

Università
della
Svizzera
italiana

EMBA
Executive Master
in Business
Administration

 swissuniversity.ch

Executive MBA

edition 2014 - 2015

Invest in yourself





EMBA IN BRIEF

Degree: Executive Master in Business Administration
60ECTS, awarded by Università della Svizzera italiana
Duration: 18 months part-time (including 3 months of project work), February 2014 - July 2015
Frequency: 14 monthly modules lasting 4 days each, from Thursday to Sunday
Location: Lugano, Switzerland

FROM THE DIRECTORS

Erik Larsen & Gianluca Colombo

The rapid growth of faculty and students at USI, has created an exciting new opportunity to launch a customized EMBA program with international reach. Offering an advanced management degree yet still providing a truly personalized touch is seldom possible, yet we have all the resources to offer this high-quality and still accessible program.

At USI, we now have the right core faculty from a range of countries, with the right experience both academically and practically, as well as the right background from internationally recognized business schools. Moreover, our professors are enthusiastic to share their global management knowledge and insight with the EMBA participants, to exchange experiences with them and to help them build on their current skills and explore new possibilities.

While our USI EMBA is in English and offers an international outlook, something all organizations need today, it is anchored in the everyday experience of doing business specifically in Ticino, and more generally in Italy, Switzerland and the rest of Europe. Indeed, we are privileged to have a mix of national and international organizations in most areas of the economy, and - thanks to our prime geographical location - to form one of the main links between North and South Europe. Come join us in Lugano for this exceptional opportunity for professional development.

The USI EMBA: global in scope, regional in focus

USI EXECUTIVE MBA

The USI EMBA is a modular, advanced master in management degree, taught in English, by exceptional international faculty at the Università della Svizzera italiana. Participants meet once a month in Lugano for four days, from Thursday to Sunday, over a period of fifteen months. The program's flexible format allows managers and executives to complete all the courses while working full time. The degree ends with the opportunity for participants to apply their new knowledge and skills: under the guidance of a professor, they carry out a three-month-long keystone consulting project.

USI EMBA distinctive features:

- **distinguished, international faculty with extensive experience:** both from leading international business schools and from strategic company consulting around the world
- **personalized learning experience:** thanks to the small class size of fifteen to twenty participants, exchanges between participants and faculty are meaningful and tutoring ensures that each individual gains the maximum from the courses
- **tailored advanced courses:** the class participants will together select four options from a range of possible courses
- **balance between theory, concepts and applied learning:** permanent and guest instructors share their knowledge and guide participants in the practical application of new concepts and competences
- **outstanding location:** a breathtakingly beautiful setting for inspired learning

VALUE FOR YOU

The EMBA degree is one of the most solid investments you can make in yourself. Accelerated intellectual development, greater strategic vision and immediately applicable knowledge are some of the benefits you can expect from joining the USI EMBA program. You will return from each module to your organization with new skills to better identify, frame, and solve complex business problems; the confidence to make important business decisions in an uncertain and rapidly changing environment; and the leadership skills to drive fundamental change in your organization and industry. The EMBA also allows you to test your new skills under the expert guidance of USI's top faculty during the keystone project at the end of the program.

RELEVANT TO YOUR CAREER

All organizations face global challenges and competition today, independently of their size. Local enterprises and multinational corporations both require leaders who are at ease doing business not only in their own country, but also outside of its borders. It is essential that you, the company executive, have a deep understanding of the fast-changing global environment, how this affects your local industry, and how your organization can best leverage its resources to excel in the face of this challenge. Drawing on real examples from regional, European and international businesses, the USI Executive MBA faculty help prepare you for this role. You will also be able to meet senior managers from local and regional companies as they will be invited to present and discuss current topics with the class, in this way you will expand your local network.

VALUE FOR YOUR ORGANISATION

The USI Executive MBA is focused on creating a win-win for both participants and their organizations. By investing in a high-potential employee and sending him/her to do the USI EMBA, an organization benefits in the short-term from the up-to-date management knowledge and ready-to-apply skills that the participant brings home after each module. In the medium-term, the company project offers the possibility of a fresh look at



current projects or future plans under the supervision of a faculty expert. For example, a recent student research paper showed how an international organization can save 12-14% on their distribution costs; the research results are currently being implemented by the organization in question. In addition, in the long-term, the organization benefits from the graduate's energy and drive to secure a solid basis for growth and expansion, his/her enhanced leadership skills, as well as a new network of multi-industry contacts.

