

# OTAGO MBA SHORT COURSES: 2026

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## Structure

3 Components:

| Component  | Starting Date        | Description  |
|--|----------------------|--|
| Part 1: Preparation<br><i>Online</i>             | From 1 December 2025 | Learning Materials are accessible on Blackboard from 1 December. Students are expected to review and engage with them prior to the beginning of classes.                           |
| Part 2:<br>Classes/Immersion<br><i>On Campus</i> | From 12 January 2026 | Classes for each Paper is offered over 3 full days. There is a one-day break between Papers. Please refer to the timetable.<br>Group assignments are completed during this period. |
| Part 3: Individual Assignments<br><i>Online</i>  | From 4 February 2026 | Please refer to the course outline to confirm the dates for individual assignment submission for each Paper. These are typically 3 weeks after each Paper ends.                    |

Each paper is 20 contact hours, 10 points.

## Timetable

| Dates                   |              | Paper   |
|-------------------------|--------------|---|
| 12 January – 14 January | Mon - Weds   | <b>BMBA579 Selling to Large Global Enterprises</b><br>Sam Barclay                     |
| 16 January – 18 January | Fri - Sun    |   |
| 20 January – 22 January | Tues - Thurs | <b>BMBA572 Global Supply Chain Innovation</b><br>Sergio Biggemann                     |
| 24 January – 26 January | Sat - Mon    |   |
| 28 January – 30 January | Weds - Fri   | <b>BMBA571 “Wicked” Problems and Systems Thinking</b><br>Jeff Foote and Andrea Clarke |
| 1 February – 3 February | Sun - Tues   |   |
|                         |              | <b>BMBA575 Public Relations Practice</b><br>Brendan Gray                              |
|                         |              |   |
|                         |              | <b>BMBA580 Strategic Project Management and Leadership</b><br>Mike Roberts            |
|                         |              |   |
|                         |              | <b>BMBA573 Startup Finance: Preparing for Pre-Seed to Series A</b><br>Sam Barclay     |
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## Summary of Short Courses

| Short Course Calendar<br>Jan and Feb 2026            |  |   |   |   |                                |  |
|--|--|---|---|---|--------------------------------|--|
| 12   | 13   | 14  | 15  | 16  | 17                             | 18   |
| Selling to Large Global Enterprises                  | Selling to Large Global Enterprises                  | Selling to Large Global Enterprises         |   | Global Supply Chain Innovation              | Global Supply Chain innovation | Global Supply Chain innovation                       |
| 19   | 20   | 21  | 22  | 23  | 24                             | 25   |
|  | "Wicked" Problems and Systems Thinking               | "Wicked" Problems and Systems Thinking      | "Wicked" Problems and Systems Thinking      |   | Public Relations Practice      | Public Relations Practice                            |
| 26   | 27   | 28  | 29  | 30  | 31                             | 1  |
| Public Relations Practice                            |  | Strategic Project Management and Leadership | Strategic Project Management and Leadership | Strategic Project Management and Leadership |                                | Start-up Finance: Preparing for Pre-Seed to Series A |
| 2  | 3  | 4   | 5   | 6   | 7                              | 8  |
| Start-up Finance: Preparing for Pre-Seed to Series A | Start-up Finance: Preparing for Pre-Seed to Series A |   |   |   |                                |  |

# Lecturer Bios and Course Descriptions

## Sam Barclay

Sam Barclay is the Principal of Hoboken Consulting, Chief Growth Officer for StayinFront, Inc, Executive Director of ManageMyHealth Global and Director and Investor in New Zealand Wine Navigator.

Sam has spent 30 years growing global tech companies in a career in the US and New Zealand. He has held roles in engineering, services, sales, product and as President and CEO.



- As Chief Growth Officer at StayinFront, he directs a global sales team of 40 selling technology solutions to the top 100 global Consumer Goods companies.
- As Executive Director of ManageMyHealth he is directing the strategy and operations of New Zealand's most popular consumer health portal, with 1m users and growing.
- Through his consulting work with Hoboken Consulting, he helps Kiwi companies launch into international markets – particularly tech companies and consumer goods products (including wine!). He sometimes takes an equity stake and a hands-on role helping those companies go global.

Sam holds a Bcom(InfoSci)/LLB(Hons) from Otago University and an MBA in Finance and Venture Capital from NYU Stern School of Business.

