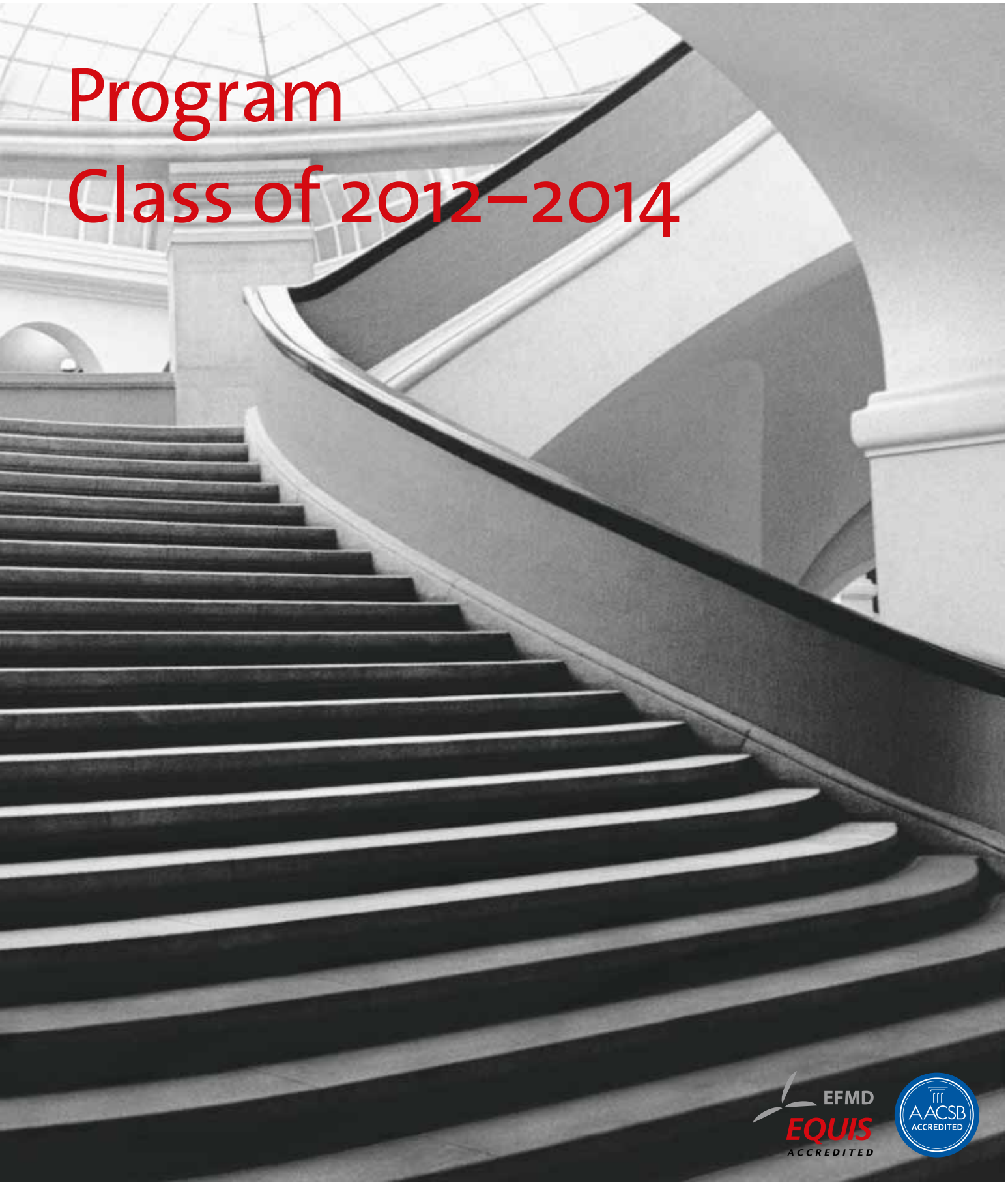
University of Zurich[UZH]

executive | MBA

Program Class of 2012–2014



EFMD EQUIS ACCREDITED

AACSB ACCREDITED

Content

Executive MBA of the University of Zurich

The Executive MBA Program for Working Upper Level Executives

The Executive MBA Program of the University of Zurich offers upper level executives working in a corporate and administrative environment cutting-edge, advanced interdisciplinary management training. It particularly focuses on a comprehensive view of management problems.

The program's cornerstones are its inclusion in the educational offerings of the University of Zurich, its connections to corporate experience, and its international orientation.

An Education with an International Orientation

Participants will get a closer look at the most important aspects of modern and sustainable management. They will develop solutions to problems on the basis of scientific findings and apply time-tested methods and tools. During course modules on Intercultural Management and during study visits to Yale University in New Haven (USA), Fudan University in Shanghai (China) and Hyderabad (India), participants will deal with issues relating to international management and markets in other countries.

The professors at the University of Zurich and other universities, along with guest speakers from corporate and administrative environments, provide an interdisciplinary and reciprocal exchange of knowledge and experience.

Stepping Stone for Demanding Leadership Functions

The continuing education provided by the Executive MBA of the University of Zurich consistently focuses on the needs of top managers in an increasingly competitive international environment by teaching new research results relevant to corporate management and applying application-centered knowledge.

Customized Program

The Executive MBA of the University of Zurich is seamlessly aligned with the professional and personal needs of the participating executives and also takes the interests of the represented companies into consideration. It takes a total of 86 days and consists of 26 course blocks over 18 months. The program design, with its clearly structured course blocks, makes it possible for participants to perfectly combine their daily business with their continuing education, saving the costs of substitutes and allowing some measure of personal freedom for family and friends.

Advantageous Location

The university city of Zurich is located at the center of Switzerland's most important economic area. Its central location and connection to all transport networks guarantee easy access and makes Zurich and its cultural offerings an ideal location place for studying.

Eva Deutsch | Class 2008–2010
Drees & Sommer | Project Partner

Executive MBA of the University of Zurich – A Dialogue between Research and Practice

After years of academic study, most students are eager to turn theory into practice and to apply their knowledge to professional life. They want to use what they have learned to make an impact. Thus, it is all the more remarkable that experienced managers wish to return to a university setting to test and to review the experiences and problems of their professional lives in an academic context.

Research and practice benefit each other: Scholars who act as instructors may suggest solutions to problems that are in line with the latest research and stimulate new ways of thinking, which sometimes contradict professional conventions. The initial reaction to this change in perspective is frequently irritation, but it is exactly this irritation that is often the beginning of creative thinking. Conversely, the instructors also learn from the course participants. They can find out which theories stand the test of practice and which issues require a more comprehensive analysis.

Continuing education classes such as those leading to the Executive MBA thrive due to their multi-dimensional approach to complex issues. They offer not only insights from various academic disciplines, but also various levels of theory and practice. In addition participants will be able to share their own experiences and at the same time benefit from the know-how of others.

Prof. Dr. Andreas Fischer
President, University of Zurich

Executive MBA of the University of Zurich – At the Heartbeat of the Economy

Growing globalisation, new technologies, and scientific findings lead to new knowledge, but also require new knowledge. All executives are continuously challenged to consider the complex linkage between the economy, society and its cultural background when facing management problems. The Executive MBA of the University of Zurich helps building bridges between science and practice and between regional companies and international corporations.

The systematic inclusion of top-executives from corporates and non-profit organisations in the faculty guarantees an intensive exchange of knowledge and experience and links the academic world with the practice.

The educational objectives follow the demands of modern management in a corporate and administrative environment. Case studies, projects, and working with real world problems taken from every day life and a multitude of industries create a stimulating learning experience.

The course modules on Intercultural Management, with international faculty members and study visits to Yale University in New Haven (USA), Fudan University in Shanghai (China), and Hyderabad (India) in connection with on-site visits, allow participants to authentically address global issues relating to different cultural backgrounds.

The part-time Executive MBA Program equally accommodates the interests of its participants and those of the companies and organizations whom they represent: daily management tasks and external continuing education can be combined in an ideal manner. Participants graduate from the program with the academic title "Executive MBA of the University of Zurich", which is conferred by the Faculty of Economics, Business Administration and Information Technology of the University of Zurich.