"Participants gained in all areas of professional development, with the largest improvements in business discipline integration, critical thinking, decision making, global sensitivity, leadership, and teambuilding"

Company support for the candidate's participation in the program is an element in the final admission decision.

"When the economic climate is tough and unemployment is high, the best investment people can make is to invest in themselves..."

***“The Executive MBA will guide you through
your personal transformation”.***

WHO IS RIGHT FOR THE PROGRAM?

USI EMBA participants are managers and business leaders with significant professional experience, gained either locally or internationally, from all types of organizations, companies and institutions. You must hold a bachelor degree (in any one of a range of disciplines), be inspired by acquiring knowledge, insight and understanding relevant to your current and future positions and be motivated by the passion to succeed and the desire to further your competences, skills, and careers.

While you will all have diverse backgrounds, experiences and knowledge, you will share a willingness to learn and grow from exchanges with other participants and faculty as well as be enthusiastic about contributing to the improvement of your organizations. This combination of diversity and passion ensures that discussions in the classroom and during group work provide new angles and perspectives for all participants.

“Networking is a key to business success”

SUSTAINED LEARNING EXPERIENCE

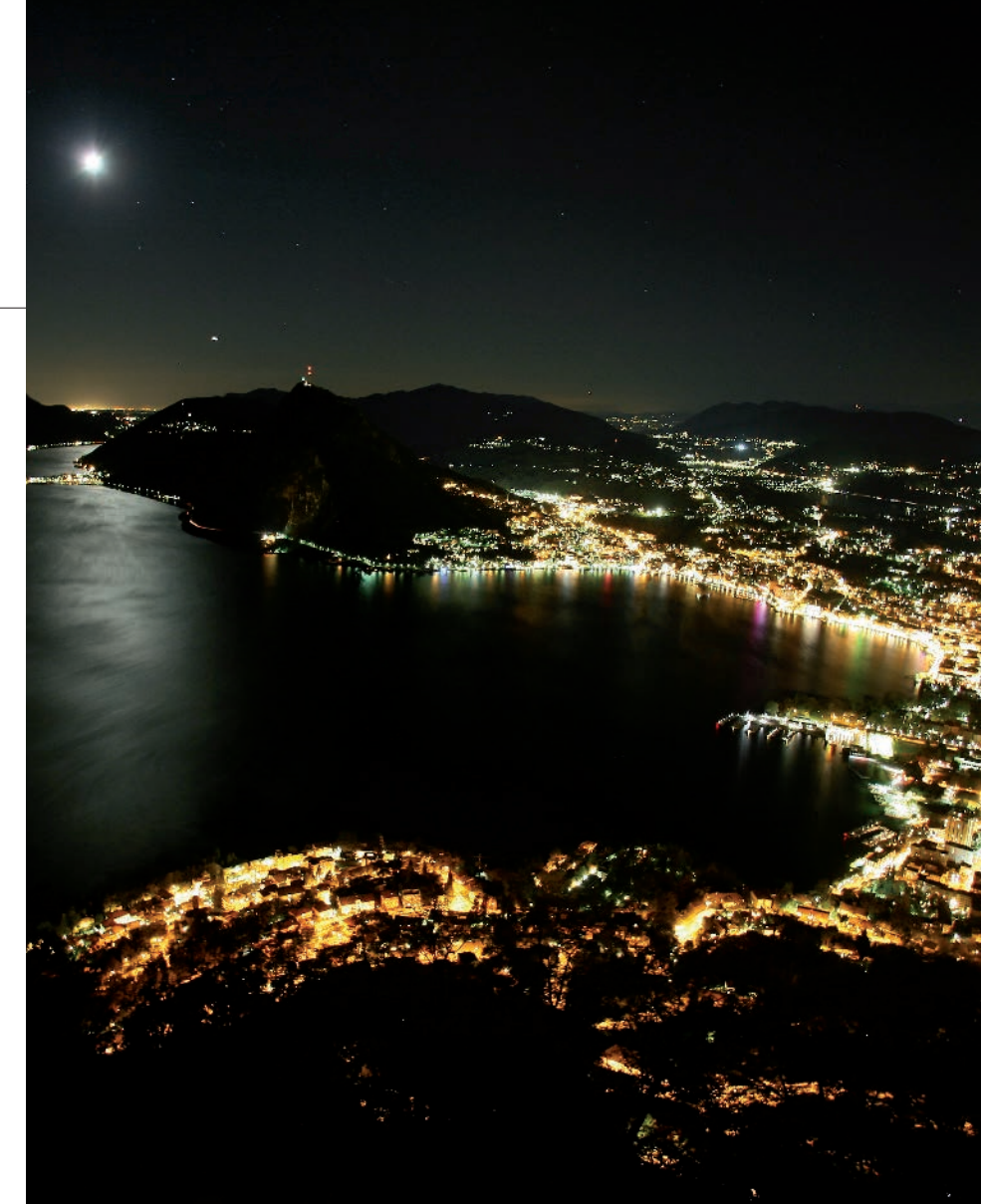
Since the managers and executives in the program continue to work, it is important to balance both work and study commitments. The USI EMBA stimulates you to become more effective in the office and to face new business challenges with fresh perspectives and energy. In parallel, the requirement for on-site presence is limited to 28 working days and 15 weekends over 18 months. An easy-to-use e-learning platform enables you to continue exchanging with faculty and their peers and to complete group work and other assignments between modules.