## BMBA579 Selling to Large Global Enterprises

Sam Barclay

### Short Description:

Every executive leader is a salesperson for their company and should understand the sales process.

This paper will use tools such as Lean Canvas and Solution Selling, in order to learn how to build a strategy for a successful sale to a major global multi-national including building an effective business case. The paper will cover primarily practical tools and strategies to help you build an effective winning sales strategy and then focus on the execution steps necessary to turn that strategy into a sale.

### Learning Outcomes:

By the end of this course, students should be able to:

- Understand the basics of how global companies buy technology, services and products.
- Understand how to build a sound strategy for selling to a global corporate.
- Be able to prepare and present a business value analysis to support your sale.
- Be able to execute the key selling processes that will lead to a successful sale.

**Short Description:**

This course provides an in-depth exploration of startup financing from pre-seed through Series A, focusing on how founders must prepare both themselves and their companies to attract and negotiate early-stage capital. Through the artifacts of actual funding rounds including pitch decks, terms sheets, due diligence reports, comparative case studies, and investor insights, students will learn what makes a startup “fundable,” how different types of investors evaluate opportunities, and how those expectations vary dramatically by sector—especially in B2B SaaS, B2C SaaS, Biotech, and Deep Tech.

Students will emerge with a practical understanding of how to build credible financial narratives, develop investor-ready materials, and manage the fundraising process. Special emphasis is placed on founder preparation: shaping the company story, assembling teams and advisors, understanding sector-specific metrics, and managing investor relationships. Sam is an Angel Investor who has invested in over a dozen early stage companies in tech, biotech and consumer goods. He will discuss those investments from the founder and investor perspectives, using them as case studies for how and why to raise capital to fund your startup dreams.

**Learning Outcomes:**

- Assess the investment potential of early-stage ventures.
- Create compelling, investor-ready fundraising materials.
- Navigate the startup fundraising process effectively.
- Analyze investment opportunities from an investor's perspective.

## Associate Professor Jeff Foote

Jeff is a systems methodologist with over 25 years of experience applying systems thinking to 'wicked' problems faced by government, businesses, non-government organisations and hapū. His applied research and consulting have spanned diverse areas including freshwater governance, eco-efficiencies, reorientation of health services and family violence prevention. Prior to joining the University of Otago, Jeff was a Science Leader for the then Institute of Environmental Science and Research (ESR) and led a team of systems thinkers and social scientists undertaking policy and practice relevant research.



## Dr Andrea Clarke

Andrea has over 10 years' experience supporting public, not-for-profit, and private sector organisations to apply organisational cybernetics and systems thinking to design, evaluate, and re-design systems (cross-sector partnerships, programmes, and organisations) for system effectiveness and viability. For the last three years she has taught systems thinking at Otago University (Executive Education, the Doctor of Business Administration and Masters of Sustainability programme) and applies systems methodologies to university research projects. Prior to completing a management PhD in systems thinking, Andrea was a government policy advisor before gaining over 15 years' experience consulting for a range of organisations for her own company (and others) with a key focus on monitoring and evaluation of organisations and programmes for accountability and improvement purposes across a range of sectors (e.g., sustainability, justice, housing, Māori community development) and organisations.



## BMBA571 Systems Thinking and Wicked Problems Andrea Clarke

Jeff Foote and

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### Short Description:

Today's executives are confronted with ever increasingly levels of complexity and uncertainty that require new ways of thinking and acting to create shared value. In this paper, you will be introduced to the importance of 'wicked' problems and learn how to apply systems thinking approaches to navigate volatile, uncertain, complex and ambiguous (VUCA) environments.

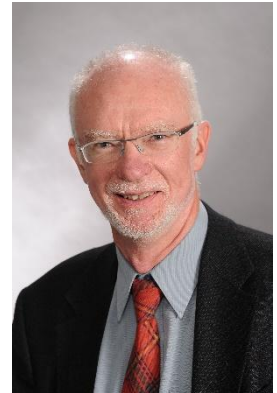
**Learning Outcomes:**

At the completion of this course, you will be able to:

- Understand the nature of 'wicked' problems and why they matter to organisations
- Understand key systems concepts and how they are expressed in hard, soft and critical systems thinking approaches
- Appreciate the strengths and weaknesses of selected systems thinking approaches and how they can be combined to address complex issues
- Apply selected systems thinking methods to enhance problem definition and generation of solutions

## Emeritus Professor Brendan Gray

Brendan Gray is an Emeritus Professor of Marketing and was the inaugural Professor of Entrepreneurship (2007-2012) at the University of Otago. He directed Otago's international award-winning Master of Entrepreneurship degree from 2007-2012 and 2014-2016. His widely cited research has focused mainly on marketing communications, strategy, competitiveness and sustainability. Brendan was a journalist and PR consultant prior to becoming a marketing and entrepreneurship academic, and since taking early retirement in 2016 has revived his PR consultancy business. He enjoys teaching Public Relations courses to MBA students and appreciates the positive feedback he receives for this.