Prof. Dr. Andrea Schenker-Wicki
Dean Executive MBA of the University of Zurich

USA Study Visit

Yale University – New Haven

International perspectives with a study visit to the USA

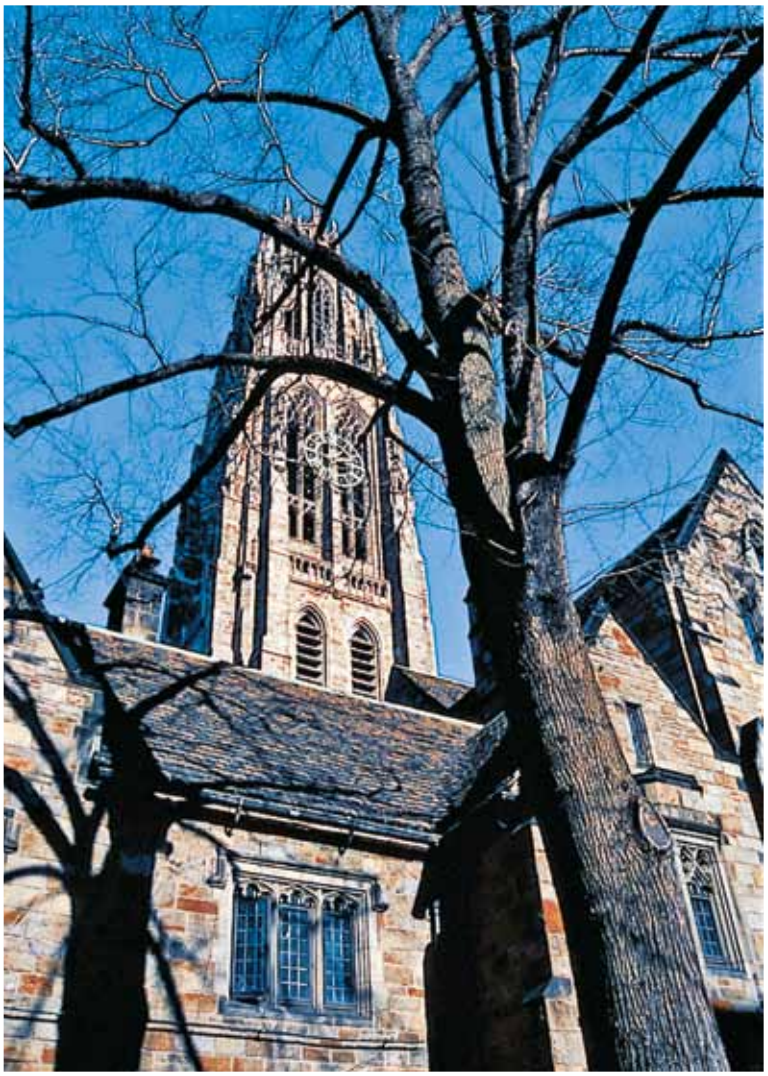
A study visit to the renowned Yale School of Management at Yale University, one of the world's great centers of learning, forms a module of the Executive MBA University of Zurich diploma program. The mission of the Yale School of Management is to educate leaders for business and society. The School prides itself on preparing women and men to combine rigorous business skills with a broader appreciation for the economic, social and political factors that shape the global environment. The Executive MBA University of Zurich participants deepen their management know-how in the rich learning environment of the Yale School of Management. Senior faculty of Yale University, a distinguished group that has made significant contributions to theory, research, and teaching engage you in the classroom. The study visit supplements the program with insights into the Anglo-Saxon management culture and promotes personal and corporate networking.

The academic module at the Yale School of Management is specifically customized for the requirements of the Executive MBA University of Zurich and includes the following main topics:

- **Negotiation**
- **US and European perspectives on business leadership**
- **Innovation Management**

The Yale School of Management is located on the Yale University campus in New Haven, Connecticut, two hours north of New York City. More information on Yale School of Management is available on the website http://mba.yale.edu.

> "The mission of the Yale School of Management is to educate leaders for business and society."
>
> **Taken from the Mission Statement of Yale School of Management**



China Study Visit

Fudan University – Shanghai

The most populated country in the world is still recording impressive growth rates. Companies and institutions from a wide variety of industries are investing in China and seeking success in a market that is far from being saturated. The still relatively low production costs are also enhancing the attractiveness of investments in China. This constellation offers foreign companies and institutions not only opportunities but also risks that have to be identified. They include, among others, the increasing consumption of resources and the reordering of institutions. The increasing influence of China, combined with the differences in culture from what we know here in the West, has motivated the University of Zurich to carry out a study visit to the Fudan University in Shanghai.

Long and impressive history

Fudan University was established in 1905 and is one of the most renowned universities in China. The name "Fudan" originated from a famous statement, meaning unremitting effort. Fudan University comprises 28 schools and departments and operates 10 hospitals. It has over 50,000 students from China as well as overseas. Furthermore, Fudan University has a high-level research faculty of over 2,600 full-time teachers and researchers, including 1,400 professors and associate professors.

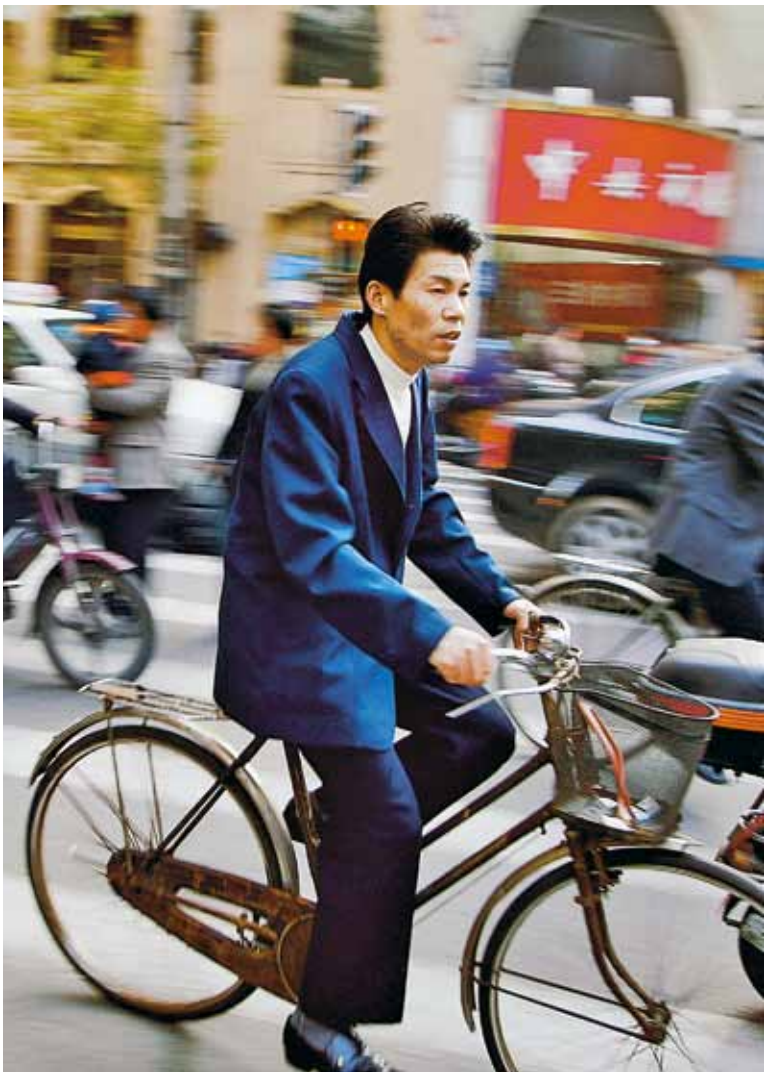
The Executive Development Center of Fudan's School of Management provides exclusive management training and consulting services for Top-Executives from around the world. It cooperates, not only in terms of the Executive MBA program of the University of Zurich but also with other famous business schools such as the Harvard Business School (Harvard University), Columbia Business School (Columbia University), the Stern School of Business (New York University) or the London Business School. As the third Chinese Business School, Fudan School of Management has been awarded EQUIS and AACSB accreditation.

Overall economic context

The study visit to the Fudan University in Shanghai is designed to enable participants to classify the current situation of China in an overall economic context and to understand the domestic market and management mechanisms. Lectures take place each morning on various themes in the field of "Characteristics of Business Management in China", while the afternoons are dedicated to visiting companies and institutions in Shanghai. Apart from the lectures and the site visits, a cultural program is offered too.

"We take great pride in the success achieved by the students of the Executive MBA of the University of Zurich and we look forward to continue our positive relationship."

Prof. Yang Yongkang
Director of the Executive Development Center, Fudan University



India Study Visit (optional)

India as a place of business

India is the second-most populous country in the world with a population of more than 1,2 billion. With economic growth averaging over eight percent in the past several years, India, like China, boasts one of the world's fastest growing economies. The country's IT and biotechnology sectors are expanding at a particularly fast rate and underpinning the country's overall economic growth.

Hyderabad

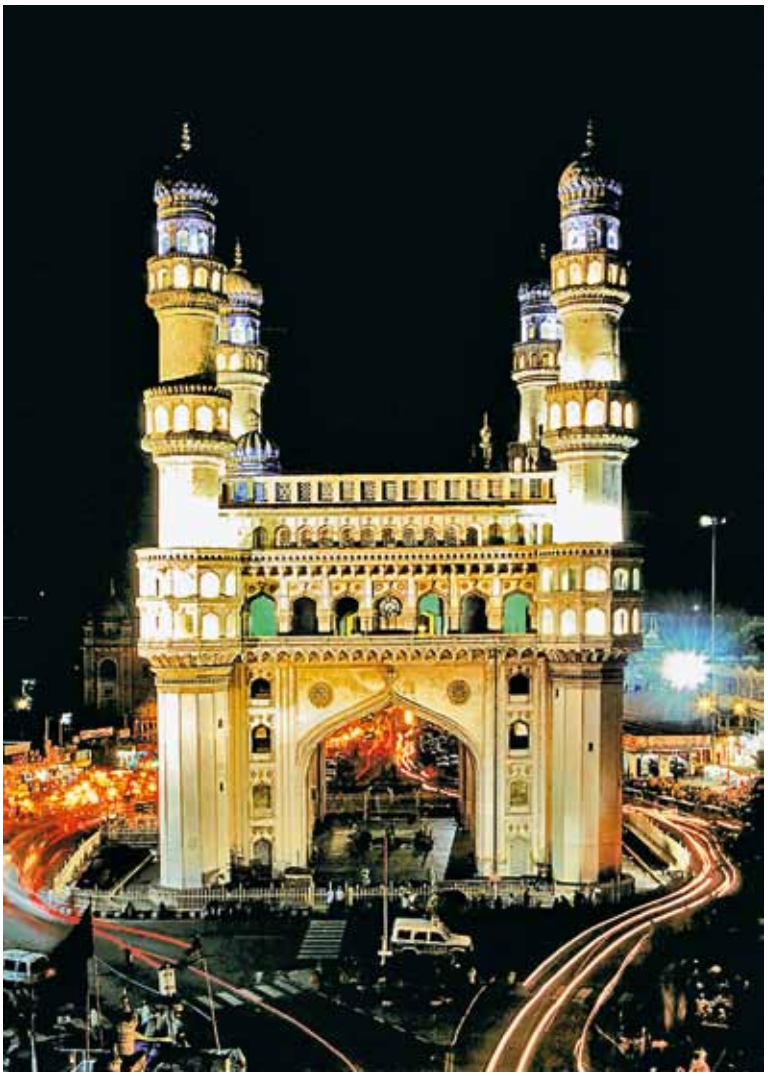
The study visit in India takes the course participants to the city of Hyderabad. This metropolis of approx. 6 million people has established itself as the country's biotech and pharmaceutical heartland. Hyderabad is now strengthening its IT industry with the construction of HITEC City (Hyderabad Information Technology Engineering Consultancy City), also called "Cyberabad".