The USI EMBA experience transcends the classroom and offers an ideal time for learning about other professions and cultures. Lunches, class breaks, social events and other activities present informal opportunities for networking with participants and speakers.

In addition, USI EMBA participants, as future USI alumni, have access to an exclusive and extensive international network. For further information about the Alumni Service check our website at: <http://www.alumni.usi.ch/>

TRULY INTERNATIONAL FACULTY

All of our highly experienced and qualified academics have international backgrounds and experiences across Europe and beyond. The USI EMBA faculty members are selected for their excellence in teaching and applied research, their experience working with business and governments and, last but not least, their teaching in executive education programs at top business schools. They are experts in helping executives apply the latest management theory to their work and they take a multi-disciplinary approach to their subjects, encouraging participants to do the same. Additional external faculty from well-reputed business schools offer a number of the advanced courses and teach a few core courses.





THE EMBA FACULTY INCLUDES:

ERIK LARSEN

*Executive MBA Co-Director
Professor of Strategic
Management PhD
(Copenhagen), M.Sc. Eng
(Copenhagen)*

Research and teaching interests include strategy, operations and energy. Erik held positions in Copenhagen, Bologna and London before he joined USI. He has taught executive courses and consulted in North and South America, Europe and Africa over the last two decades and won the Credit Suisse teaching award at USI in 2010.

GIANLUCA COLOMBO

*Executive MBA Co-Director
Professor of Entrepreneurship
and Management
M.Sc.(Milano)*

Research and teaching interests include family business, entrepreneurship and strategy formation. Gianluca held positions in Italy and visiting positions in France and Finland before joining USI. He has extensive consulting experience in a range of industries.

KOSTIS CHRISTODOULOU

*Visiting Professor of
Quantitative Methods.
PhD (London Business School),
M.Sc. (LSE)*

Research and teaching interests include regulation, "big data", and health care. He has taught at Cass Business School, London Business School, and ALBA Graduate Business School in Athens. He is currently finance director at private equity firm Curzon Consulting, and before that worked at McKinsey and Velti.

FILIPPO CARLO WEZEL

*Professor of Organization
and Management
PhD (Bologna),
M.Sc. (Bologna)*

Research interests include organizational theory, inter-firm mobility and corporate demography. Filippo held Faculty positions at the Universities of Tilburg and Groningen (The Netherlands), as well as visiting positions at the Wharton School and Hong Kong, before joining USI. He received the Credit Swiss teaching award in 2008.

GIANLUCA CARNABUCI

*Associate Professor
of Organization and
Management PhD
(Amsterdam), M.Sc. (Genova),
M.Sc. (Carlo Cattaneo)*

Research interests include organizational theory, social network analysis, and innovation. After finishing his degree in Amsterdam he worked at Bocconi University, Milan. He joined USI in 2008.