### BMBA575 Public Relations Practice

Brendan Gray

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#### **Short Description:**

This 3-day intensive course explores key issues in public relations (PR) and organisational communication, including factors that influence relationships between an organisation and its internal and external stakeholders.

#### **Learning Outcomes:**

By the end of this course, students should be able to:

- Understand key issues that influence communications and relationships between an organisation and its internal and external publics.
- Understand key concepts, theories and methods used in public relations research.
- Be able to write a critical literature review.

## Mike Roberts

Mike Roberts is a seasoned project and programme management leader with over two decades of experience delivering complex initiatives across diverse sectors. As Director and Training Practice Lead at Millpond, Mike specialises in helping organisations align their strategic goals with effective project execution, governance, and leadership practices. His work focuses on enabling teams and leaders to translate strategy into action, ensuring that projects not only deliver outputs but also drive meaningful outcomes.



Mike is widely recognised for his engaging and insightful presentations, having spoken at PMI Global Summits and regional chapters across New Zealand, Australia, and the United States. His leadership philosophy centres on authenticity, empathy, and adaptability – qualities he brings into every team, classroom, and boardroom. Whether guiding senior executives or emerging leaders, Mike's approach is grounded in real-world experience and a deep understanding of the human dynamics that underpin successful project delivery.

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## BMBA580 Strategic Project Management and Leadership     Mike Roberts

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### Short Description:

This intensive short course is designed for professionals who want to elevate their ability to lead or govern projects strategically and with impact. Drawing on real-world case studies, common challenges, and interactive conversations, participants will explore the importance of aligning project delivery with organisational strategy, strengthening governance practices, and leading with clarity and confidence. The course blends strategic project management with people-centric leadership, equipping attendees to navigate complexity, influence stakeholders, and drive sustainable success.

Participants will leave with practical tools and a personalised leadership development plan to support their ongoing growth. Whether you're managing a portfolio, leading a team, or preparing for your next strategic initiative, this course will sharpen your ability to lead with purpose and deliver with precision.

### Learning Outcomes:

By the end of this course, participants will be able to:

- Align project and programme delivery with organisational strategy.
- Apply governance principles to ensure accountability and value creation.
- Lead diverse teams with authenticity, empathy, and influence.
- Navigate change and complexity using strategic thinking and systems approaches.
- Communicate with impact and manage stakeholder relationships effectively.



## Associate Professor Sergio Biggemann

Over the last 15 years, Sergio has taught in more than 15 countries around the world, from Mexico to Paraguay in Latin America, and also in USA, Turkey and Germany. His research matches the equivalent in international coverage, stretching from Sweden to Australia, and across to Chile. Sergio has extensive business experience in a wide number of industries, including, mining, parts recovery and machinery maintenance, silverware crafting, paints manufacturing, forestry, and lately, information technology.



### BMBA572 Global Supply Chain Innovation

Sergio Biggemann

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#### Short Description:

Either pandemics such as Covid-19, political turmoil such as Brexit, or international armed conflicts such as the one in Ukraine have devastating consequences in international trading as goods do not manage to reach destination on time and global markets are disrupted. These constant disruptions of supply chains cost enterprises billions of dollars and leave customers around the world terribly dissatisfied. In the worst-case scenario supply chain disruptions have caused entire firms to face bankruptcy and for those that were lucky enough to rebound the recovery road proved to be extremely difficult.

Resilient supply chains have been a suitable solution for short-term disruptions, however, in situations of longer duration of the disruption those tools proved to be inefficient. Hence, a new view of managing supply chains is starting to emerge. The focus has been on better management of new technologies that allow both buyers and suppliers better understand not only demand patterns, but resource availability and new forms of adaptability. Protecting bottle necks, demand management, business process and product traceability, and the intersection of human capabilities and new technologies are the central topics of this course.