Objective

The study trip is offered to the participants of the Executive MBA Program as an optional educational program. The four-day stay in Hyderabad is scheduled to take place right after the stay in Shanghai and would, therefore, involve a minimum of travel time. The objective of the study visit is to provide a deeper understanding of the Indian economy. Discussions and interaction with representatives of various companies will be a focal point of the study visit. Participants will gain a greater insight and awareness of the economic and cultural facets of India.

Organizational information

The study visit in India is scheduled to take place in October 2013 immediately following the study visit to Shanghai. The costs for the optional study visit are not included in the course fee. The additional costs will amount to approximately CHF 3 500 (including air fare, accommodation, meals, site visits, transfers).



Program Information

The Road to Success

Structure

The Executive MBA Program consists of an introductory part, a core part, and a diploma part.

In the 8 courses of the introductory part, the required basic business management knowledge and methods are taught.

The core part consists of 11 courses, in which various business functions and tasks are studied in greater depth and characteristics of foreign markets are discussed. The core part concludes with a study visit to the Yale School of Management (USA).

The diploma part consists of 7 courses relating to cross-functional and cross-disciplinary topics and focuses on the current challenges faced by corporate management, again with heavy emphasis on international perspectives. Study visits to Fudan University (China) and Hyderabad (India) conclude the diploma part.

Time Frame

The Executive MBA Program of the University of Zurich requires a total of 86 days over a period of 18 months.

The courses typically take three days each, and most are held from Thursday to Saturday.

Preparation

Participants are provided with course materials in advance in order to prepare for the individual course modules. Additional preparatory material for self-study purposes is provided on the Web at myEMBA (detailed information on page 16).

Course participants must schedule enough time to research, write, and edit the final paper.

Participants will be working on their final papers from January to December 2013.

Admission Criteria

The Executive MBA Program of the University of Zurich is geared toward upper level executives in business, politics, and administration.

It focuses on candidates who want to gain in-depth corporate management knowledge for their current or future work.

In particular, it addresses

- **Members of the Executive Board**
- **Business Area Managers**
- **Department Managers**
- **Particularly qualified employees in staff and consulting positions**

Candidates are expected to fulfill the following requirements:

Requirements

- **Higher education degree (University, Swiss Federal Institute of Technology, Technical College)**
- **Several years of management and leadership experience**
- **Good economic fundamentals**
- **The time required to prepare for and complete the courses, the required performance assessments to obtain the necessary credits, and the final paper**
- **Very good command of English**

The courses will be taught in German and English.

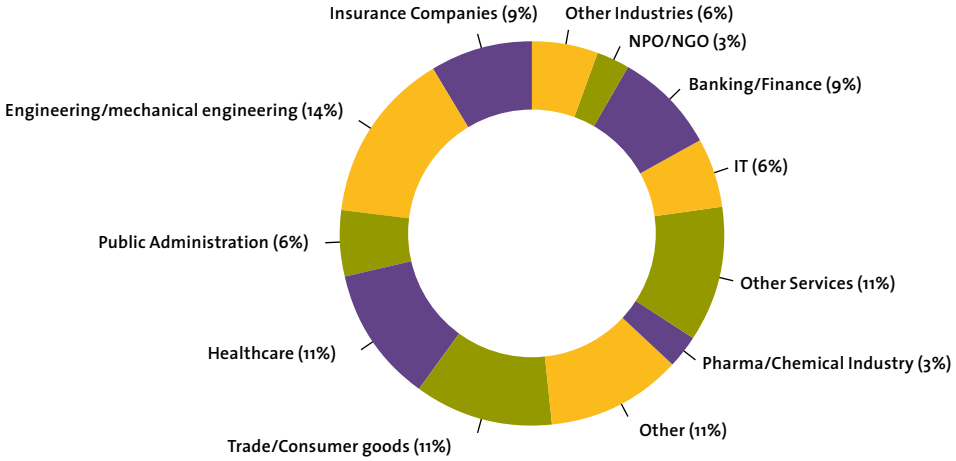
The administration of the Executive MBA of the University of Zurich reviews the applications and assures appropriate composition of the courses. It reserves the right to invite applicants to a personal interview and/or a special exam. The final decision is made by the Advisory Board. Appeals are not possible. There will be no correspondence regarding the application procedure.

For pedagogical reasons, the number of participants is limited to 40 people.

Industry Profile

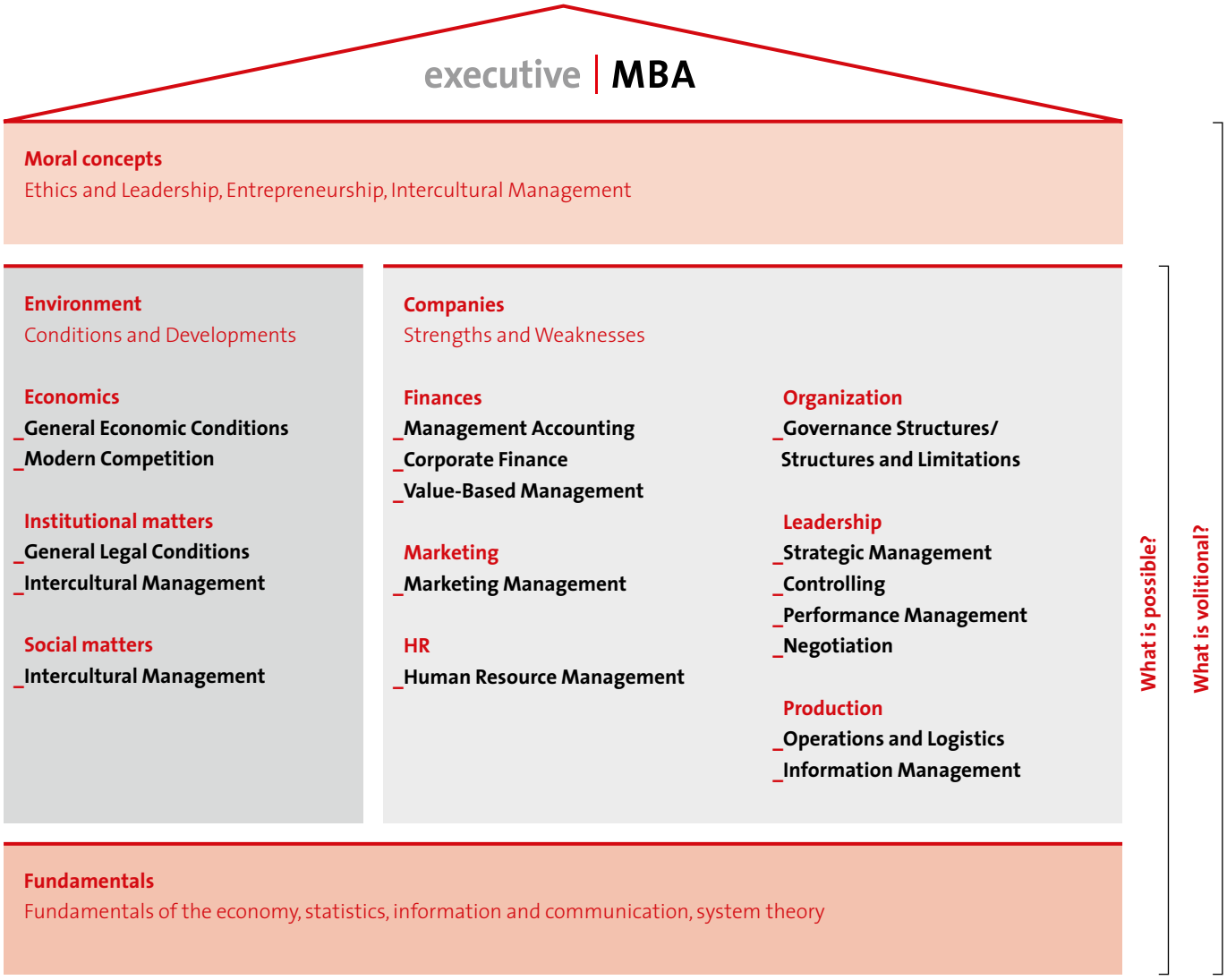
The heterogeneous industry profiles in the classes of the Executive MBA Program of the University of Zurich provides course participants with an ideal forum for the exchange of know-how and valuable insights into other industries. The chart below shows the typical industry sectors represented in the Executive MBA Program of the University of Zurich during the past few years.

Usual Industry Profile 2001–2011



Education

The courses leading to the title "Executive MBA of the University of Zurich" are based on a modern understanding of successful management: it is possible to develop successful corporate strategies based on a company's particular environment and an analysis of its strengths and weaknesses. The individual values of the company define the areas in which potential strategies will actually be implemented.



The Successful Completion

Academic Title "Executive MBA of the University of Zurich"

The faculty of Economics, Business Administration and Information Technology of the University of Zurich confers the academic title "Executive MBA of the University of Zurich" to all participants who have successfully completed the program. Participants must earn the required number of credit points, and their final paper must be accepted.

Credit Point System (ECTS)

The Executive MBA Program uses the credit point system in compliance with the faculty of Economics, Business Administration and Information Technology of the University of Zurich. This means that participants must do the required course work or pass assessments (oral or written exam, solving of a case study or presentation of a case). If this is done successfully, the appropriate number of credit points will be awarded.

To be awarded the academic title "Executive MBA of the University of Zurich", participants must earn at least 80 of the maximum possible 90 credit points. In line with the logic of the credit point system, intermediate or final exams are no longer scheduled.