FRANÇOIS DEGEORGE

*Professor of Finance
PhD (Harvard), M.Sc.(Paris)*

Research interests include empirical corporate finance, behavioral finance and corporate governance. François held positions at HEC Paris and visiting positions in the USA before joining USI. He has consulted in the financial sector.

ALESSANDRO LOMI

*Professor of Organization
and Management
PhD (Cornell), M.Sc.
(Bologna)*

Research and teaching interests include organizational theory, social network analysis and corporate demography. Alessandro held positions in the USA, London and Bologna. He has consulted in a number of different industries such as telecom and energy.

PAULO GONÇALVES

*Director, Humanitarian
Logistics and Management
Associate Professor of
Operations Management
PhD (MIT Sloan), M.Sc.(MIT),
M.Sc.(USP), B.Sc.(ITA)*

Research interests include behavioral operations management, humanitarian operations and system dynamics. Paulo held positions at the University of Miami and MIT Sloan School of Management, before joining USI. He has consulted in North and South America.

CURRICULUM AND SCHEDULE OVERVIEW

The USI EMBA starts in February 2014 and continues through July 2015. Classes are held in Lugano every month, for fifteen months – except during August – and are taught over four consecutive days, beginning on Thursday morning at 10:00 and continuing until 15:00 the following Sunday.

The program has ten core courses, four advanced courses and three months project work in the end.

During the core curriculum, two courses (or subjects) will be taught in parallel: one in the morning and the other in the afternoon for four consecutive days, from Thursday through to Sunday. Courses will begin in one, 4-day block and continue, one month later, in the next 4-day block. Two blocks make up a module. Between each half of module there will be time to reflect on the learning and work on the assignments for the module's two subjects. The advanced courses will generally be done over just one block, i.e. four days.

Below is an illustration of the process for completing a module, i.e. two courses over two blocks. C1 and C2 represent two core courses.

Before module		PREPARE FOR MODULE			
		Thursday	Friday	Saturday	Sunday
Month 1	8:30-10:00				
	10:00-12:30	C1	C1	C1	C1
	12:30-13:30	Lunch	Lunch	Lunch	Lunch
	13:30-15:30	C2	C2	C2	C2
15:30-17:30					
Between Modules		COURSEWORK PREPARATION FOR NEXT BLOCK			
		Thursday	Friday	Saturday	Sunday
Month 2	8:30-10:00				
	10:00-12:30	C1	C1	C1	C1
	12:30-13:30	Lunch	Lunch	Lunch	Lunch
	13:30-15:30	C2	C2	C2	C2
15:30-17:30					
After Module		EXAM FOR C1 AND C2 AND PREPARATION FOR NEXT MODULE			

CORE CURRICULUM

QUANTITATIVE METHODS

Using quantitative tools to analyze business information and to develop company strategy is a requirement for business leaders. The course covers an introduction to probability, statistics, optimization, all used in understanding business trends and improving efficiency.

ACCOUNTING

This course provides the necessary information and tools to understand financial accounting requirements and reporting. In addition, it offers an introduction to the useful concepts and frameworks that form the basis of managerial accounting.

ECONOMICS

How does the current economic climate affect firms? Understand the newest insight from micro-economics and game theory as well as the influence of macro economics on the business environment.

ORGANIZATIONAL BEHAVIOR AND LEADERSHIP

How do individuals, groups and organizations learn? Why do some groups perform well while other don't? What is leadership and how

can you become one? These are the type of questions that will be discussed in OB.

MARKETING

Without a market, is there any point in having a product? Understanding consumers, competitors and product development is critical to most businesses. Moreover, in today's increasingly global market branding takes on a new dimension. Finally, the course looks at the channels and new tools available for product promotion.

HUMAN RESOURCES MANAGEMENT

Hiring is critical for most organizations, but how do you get it right? What is performance and how do you evaluate it? How do you create the right incentives for your valued employees? This course looks at all these aspects of managing employees.

FINANCE

Understanding the financial options available is essential. This course focuses primarily on corporate finance, i.e. the finance, that

directly relates to the running of the company and the option that creates.

STRATEGY

How can a firm compete effectively within its market? Using conceptual frameworks to better understand the external environment - competition and barriers - as well as internal drivers for a sustainable competitive advantage are the focus of this course.

OPERATIONS MANAGEMENT

How can you develop reliable yet flexible supply chains? Where is the best location for production? How and why would you introduce quality systems in your organization? These are some of the issues dealt with in this course.

