing to more sophisticated models, the course emphasizes practical applications

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across industries. We explore data structures, causality, and global regulations shaped by data proliferation. You'll learn to use data visualizations for decision making and apply machine learning for insights and predictions. Using statistical tools, you'll transform data into actionable insights, becoming a more effective diagnostic leader in a data-rich world. Additionally, you will gain exposure to AI techniques that can augment your learning and help you translate your skills to other statistical software packages for future use.

### **Thunderbird Applied Learning Elective Options** (3 credits)

Candidates for the MLM degree program are required to successfully complete a *minimum* of **three** credit hours of course work by selecting one of the three courses below. These competitive courses are designed to offer candidates an opportunity to apply the full range of professional skills acquired during their MLM studies, and serve all sectors: governmental, private and NGO/nonprofit. For students who do not pursue the AI, Analytics & FinTech Innovation specialization, they will be allowed to take any one of the courses as their TAL elective.

#### **TGM 507 Global Organizational Consulting (3) ONLINE**

**Fall A**

This consulting course provides an overview of the field of consulting and the role of the management consultant. Familiarizes students with the tools and techniques used during a consulting engagement, including project entry, problem definition, intervention planning, data collection, problem solving, alternative generation, feedback, project exit, client relations skills and project management. Requires students to work in project teams to solve business problems in organizations through the application and expansion of technical skills acquired in other classes.

#### **TAM 534 Global Venture Creation (3) ONLINE**

**Spring B**

Covers the most essential topics for first-timer startup founders. Teaches how to quickly identify and test new business ideas, and how to launch a new venture when an idea worth pursuing is found. Provides a good understanding of the entrepreneurial journey and what is involved when launching a new business. Students develop a new business idea, build and test business model and deliver a professional business pitch at the end of the course. Highly experiential and involves a great deal of customer interaction.

#### **TAM 589 Global Field Seminar (3) TRAVEL**

**Spring C (occasional Fall C)**

**Pre-requisites: TAM 505 Must have completed 12 credits and be in good academic standing**

Businesses confront significant differences among countries in regard to industry structures as well as economic, political, societal and cultural forces, especially in the new era of Industry 4.0. These differences create new challenges and opportunities for businesses that extend their activities internationally. Given the tremendous diversity and rapidly changing business environment across the globe, it is important to address (1) the forces impacting a country's business environment, (2) the implications of these factors for business strategies. Provides a framework and an analytical approach to study the dynamics of business environment in a particular region. Conducted on the ground in country, focuses on-site visits to companies and/or government entities, and interactive discussions with speakers. Emphasizes contemporary issues relevant to understanding the business environment. Regions offered in the past, but not every semester, usually two in fall and two in spring, include: Africa, Sydney (Australia), Buenos Aires (Argentina), Prague (Czech Republic), Bogota (Colombia), Europe, Hong Kong, Lima (Peru), Singapore, Madrid (Spain), Dubai (UAE), Montevideo (Uruguay)