Final Paper

Participants must write a final paper during the course of their studies. The purpose of the paper is the application of the acquired knowledge. In pairs, participants will address a particular issue from entrepreneurial practice and will develop theoretically substantiated, practice-related solutions.

Acceptance of the final paper is one of the requirements for earning the academic title "Executive MBA of the University of Zurich."

The instructors develop the topics in cooperation with the participants and supervise the final papers.

Our Services

Career Coaching
The tasks of the Executive MBA include not only the sharing of know-how and the training of executives but also specific career coaching. In addition to supervising our program participants during their training, we also support them with regard to their personal career development. This provides participants with the opportunity to receive customized coaching during their training.

myEMBA
Part of the preparatory literature for the Executive MBA Program of the University of Zurich is made available in advance online via myEMBA, a password-protected internal document management system accessible only by authorized persons.

Personal Development
For a successful professional advancement, aspects of authenticity, self-reflection and social competence are crucial factors. Supporting our participants in this matter is of great relevance to us. Therefore, we offer our participants an individual coaching in the realm of Personal Development by request.

Center for Continuing Education
The course modules of the Executive MBA Program are taught at the Center for Continuing Education of the University of Zurich. The high expectations placed on an executive education program are met by a superb learning infrastructure, an in-house restaurant, and the Center's immediate proximity to the University of Zurich, with its library and sports facilities. More information is available on the website, www.zwb.uzh.ch.

Student ID Card
All course participants of the Executive MBA Program of the University of Zurich are issued a student ID card from the University of Zurich – the so-called "Legi". Aside from providing access to all university libraries, this student ID card also enables students to make free use of the various sports offerings of the Academic Sport Association of Zurich (www.asvz.ch) as well as access at reduced price to various events, discos and cinemas.

Language Classes
The courses offered by the Language Center of the University of Zurich and the ETH Zurich are also made available to participants of the Executive MBA Program of the University of Zurich. Information on class schedules and fees as well as a detailed course description are available at the Office of the Executive MBA Program of the University of Zurich or online at www.sprachenzentrum.uzh.ch.

Alumni

The successful completion of the Executive MBA entitles graduates to membership in the alumni organization of the Executive MBA of the University of Zurich. Our organization was founded in 1990 and is a member of the organization of all alumni of the University of Zurich since 2006.

We strive to maintain and facilitate personal contact among graduates, to address societal, scientific and cultural aspects in our entertaining annual program, and to contribute to the continuous updating of knowledge by organizing exchanges among peers and continuing education events.

We are also dedicated to staying in touch with the Alma Mater and, via our active alumni organization, contributing to the reputation of our degree and the Executive MBA.

The EMBA Alumni organization is managed by the board, which consists of representatives from different graduating classes and gains new members frequently. The organization's offices are located at the offices of the EMBA program.

Contact:

executive | MBA
alumni

Plattenstrasse 14, CH-8032 Zurich
Phone: +41 (0)44 634 29 87
Fax: +41 (0)44 634 49 15
alumni@emba.uzh.ch
www.emba.uzh.ch/alumni

"The alumni organization provides access to a network of interesting personalities and an entertaining annual program. It stands for collegiality, the possibility for an exchange of information, and a continued relationship with the university. It provides added value to the future careers of its members."

René Kuehni, Executive Search Consultant
Co-owner of aebi+kuehni ag, Zurich
President of the Alumni Organization

Program Overview

Introductory Part 2012 24 days, 24 credits

Week 33 16.–18.8.2012	Week 35 30.8.–1.9.2012	Week 37 13.–15.9.2012	Week 39 27.–29.9.2012	Week 42 18.–20.10.2012	Week 44 1.–3.11.2012
Systems Theory	Principles of Economics	Statistics and Data Analysis	Corporate Finance I	Controlling	Financial Accounting and Reporting
3 days 3 credits	3 days 3 credits	3 days 3 credits	3 days 3 credits	3 days 3 credits	3 days 3 credits

Core Part 2013 37 days, 34 credits

Week 2 10.–12.1.2013	Week 4 24.–26.1.2013	Week 6 7.–9.2.2013	Week 8 21.–23.2.2013	Week 10 7.–9.3.2013	Week 12 21.–23.3.2013
Macroeconomic Conditions	Legal Conditions	Corporate Finance II	Intercultural Management I	Marketing Management I	Marketing Management II
3 days 3 credits	3 days 3 credits	3 days 3 credits	3 days 3 credits	3 days 3 credits	3 days 3 credits

Diploma Part 2013/2014 25 days, 32 credits

Week 33 15.–17.8.2013	Week 35 29.–31.8.2013	Week 37 12.–14.9.2013	Week 39 26.–28.9.2013	October 2013	October 2013
Ethics and Leadership	Performance Management	Modern Competition	Intercultural Management III	Characteristics of Business Management in China Fudan University	India (optional)
3 days 3 credits	3 days 3 credits	3 days 3 credits	3 days 3 credits	7 days 4 credits	4 days

Week 45 15.–17.11.2012	Week 47 29.11.–1.12.2012
Information and Communication	Human Resource Management
3 days 3 credits	3 days 3 credits

Week 15 11.–13.4.2013	Week 17 25.–27.4.2013	Week 20 13.–15.5.2013	Week 21 23.–25.5.2013	June 2013
Intercultural Management II	Operations and Logistics	Information Management	Strategic Management I	Negotiation/ Innovation Management Yale University
3 days 3 credits	3 days 3 credits	3 days 3 credits	3 days 3 credits	7 days 4 credits

Week 44 31.10.–2.11.2013	Week 46 14.–16.11.2013	Week 50 13.12.2013
Strategic Management II	Value-based Management	Delivery of final paper
3 days 3 credits	3 days 3 credits	10 credits

Adrian Theiler | Class 2007–2009
Landis+Gyr AG | Vice President ICG Metering

Introductory Part

System Theory

Learning Objectives
_Enhance awareness for complex problems
_Learn how to recognize and understand various dimensions of complexity
_Discuss limits of the rational decision-making process
_Develop comprehensive problem solutions and management mechanisms

Content
_Analysis of complex systems
_Overcoming linear thinking
_Limited rationality
_Illustration of complex problems in terms of networks
_Analysis of networks
_Anticipation of the future: Megatrends and scenario planning

Responsible faculty member
Prof. Dr. Andrea Schenker-Wicki

Date, period and credits
August 16–18, 2012
3 days, 3 credits

Fundamentals of Economics

Learning Objectives
_Become familiar with the economic thought process and apply it to operational, economic, and societal problems
_Understand the fundamentals of micro- and macroeconomics
_Facilitate the understanding of efficiency effects of markets and institutions

Content
_Basic types of local decision effects: the invisible hand of the market and the social dilemma
_Coordination through local supply and demand decisions
_Externalities and public goods
_Effects of private and public competition restraints
_Role and function of capital and labor markets
_Growth and welfare

Responsible faculty member
Prof. Dr. Ernst Fehr
Guest speakers

Date, period and credits
August 30 – September 1, 2012
3 days, 3 credits

Statistics and Data Analysis

Learning Objectives
_Acquire strategies and tools for using data to gain insights into real managerial decision problems
_Develop an understanding how statistical uncertainties associated with data analysis can be quantified
_Equip participants with a practical knowledge of what regression is and how to apply it in a variety of decision making contexts

Content
_Collecting and presenting data
_Probability and random variables
_Statistical decision theory
_Regression analysis

Responsible faculty member
Prof. Dr. Rainer Winkelmann
Guest speakers

Date, period and credits
September 13–15, 2012
3 days, 3 credits

Corporate Finance I

Learning Objectives

_Understand the basis of financial value creation processes
_Identify value creation processes of individual assets (shares, bonds, projects, etc.)
_Understand the discounted cash flow (DCF) principle as the basis of financial valuation
_Be able to perform financial analysis, particularly to assess investment projects
_Identify the nature and problems of corporate governance
_Be familiar with quantitative procedures and statistics in the marketing area

Content

_The fundamentals of investment and financing
_Nature and method of the DCF principle
_Valuation of shares, bonds, projects, and companies
_DCF analyses for investment projectss
_Concepts and problems of corporate governance

Responsible faculty member

Prof. Dr. Alexander Wagner
Guest speakers

Date, period and credits

September 27–29, 2012
3 days, 3 credits

Controlling

Learning Objectives

_Learn and understand elementary principles of the cost analysis and its role in the resulting decision-making processes
_Be able to identify and evaluate problems of accounting for decision making and control
_Be able to assess the effects of managerial decisions on cost and yield behaviors
_Be able to understand and evaluate selected performance figures and performance measurement systems
_Be able to apply business-related analytical tools when making basic decisions

Content

_Basic methods and techniques of accounting for decision making and control
_Cost-volume-profit analysis
_Cost allocations
_Profit centers: Return on investment and other performance indicators
_Transfer pricing
_Case studies with focus on financial argumentation

Responsible faculty member

Prof. Dr. Dieter Pfaff
Dr. Gerd Peters
Prof. Dr. Wolf-Dietrich Stoff

Date, period and credits

October 18–20, 2012
3 days, 3 credits

Financial Accounting and Reporting

Learning Objectives

_Be familiar with the nature, importance, and purpose of financial accounting
_Understand the use of a framework for business analyses
_Be familiar with and learn how to use business analysis tools
_Deepen accounting and key figure analysis skills with actual case studies

Content

_Business analysis framework
_Balance sheet analysis and key figure comparison with practical examples
_Strategy analysis using the example of retail companies
_Accounting analysis overview
_Nature, structure, and importance of consolidated financial statements
_Analysis of consolidated financial statements using practical examples

Responsible faculty member

Prof. Dr. Conrad Meyer
Guest speakers

Date, period and credits

November 1–3, 2012
3 days, 3 credits

Information and Communication

Learning Objectives

_Become familiar with the fundamentals of communication and corporate communication
_Develop sensitivity for changes in the media system and understand its effect on corporate communication
_Test successful presentation techniques in a professional environment and intentionally control the effect of one's own person in the communication process
_Learn how to master difficult communication situations in a crisis by holding a press conference