ENTREPRENEURSHIP AND INTRAPRENEURSHIP

Creating new enterprises is vital for the economy, and so are the processes inside organization for creating innovative products and services. In this course the discussion will be around creation of new companies as well as ways in which existing organizations can stay or become entrepreneurial again.

ADVANCED COURSES

While the core courses are the cornerstone of the program, the advanced courses, offered towards the end of the 18-month period, give participants the opportunity to take a more in-depth view on selected topics and issues. The EMBA class will have the possibility to influence the choice of these courses by together selecting from a list of possibilities proposed by internal and external professors.

Examples of what they might include are:

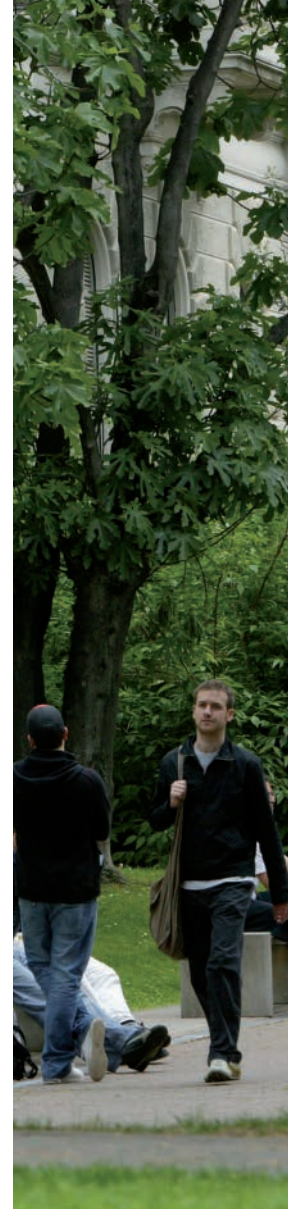
Innovation	M&A
Change Management	Negotiation & Decision Making
International Business	Leadership
Analytics of finance and strategy	Capital Markets

KEYSTONE PROJECT

Once the core-curriculum has been completed, the participants, with the help of the relevant professors, finalize their project focus. The 3-month keystone project is generally done within the EMBA participant's company. An integral part of the advanced management learning experience, the project positions the participant as a consultant. Using their new skills and professional experience, the participant will then work on a strategic issue for their company under the guidance of an USI professor.

SEMINARS AND CONFERENCES

In the few last years there have been seminars with senior managers from the chemical sector, the fashion industry, the banking sector, pharmaceutical sector as well as the telecom industry. These University seminars will be open to the program participants in addition to the special seminars and talks with international and local speakers reserved for the EMBA class.