Content

_Communication and corporate communication fundamentals
_Developments in the media system
_Communication in crisis situations
_Press conferences
_Video feedback

Responsible faculty member

Dr. Patrick Vogt
Guest speakers

Date, period and credits

November 15–17, 2012
3 days, 3 credits

Human Resource Management

Learning Objectives

_Be able to recognize the strategic importance of Human Resources (HR) and implement it into an organizational and leadership concept
_Understand the roles of Human Resource Management (HRM) as "strategic partner" and "change agent"
_Be familiar with and assess new HRM methods and how to use them for one's own management activities

Content

_HRM institutions and functions
_Errors and pitfalls in HRM
_HRM and M&A
_Strategic management in HR
_Management development
_Systems of cooperation
_Performance management
_Electronic HRM

Responsible faculty member

Prof. Dr. Bruno Staffelbach
Guest speakers

Date, period and credits

November 29 – December 1, 2012
3 days, 3 credits

Bruno Thürig | Class 2007–2009
Obwaldner Kantonalbank | Director, CEO

Core Part

Macroeconomic Conditions

Learning Objectives

_Become familiar with the most important general economic conditions of today's management in Switzerland
_Be able to analyze the effects of the general conditions with the help of micro- and macroeconomic tools
_Be able to compare current general conditions with possible alternatives and reform proposals
_Learn how to analyze political realities to structure general conditions from an economic perspective

Content

_Economic policy, finance and tax policy, competition policy, social and health policy, infrastructure policy, research and education policy
_The role of political institutions and decision-making mechanisms, particularly of the direct democracy and federalism
_Economic theory of politics
_Deregulating the economy by deregulating politics

Responsible faculty member

Prof. Dr. Reiner Eichenberger

Date, period and credits

January 10–12, 2013
3 days, 3 credits

Legal Conditions

Learning Objectives

_Be familiar with legal norms and their significance in characterizing the relationship of the company to various stakeholders (shareholders, competitors, tax authorities)
_Be familiar with legal problems of international companies and develop solution approaches
_Become familiar with legal thought processes and methods

Content

_Stock corporation law/corporation law
_Competition law/The laws of Switzerland and the EU and their effects on Swiss companies
_Tax law/How to avoid international double-taxation (OECD Model Convention)

Responsible faculty member

Prof. Dr. Markus Reich
Prof. Dr. Roger Zäch
Guest speakers

Date, period and credits

January 24–26, 2013
3 days, 3 credits

Corporate Finance II

Learning Objectives

_Recognize the significance of corporate financial management as a whole
_Be familiar with the connections between different management areas and the financial realm
_Analysis of financial data
_Be able to perform and evaluate financial planning and analysis calculations
_Be familiar with and understand financial markets and financial instruments

Content

_Managerial tasks and instruments in Corporate Finance
_Corporate financial management
_Use of key financial figures and cash-flow calculations
_Financial and investment planning and project assessment (Capital Budgeting)
_Theoretical and practical principles of corporate valuation
_Financial markets and instruments, credit and capital market financing

Responsible faculty member

Prof. Dr. Alexander Wagner
Guest speakers

Date, period and credits

February 7–9, 2013
3 days, 3 credits

Intercultural Management I
Culture and its Consequences

Learning Objectives
_Gain a good understanding of the differences among cultures
_Recognize the consequences of national culture differences in organizational practices
_Develop ability to cope with cross-cultural encounters
_Improve management skills particularly in the area of leadership, negotiation, entrepreneurship
_Learn to present yourself in cross-cultural situation with authenticity and confidence

Content
_Theoretical background of culture
_The ten synthetic culture profiles
_Experiential activity including negotiation and communication
_Using synthetic cultures in case studies
_Review strategies for global collaboration, diversity and team building

Responsible faculty member
Prof. Dr. Gert Jan Hofstede
Prof. Julian Simmonds

Date, period and credits
February 21–23, 2013
3 days, 3 credits

Marketing Management I

Learning Objectives
_Be able to assess the entrepreneurial significance of strategic and operational marketing
_Be familiar with and know how to assess marketing approaches and concepts in terms of their significance and effect
_Be able to identify common marketing issues and to furnish suitable solutions

Content
_Marketing contexts and concepts
_Strategic and operational marketing
_Customer relationship marketing
_Service marketing

Responsible faculty member
Prof. Dr. Hans Peter Wehrli
Guest speakers

Date, period and credits
March 7–9, 2013
3 days, 3 credits

Marketing Management II

Learning Objectives
_Be able to assess the significance of marketing developments
_Be able to assess both the quantitative and qualitative effects of marketing instruments
_Be able to analyze and manage the effects of operational marketing initiatives

Content
_Operational marketing
_Electronic marketing
_Customer satisfaction and retention
_Channels of distribution

Responsible faculty member
Prof. Dr. Hans Peter Wehrli
Guest speakers

Date, period and credits
March 21–23, 2013
3 days, 3 credits

Intercultural Management II
Emerging Markets (part 1) & USA

Learning Objectives
_Explore the transformation pathologies in Central and Southeast European economies and Russia
_Understand the dimensions and development of weak states and their consequence
_Gain insight into the entrepreneurial culture and entrepreneurial awareness in corrupt economies
_Recognize some long term trends and their possible implications in the medium and short term
_Develop the ability to judge future course of transformation and likely competitiveness of Central and Southeast European economies
_Understand the business contexts and organizations of Latin America and USA
_Gain a better understanding of the differences in the regional economic and demographic profiles and the economic policies of the world's single largest market (USA)
_Take a closer look at business culture and executive management of U.S. corporations from start-ups to Fortune 500 companies

Content
_The multiple meaning of Europeanization
_Transformation pathologies
_The growth factors in transformation economies
_Russia and the exploitation of natural resources
_Case studies including contrast of nominal and real convergence in Bulgaria and Slovakia, Croatia corruption, Hungarian experience (from star pupil to an unstable economy), and Siberia and the development of remote regions
_The nature of business in Latin America in terms of ownership patterns, government relations, networks, market structures, and managerial behavior
_Insights into strengths and weaknesses in the U.S. education, research and innovation fabric
_Opportunities and challanges to penetrate the U.S. market coming from abroad, recent Swiss corporations' experiences

Responsible faculty member
Prof. Dr. Ivo Bicanic
Prof. Dr. Lourdes Casanova
Dr. Christoph von Arb
Guest speakers

Date, period and credits
April 11–13, 2013
3 days, 3 credits

Operations and Logistics

Learning Objectives
_Recognize the significance of operations, logistics and service management within the business context
_Recognize objectives, fundamentals and parameters in operations, logistics, and service management and detect ways to structure them differently
_Understand differences between internal and inter-corporate value creation networks and explore their challenges
_Be able to recognise and review trends in operations, logistics and service areas. Be familiar with and able to assess correct trends in the operations, logistics, and service areas

Content
_Operations, logistics, and supply chain management – problems, challenges, strategies and performance measurement
_Aspects of supply chain design – make-or-buy, strategic procurement, partnership
_The lean/just-in-time concept
_Insights into the service-profit-chain
_Variability management
_Design of successful service concepts
_Identification of the special characteristics of internet services
_Management of network effects
_Understanding of value creation processes in two-sided and multilateral service markets

Responsible faculty member
Prof. Dr. Paul Schönsleben
Prof. Dr. Helmut M. Dietl
Guest speakers

Date, period and credits
April 25–27, 2013
3 days, 3 credits

Information Management

Learning Objectives
_Be familiar with the developments in information and communication technologies (IaC) and understand their capabilities
_Be able to systematically solve information management problems
_Be familiar with information management techniques and tools and apply them to examples

Content
_Information systems overview
_Information management tasks
_IT strategy
_Business intelligence
_Information project management
_Information management case studies

Responsible faculty member
Prof. Dr. Gerhard Schwabe
Prof. Abraham Bernstein, PhD

Date, period and credits
May 13–15, 2013
3 days, 3 credits

Strategic Management I
Strategic Organization, in particular governance structures and firm boundaries

Learning Objectives
_Be able to recognize the interaction between markets, regulatory environments, and internal corporate legal structures
_Be able to analyze the choice of governance structures as a strategic decision
_Learn to interpret outsourcing, mergers, acquisitions, partnerships, make-or-buy decisions etc. as an intended design of firm boundaries
_Learn to use tools such as the transaction cost analysis and concepts such as core competencies

Content
_Publicly owned company and corporate governance
_Alternative internal corporate legal structures
_Cooperative structures
_Horizontal firm boundaries
_Vertical firm boundaries
_Diversification

Responsible faculty member
Prof. Dr. Egon Franck

Date, period and credits
May 23–25, 2013
3 days, 3 credits

Negotiation/Innovation Management/Leadership
Yale University (USA)

Learning Objectives
_Knowledge of innovation management
_Today's requirements in business leadership
_Today's requirements in entrepreneurial behavior in the context of highly dynamic global competition
_To get to know the American way and view of business

Content
_Global business and its dynamic competition
_Negotiation
_US and European perspectives on business leadership

Responsible faculty member
Various professors of Yale University

Date, period and credits
June 2013
7 days, 4 credits

Christian Pfirrmann | Class 2008–2010
University Hospital Balgrist | Chief Physician

Diploma Part

Ethics and Leadership

Learning Objectives
_Recognize the areas of conflicts between economic and ethical requirements and develop an ethically oriented corporate strategy
_Recognize conditions for unethical behavior within the company and use these as the basis for integrity management
_Discuss and reflect the areas of conflict between efficiency and humanity in the daily working environment of a leader
_Recognize the importance of ethical negotiation, perceive and constructively overcome interpersonal conflicts at work

Content
_Ethic foundations of economic actions
_Conditions of unethical behavior
_Leadership in the context of moral conflict
_Integrity management
_Negotiation and dialogue as ethical challenge
_Leadership in the area of tension between efficiency and humanity
_Recognition and resolution of relationship problems
_Perceiving and overcoming interpersonal conflicts at work
_Environmentals of ethics in business

Responsible faculty member
Prof. Dr. Bruno Staffelbach
Guest speakers

Date, period and credits
August 15–17, 2013
3 days, 3 credits

Performance Management

Learning Objectives
_Measure and visualize performance in an overall corporate context
_Understand and be able to apply the concept of the duality of performance indicators (hard and soft factors)
_Be able to use performance management systems as strategic elements
_Identify and prevent performance shortcomings due to corruption
_Be able to recognize and explain the opportunities and risks associated with improving the corporate performance through management consulting
_Know the criteria used for making external and/or internal corporate management decisions

Content
_Characteristics of non-monetary environments
_Soft and hard factors: the duality of performance indicators
_Assessment and analysis procedures of non-monetary processes
_Penalty norms on corruption and corporate governance
_Management consulting functions and successful cooperation factors
_Industrialization of consulting services

Responsible faculty member
Prof. Dr. Andrea Schenker-Wicki
Prof. Dr. André C. Wohlgemuth
Guest speakers

Date, period and credits
August 29–31, 2013
3 days, 3 credits

Modern Competition
Competition, regulation, globalization

Learning Objectives
_Develop an understanding of various types of competition
_Learn how to use strategic commitments and commitment strategies
_Learn how to analyze cooperative pricing mechanisms
_Learn how to assess market entry and exit barriers
_Be able to assess the macroeconomic effects of the integration of global economics
_Become familiar with the functionality of international economic institutions
_Learn how to assess the opportunities and risks of direct investments

Content
_Competitor identification and market definition
_Competition models in an oligopoly (Cournot, Bertrand, Bertrand with horizontally differentiated products)
_Strategic complements and substitutes
_Hard and soft strategic commitments
_Flexibility and real options
_Market structure and cooperative pricing
_Market entry and market exit
_Direct investments
_Outsourcing and offshoring
_The World Trade Organization

Responsible faculty member
Prof. Dr. Egon Franck
Prof. Dr. Armin Schmutzler

Date, period and credits
September 12–14, 2013
3 days, 3 credits

Intercultural Management III
Emerging Markets (part 2)

Learning Objectives
_Comprehend the institutional and cultural context in China
_Understand the competitive dynamics facing foreign firms in the Chinese market
_Recognize management challenges in China
_Develop an appropriate people management approach for operations in China
_Develop a perspective on the cultural and historical background of the development of Indian society and economy
_Get insight into the contribution of Indian entrepreneurs and organizations for providing a solid base for the transformation process
_Understand the role played by Indian family businesses in this journey and the challenges in their own transformation in the process
_Study the opportunities and challenges for doing business in India
_Review the evolution of the relationships between Switzerland and Africa
_Understand the diversity and complicity of Africa and realize the rising importance of Africa in world economy
_Obtain a clear understanding of the development and transformation of the Gulf economy, politics and society
_Gain some practical strategies for doing business more effectively with Gulf counterparts

Content
_Introduction: The historical and institutional context in China
_Managing operations in China
_People management, cross-cultural issues
_Operating in the Chinese institutional environment: Issues related to compliance
_Socio-cultural, political and economic profile of India in recent years
_Indian Corporate culture and excellence
_Indian Family Business – Professionalization and Governance
_Doing Business with India – the joint venture route
_Transformation of Indian Business case study
_Commerce without Colonies: Switzerland, History and Africa
_Examine the long and complex relationship between Switzerland and Africa
_Focus on the cultural, political and economic aspects of this relationship
_Role of Gulf entrepreneurs, family businesses and organizations in the transformation process
_Oppurtunities, potential business challanges and solutions for doing business with Gulf States

Responsible faculty member
Prof. Dr. Ingmar Björkman
Prof. Dr. Kavil Ramachandran
Prof. Dr. Patrick Harries
Prof. Dr. Abdullah Baabood
Guest speakers

Date, period and credits
September 26–28, 2013
3 days, 3 credits

Characteristics of Business Management in China
Fudan University (China)

Learning Objectives
_Get insight into the current situation of China in an overall economic context
_Understand the internal and external market mechanisms
_Perceive the legal environment inside China and the application of legislation
_Get in touch with Chinese scholars, colleagues in the management field
_Have first-hand experience in Chinese business schools, state owned enterprises and joint-venture firms

Content
_Changing economic environments in China
_Chinese macro economics
_Legal environments and the enforcement of the IP law
_Taxation in China
_Chinese financial markets
_Marketing and consumer behaviors in China
_Company visits

Responsible faculty member
Various professors of Fudan University

Date, period and credits
October 2013
7 days, 4 credits

India (optional)

Learning Objectives
_Gain a better understanding of India's economy and culture
_Get an up-close look at India as a business location

Content
_Overview of the Indian economy
_Insights on various economic sectors in India
_Onsite visits at several local companies
_Interaction with business representatives
_Insights on Indian culture

Date, period
October 2013
4 days

Strategic Management II
Business Policy

Learning Objectives
_Recognize the strategic relevance of market and competition structures
_Learn how to use concepts such as industry analysis and basic competition models
_Learn how to analyze the origins of competitive advantages
_Understand economic mechanisms such as network effects, lock-in effects, impediments to imitation, early-mover advantages and learn how to strategically implement them

Content
_Industry analysis
_Strategic positioning
_Sustainability of competitive advantages
_Strategy and market process
_Competitive advantage of nations
_Special types of competition

Responsible faculty member
Prof. Dr. Egon Franck
Guest speakers

Date, period and credits
October 31 – November 2, 2013
3 days, 3 credits

Value-based Management

Learning Objectives
_Be familiar with the value creation objective and the shareholder value concept
_Understand the importance of value drivers

Content
_Value-oriented incentive strategy
_Value management from the Economic Value Added perspective
_Current examples from the IPO or M&A areas

Responsible faculty member
Prof. Dr. Alexander Wagner
Guest speakers

Date, period and credits
November 14–16, 2013
3 days, 3 credits

Mirjam Schmidlin-Hoffmann | Class 2008–2010
SIX Group | Head HR Shared Service Center

Sponsorship, Management, and Faculty

Sponsorship and Management

The Executive MBA Program of the University of Zurich is the part-time MBA program of the Faculty of Economics, Business Administration and IT. The program is developed by the Dean, in close cooperation with the Advisory Bord.

The Dean is responsible for the continuous development of the curriculum and has the responsibility for all courses.

Members of the Advisory Bord

Dr. Peter F. Weibel, President
Member of the Board of Directors and Chairman of the Audit Committee, Credit Suisse Group
Prof. Dr. Josef Falkinger
Department of Economics, University of Zurich, Dean
Dr. Peter Eckert
Chairman of the Bord of Directors, Clariden Leu
Gisèle Girgis-Musy
Member of the Directorate-General of Migros Genossenschafts-Bund
Prof. Dr. Martin Glinz
Department of Informatics, University of Zurich
René Kuehni
Co-owner of aebi+kuehni ag, President of the Alumni Organization
Prof. Dr. Conrad Meyer
Department of Business Administration, University of Zurich
Tony Reis
Former CEO of Telecom PTT/Swisscom
Prof. em. Dr. Rudolf Volkart
Department of Banking and Finance, University of Zurich
Dr. Lukas Weber
Partner Roland Berger AG
Prof. Dr. Rolf H. Weber
Institute of Law, University of Zurich
Prof. Dr. Josef Zweimüller
Department of Economics, University of Zurich

Dean

Prof. Dr. Andrea Schenker-Wicki
Department of Business Administration, University of Zurich

Faculty

Most of the teachers are professors from the Faculties of Law and Economics at the University of Zurich. Some of the other teachers are professors at other Swiss and foreign universities. The teachers are responsible for the scientific content of their courses.

Guest speakers

Several courses include guest speakers presented by leaders in business, administration and science. They have many years of experience in their fields of expertise and guarantee practical relevance.

Faculty

Christoph von Arb
Former Consul General and Director of the first Scientific Consulate of Switzerland, Swissnex Boston, USA

Areas of expertise: Consulting universities, colleges and high tech companies in their development of a global vision and competitive portfolio. Author and co-author of numerous scientific publications, articles and reports in newspapers, magazines and books.
Activities: Advisory Board Member (Boston Chapter) and Vice Chairman (Ticino Chapter) of the Swiss American Chamber of Commerce.
Website: www.tripleye.ch

Abdullah Baabood
Director of the Gulf Research Center, University of Cambridge

Areas of expertise: International Politics and Economics, particulary in the areas of globalization and regionalism. Gulf states' economical, social and political development and GCC's external relations.
Activities: Member of a number of academic and professional bodies and board member of several business organizations and committees.
Website: www.grc.ae

Abraham Bernstein
Full professor of information technology, Institute for Informatics, University of Zurich

Areas of expertise: Computer-based support of processes, process modeling, computer-supported cooperative work (CSCW), agent-based systems, data mining, semantic web and mobile computer technologies such as wireless and ubiquitous computing.
Activities: Member of various scientific associations, international research projects.
Website: www.ifi.uzh.ch

Ivo Bićanić
Professor of Economics, University of Zagreb

Areas of expertise: Economic growth and convergence, economic inequality, reform policies and the transformation generally and specially in Southeast European and Croatia.
Activities: Former Senior Associate Fellow of St. Antony's College, Oxford, and Scholar at the Woodrow Wilson Center in Washington D.C. Former visiting Professor at the Central European University in Budapest.
Website: www.efzg.hr

Ingmar Björkman
Professor of Management and Organization, Hanken School of Economics, Helsinki

Areas of expertise: International human resource management, knowledge creation and transfer in multinational corporations, and integration of international mergers & acquisitions.
Activities: Visiting positions at Hong Kong University, ESSEC, INSEAD, and SCANCOR (Stanford University). Much of his work has been on Western companies' operations in the People's Republic of China but he has also published several articles on management issues in Russia.
Website: www.hanken.fi