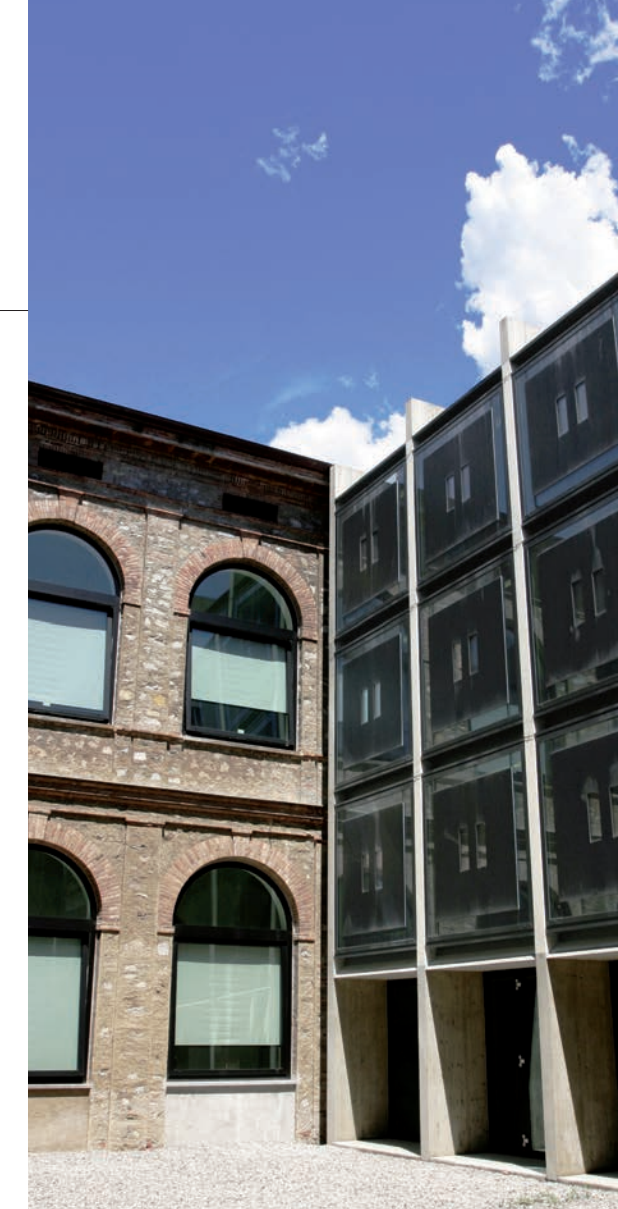


UNIVERSITÀ DELLA SVIZZERA ITALIANA (USI)

Università della Svizzera italiana - USI was founded in 1996. A public institution, it is part of the prestigious Swiss university system that includes nine cantonal universities and two Federal Institutes of Technology. USI has the Swiss OAQ accreditation.

Today, USI comprises four faculties: Economics, Communication Sciences and Informatics in Lugano, and Architecture in Mendrisio. It has a total student population of over 2800 from more than one hundred countries, and a teaching staff of 650 professors, lecturers and assistants, that is equally diverse. Benefiting from a unique geographic and cultural location – USI acts as a bridge between the South (Lombardy) and the North (the rest of Switzerland across the Alps) – USI is a multilingual and multicultural university with a strongly international outlook. It has established partnerships with universities in the USA, Europe and Asia.

Unique to USI are its small classes, direct student-teacher contact, ample classroom and laboratory space and top-quality facilities. These unique characteristics give our university an identity of its own.



ADMISSION REQUIREMENTS AND FEES

ADMISSION REQUIREMENTS

Candidates need a minimum of four years of full-time work experience; evidence of leadership experience or potential; letters of recommendation and a bachelor's degree in any discipline. In special cases, applications based on professional qualifications may also be considered. Candidates will also be invited for an interview as part of the admission process.

APPLICATION PACKAGE

The application file should include:

- Completed application form
- CV or resume
- Essay motivating the candidate's decision to do the USI EMBA
- 2 Letters of recommendation from supervisors or colleagues
- University (Bachelor) degree transcripts

The application form can be downloaded from www.emba.usi.ch.

DEADLINE

The program operates a rolling admissions policy. Since class size is limited, candidates are advised to apply as early as possible. For the course starting in **February 2014** final deadline for submitting applications is **December 2013**. Candidates meeting the admission criteria will be contacted for an interview within a week of the admission's office receiving the complete application package.

TUITION AND FEES

The cost of the Executive MBA is CHF 45,000.

This includes tuition, all program-and project-related fees, course materials, coffee breaks, program lunches and one class dinner per module.

For participants requiring accommodation during the modules, the University has preferred rate agreements with some hotels located near the campus.

Tuition fees do not include accommodation, books, travel to-and-from Lugano. Meals not specifically listed above need to be covered by the participant.

The program fee is payable in three installments. The first installment of CHF 2,000 is due immediately after confirmation of admission to the program. The second and third payments of CHF 21,500 are due in March 2014 and February 2015.

FLEXIBLE PAYMENT PLAN

Self-sponsored students may apply for the option of spreading the payment of their tuition over a period of up to three years at 0% interest.

« Lugano: is an attractive location in an international business environment.»

LOCATION

Università della Svizzera italiana is located near the city center of the picturesque and hospitable city of Lugano, and five minutes from the stunningly beautiful Lake of Lugano. The University campus has modern classrooms fitted with WIFI and the latest equipment for teaching, as well as a comprehensive library covering both the academic as well as the practical aspect of management. The library is accessible online to participants from on and off-campus.

In keeping with its dynamic nature, the University facilities continue to expand and additional buildings and facilities are currently being planned for the Lugano campus.

At the cross-roads of northern and southern Europe, Lugano is easily accessible by train, plane, bus and car from Zurich, Milan, Geneva and many other European and international centers.



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