Lourdes Casanova
Lecturer in the Strategy Department at INSEAD

Special Subjects: International business, with a focus on Latin America and multinationals from emerging markets.
Activities: Responsible at INSEAD of the Goldman Sachs 10000 women initiative and co-leading the InnovaLatino research project on Innovation in Latin. Teaching programs for multinational companies coming to terms with operations in Latin America. Member of the Advisory Comittee European Union/Brazil, member of the Network of Interdisciplinary Research in Family Firms and the Global Agenda Council of the World Economic Forum on the future of Mobile Telecommunications.
Website: www.insead.edu/facultyresearch/faculty/profiles/lcasanova

Helmut M. Dietl
Full professor of services and operations management, Department of Business Administration, University of Zurich

Areas of expertise: Services- & operation management, strategy and organisation.
Activities: Member of the editorial boards of several national and international professional journals, national and international consultant and expert reviewer, member of the Academy of Management, member of the Scientific Advisory Board of WIK – Wissenschaftliche Institut für Infrastruktur und Kommunikationsdienste (Scientific Institute for Infrastructure and Communication Services), co-founder and member of the supervisory board of Swiss Economics AG, author and co-publisher of several reference books as well as numerous contributions to national and international professional journals.
Website: www.business.uzh.ch

Reiner Eichenberger
Full professor of macroeconomics, head of the Seminar for Financial Sciences, University of Fribourg

Areas of expertise: Economic and financial policy, economic analysis of the political process and political institutions, deregulation of politics, the connection between economics and psychology.
Activities: Co-publisher of "Kyklos", member of the Swiss Communication Commission (comcom).
Website: www.unifr.ch/finwiss

Ernst Fehr
Full professor of economics, Director of the Department of Economics, University of Zurich

Areas of expertise: Microeconomics, Neuroeconomics, game theory, labor market economics, behavioral science principles of business economics.
Activities: Member of the publisher committees of the "Quarterly Journal of Economics", the "Journal of the European Economic Association", "Games and Economic Behavior" and "Experimental Economics"; was awarded the prestigious Gossen award of the Association for Social Politics in 1999; the Marcel-Benoist award 2008; affiliated faculty member of the Departments of Economics at MIT; honorary member of the American Academy of Arts and Sciences.
Website: www.econ.uzh.ch

Egon Franck
Full professor of business economics, Department of Business Administration, Pro-rector of the University of Zurich

Areas of expertise: Strategy, governance, organization.
Activities: Expert reviewer activity for leading business journals and research sponsoring institutions; member of various institutions, such as the Saxon Academy of Sciences in Leipzig, Independent European Sports Review Committee, Schmalenbach Association; member of the ASVZ [Academic Sports Association of Zurich]; Associate Dean of the University of Zurich.
Website: www.business.uzh.ch

Patrick Harries
Professor for the History of Africa, University of Basel

Areas of expertise: From knowledge production and transfer to governance and civil society of Africa.
Activities: Board member of the Centre for African Studies and the Centre of Competence on Africa at the University of Basel. Advisory board of several journals, including the Journal of African History and the Journal of Southern African Studies. His most recent book: "Butterflies & Barbarians: Swiss Missionaries and Systems of Knowledge in Southeast Africa" (2007).
Website: histsem.unibas.ch

Gert Jan Hofstede
Associate Professor, Wageningen University

Areas of expertise: Evolutionary basics of human social behavior and how they affect our working lives, the moral circle, national cultures, cross-cultural issues in leadership and organisation, transparency and trust across cultures, simulation gaming and agent-based models.
Activities: Articles on topics ranging from culture to trust, simulation gaming and agent-based models. Author of a number of best-selling books on cultures and organizations. His research includes the modeling of human cultures.
Website: www.gertjanhofstede.com

René Matteotti
Ordentlicher Professor für schweizerisches, europäisches und internationales Steuerrecht, Direktor Institut für Steuerrecht, Vorsteher Departement für Wirtschaftsrecht, Universität Bern

Spezialgebiete: Internationales Steuerrecht, Unternehmenssteuerrecht, Mehrwertsteuerrecht.
Aktivitäten: Konsulent bei einer international ausgerichteten Anwaltskanzlei, Chefredaktor der steuerrechtswissenschaftlichen Zeitschrift "Archiv für Schweizerisches Abgaberech", Mitglied strategisches Gremium Unternehmenssteuerrechtsreform III des Eidg. Finanzdepartements, Mitglied des Mehrwertsteuerkonsultativgremiums des Eidg. Finanzdepartements, Mitglied mehrerer wissenschaftlicher Beiräte.
Website: www.isr.unibe.ch

Conrad Meyer
Full professor of business economics, Department of Business Administration, University of Zurich

Areas of expertise: business economics, especially accounting and banking.
Activities: President of the expert commission for recommendations for Swiss GAAP FER accounting; president of the expert group for accounting questions of the SWX Swiss Exchange; author of several reference books, as well as numerous articles in professional magazines; member of various national and international associations; various advisory board appointments.
Website: www.business.uzh.ch

Gerd Peters
Associate lecturer on Controlling, Department of Business Administration, University of Zurich

Areas of expertise: Controlling, especially operating figures, investment appraisals.
Activities: Consultant and appraiser, speaker at various seminars, author of the book "Controlling" (together with Prof. Dr. Pfaff)
Website: www.business.uzh.ch

Dieter Pfaff
Full professor of business economics, Director of the Department of Business Administration, University of Zurich

Areas of expertise: Internal financial accounting and controlling.
Activities: Co-publisher of the journal "Die Unternehmung" and member of the editorial board of the journal "Management Accounting Research"; member of various scientific associations and prestigious work groups on internal financial accounting. Author and co-publisher of several reference books and numerous articles in national and international journals.
Website: www.business.uzh.ch

Kavil Ramachandran
Thomas Schmidheiny Chair Professor of Family Business and Wealth Management, Indian School of Business

Areas of expertise: Entrepreneurship, strategy and family business.
Activities: Author of six books, consulting experience in areas such as family business governance, professionalization, succession planning, strategic planning, and identification of new opportunities for growth, corporate entrepreneurship and turn around strategies in family and non-family environments.
Website: www.isb.edu/faculty/ramachandran

Andrea Schenker-Wicki
Full professor of business economics, Department of Business Administration, University of Zurich; Dean of the Executive MBA Program of the University of Zurich

Areas of expertise: Analysis of complex systems, efficiency studies in the private and public sector, influence of different cultures on various factors of company performance.
Activities: Among others, member of various commissions and scientific associations, expert reviewer, advisory board member and foundation board member.
Website: www.business.uzh.ch/performance, www.emba.uzh.ch

Armin Schmutzler
Full professor of macroeconomics, Dean of the Department of Economics, University of Zurich

Areas of expertise: Applied microeconomics (industry economics, environmental economics, transport policy).
Activities: Research Fellow, Centre of Economic Policy Research (London); Research Fellow, European Network of Competition and Regulation (Amsterdam); co-editor, Berkeley Electronic Journals in Theoretical Economics; Scientific Advisory Board, Deutsches Institut für Wirtschaftsforschung; director of the Socialeconomic Institute.
Website: www.econ.uzh.ch

Paul Schönsleben
Full professor at the ETH Center for Corporate Sciences, ETH Zurich

Areas of expertise: From logistics, operations, and supply change management to global service management and service innovation. In addition, configuration and modeling of supply chains, multi-variant products and processes, TQM and process management.
Activities: Co-publisher of the journal "io new management" and member of the editorial boards of other journals. Member of the CPIM "Execution & Control of Operations" committee, APICS Curricula and Certification Council (USA). Member of several advisory and foundation boards.
Website: www.lim.ethz.ch

Gerhard Schwabe
Full professor of informatics, Dean of the Department of Informatics, University of Zurich

Areas of expertise: Information management, computer support for the collaboration of information systems for service providers.
Activities: Member of various leadership panels and scientific associations, international research projects.
Website: www.ifi.uzh.ch

Julian Simmonds
Adjunct Professor, Stanford University

Areas of expertise: Experiential Learning & Development, Building Strategic Communication & International Alliances, Conference & Event Planning, Executive Coaching, Cross-Cultural workshops on: Leadership, Presentation Skills, Innovation and Creativity.
Activities: Leading Palo Alto Media Group in the fields of Global Leadership Development, Business in Society, Strategic Diversity and Executive Team Building. Was responsible for the growth and development of Henley Business School in Hong Kong and Mainland China. This included corporate learning academic programs and research.
Website: www.paloaltomedia.com

Bruno Staffelbach
Full professor of business economics, Dean of the Department of Business Administration, University of Zurich

Areas of expertise: Human resource management, management ethics, HR economics.
Activities: Inter alia, Member of the editor's advisory board of the human resource research newspaper "Zeitschrift für Personalforschung" and of the newspaper "io new management", Member of the Red Cross International Committee, Vice President of the Council of the University of Lucerne, former Commander of an Infantry Brigade, President of the Advisory Board of the Executive MBA University of Zurich 2001–2005, Director of Management Training at the University of Zurich 1992 to 2001
Website: www.hrm.uzh.ch

Rudolf Steiger
Honorary professor of human resources management and communication, ETH Zurich

Areas of expertise: Leadership and communication.
Activities: Guest lecturer at various Swiss and foreign universities and private educational institutions. Author of practical books that have, to date, been published in more than 50 editions and translated into several languages. From 2001 to 2005: director of the Military Academy at the ETH Zurich in the rank of brigadier.
Website: www.rudolfsteiger.ch

Wolf-Dietrich Stoff
Visiting Professor, Previously, Professor at the University of Leipzig and the Darden Graduate Business School, Virginia. Former Member of the Executive Management Board (Mitglied des Vorstands) Hilti AG, Liechtenstein

Areas of expertise: Managerial Controlling and Finance, Management of Cultural Institutions.
Activities: Owner & President, Across Management – Executive Education, Liechtenstein.

Patrick Vogt
Instructor of media management at the Universities of Zurich, Lugano, and Berlin

Areas of expertise: Strategy, media, and communication.
Activities: Patrick Vogt is the owner and executive manager of vogt media. He is a consultant, an instructor and conducts research in the fields strategy, media and communication. Previously he assisted clients of McKinsey throughout Europe on issues relating to the media, telecommunication, sports and entertainment industries as well as regarding strategic issues in e-business. He studied and received his doctoral degree at the University of St. Gallen (HSG).

Alexander F. Wagner
Assistant professor of finance, Department of Banking and Finance, University of Zurich, and research associate at Harvard University

Areas of expertise: Corporate finance, corporate governance, behavioral finance, environmental economy.
Activities: Head of several international research projects, consultant for companies and state-run organizations, member of scientific professional associations.
Website: www.alex-wagner.com

Hans Peter Wehrli
Full professor of business economics, Department of Business Administration, University of Zurich

Areas of expertise: Relationship marketing, electronic marketing, private and public services
Activities: Consultant for private and public organizations, member of various scientific associations and advisory boards.
Website: www.business.uzh.ch

Rainer Winkelmann
Full professor of statistics and empirical research in economics, University of Zurich

Areas of expertise: Econometrics, particularly models for discrete data, applied socioeconomic modeling.
Activities: CESifo and IZA Bonn Research Fellow, member: KOF Advisory Council, Survey Committee of DIW Berlin, Advisory Board of the International Data Service Centers, Bonn.
Website: www.econ.uzh.ch

André C. Wohlgemuth
Honorary professor of business economics, Department of Business Administration, University of Zurich

Areas of expertise: Business consulting, business analysis, success factor research, strategic management and change management.
Activities: Owner of a specialized consulting company for strategic change projects and restructuring of family-owned companies, listed companies and public institutions (ARCOM Unternehmensberatung Zurich). Honorary member and former president of ASCO, Association of Management Consultants Switzerland; member of various professional associations and supervisory committees.
Website: www.business.uzh.ch, www.arcom.ch

Roger Zäch
Former full professor of private, business, and European law, University of Zurich; director of the European Institute, University of Zurich

Areas of expertise: Swiss and European antitrust law, general trade and business law, legal methodology.
Activities: Co-Editor of the Journal "Recht", member of the advisory board of the research institute for economic constitution and competition FIW, Cologne; member of the advisory board of the Max-Planck-Institut for intellectual property, competition and tax law, Munich. Vice president of the Swiss Competition Commission 1996–2007.
E-Mail: roger.zaech@rwi.uzh.ch

Daniel Gerber | Lehrgang 2005–2007
Julius Baer International Limited, London | CEO

References

List of companies and institutions

The following companies and institutions were and are represented in the classes of the Executive MBA of the University of Zurich:

A
Aargauische Kantonalbank
ABB Schweiz AG
ABB Turbo Systems AG
Academia Engiadina
Airex AG
Alcan Airex AG
ALSTOM Switzerland Ltd.
AMCIS AG
Amgen Switzerland AG
Amrop International
Amt für Hochbauten der Stadt Zürich
Amt für Wald Graubünden
Amt für Wirtschaft und Arbeit Kanton Zürich
Anixter (Switzerland) GmbH
AO Foundation
Aon (Schweiz) AG
Applied Biosystems
Arbonia AG
Ascom AG
Ascom Systec AG
ASSETIMMO Immobilien-Anlagestiftung
Atotech Deutschland GmbH
Atupri Krankenkasse
AWK Group AG
Axa-Winterthur

B
Bank für Internationalen Zahlungsausgleich BIZ
Bank Hofmann AG
Bank Julius Bär & Co. AG
Bank Vontobel AG
Bataillard + Cie AG
BASF Schweiz AG
BBA Nonwovens Asia-Pacific AG
BDO Visura
BearingPoint GmbH
Berinfor AG
Betreibungs-& Stadtammannamt Zürich
Bezirksgericht Uster
bio.inspecta ag Frick
BOSSARD AG
Bourquin SA
Business Tools AG
Bundesamt für Energie
b2tec Software GmbH

C
Cablecom GmbH
Cantrade Privatbank AG
CarboGen Laboratories AG
Celgene Chemicals GmbH
Centerpulse AG
Chirurgische Klinik Stadtspital Triemli
Chung Nam Watch Co., Ltd.
Ciba SC
Cilag AG
Clariden Leu AG
Clienia Schlössli AG
Clinica Hildebrand
Collano AG
Coop Schweiz
Credit Suisse
CSS Krankenversicherung AG

D
Daniel Swarovski Corporation AG
De La Rue Cash Systems AG
Deloitte AG
Departement Bau, Verkehr und Umwelt Kanton Aargau
Detecon Schweiz AG
Deutsche Bank AG
Deutsche Postbank AG
Deutsche Telekom AG
DICOM Holding AG
Die Mobiliar
Die Schweizerische Post
Docu AG, Schweizer Baudokumentation
Dolder AG

E
EBG Plastics CZ
e3
ecm focused market management AG
economiesuisse
EDS (Schweiz) AG
EFG Bank Schweiz
e+h Services AG
Eidg. Personalamt
Eidgenössisches Finanzdepartement
EKZ Zürich
Elektrizitätswerk der Stadt Zürich
Emissionszentrale Schweizer Gemeinden
Ernst Basler + Partner AG
Ernst Granzow GmbH & Co. KG
Ernst & Young AG
Essex Chemie AG
ETH Zürich
Eurohypo AG
Evangelisch-reformierte Landeskirche
Externer Psychiatrischer Dienst Aargau

F
F. Hoffmann-La Roche
Feller AG
FIFA
FKG Holding AG
Ford Motor Company
Fritz Schiess AG
Functional Genomics Center Zurich

G
gammaRenax AG
Gate Gourmet International AG
GENERALI Versicherungen
GENESYS WIND Aktiengesellschaft
GFt technologies (Schweiz) AG
GlaxoSmithKline Schweiz
Global Crossing Switzerland GmbH
GOEBL Real Estate
Gölz Consulting
Grau Consulting
Graubündner Kantonalbank
Gravhaven Mining AG
Greenpeace Schweiz
Gruner + Wepf AG
guay I corporate media design

H
Hamilton Bonaduz AG
Hapimag
Helmut Fischer AG
Helsana Versicherungen
Henauer Gugler AG

Hirslanden AG
Hirslanden Klinik St. Anna
Hochschule für Wirtschaft Zentralschweiz
Hochschule Luzern
Hoerbiger Holding AG
Holcim (Schweiz) AG
Horizon21 AG
Hotel Hohenlohe GmbH
HSBC Global Asset Management Switzerland Ltd.
Huntsman Advanced Materials GmbH
H+ Die Spitäler der Schweiz

I

IBE Institute of Business Excellence
IB Grombach & Co. AG
IBM Schweiz
Immopoly GmbH
InfoTrust AG
Innofact
Inselspital Bern
insinova AG
Institute for Medical Virology
Institut für Geistiges Eigentum (IGE)
Itten + Brechbühl AG
IWC Schaffhausen

J

Jet Aviation Management AG
Johnson Controls GWS GmbH

K

Kantonalverband der Zürcher Psychologinnen und Psychologen
Kantonsspital Winterthur
Kaba AG
Kempinski Hotel St. Moritz AG
Klinik Hirslanden Zürich
Klinik Schloss Mammern
Klinik Schlössli AG
Klinikum rechts der Isar
KPMG Legal
KPT Krankenkasse AG
Krankenpflegeschule Zürich
Kreisspital Männedorf

L

Landis+Gyr AG
LeasePlan (Schweiz AG)
Leica Microsystems AG
LerNetz AG
LGT Bank in Liechtenstein AG
Lindt & Sprüngli
Lowe AG
Luftwaffe, Berufsfliegerkorps
Luzern Tourismus AG
Luzerner Kantonalbank

M

Maagtechnic, Dätwyler Schweiz AG
MCI
M. Consulting
Mailsource AG
MAN Turbo AG Schweiz
Maxomedia
Media Focus
Media Markt AG
Media-Daten AG
Metoxit AG
MIAG C.V. Diemen NL
MIB AG
Microsoft Schweiz
Migros Bank AG
Migros-Genossenschafts-Bund
Möbel Pfister AG
Mobility CarSharing Schweiz
Mobility Solutions AG
M-real (Schweiz) AG

N

namics ag
Nationale Suisse
Neoperl International
Netcloud AG
Neue Aargauer Bank
Neue Tagesschule Chur
Nokia Schweiz AG
Nordostschweizerische Kraftwerke AG
Notariatsinspektorat des Kantons Zürich
Novartec AG
Novartis Pharma Schweiz AG

O

OBT AG
Obwaldner Kantonalbank
Obergericht Kanton Zürich
Omnisec AG
Opernhaus Zürich
Orange Communications SA
Orangina Schweppes International
Orthopädische Universitätsklinik Zürich
Osec Business Network Switzerland

P

Papierfabrik Utzenstorf AG (Myllykoski)
Pfizer Inc.
Philips Medical Systems
Pilatus-Bahnen
PostFinance
Pragmatica AG
PricewaterhouseCoopers Schweiz AG
pwc global consulting
Pöyry Energy Ltd.

Q

Q3 Software AG

R

Radiatec AG
Raiffeisen Schweiz
Reconom AG
Regent Beleuchtungskörper AG
Regionalspital Emmental AG
Renk-Maag GmbH
Reichle & De-Massari AG
Renfert GmbH
Rhodanus Microtechnic AG
Ringier AG
Roche Diagnostics Ltd.
Roche Basel (Headquarters)
RSD S.A. – Zürich Office
RSN Risk Solution Network AG
RUAG AG

S

Sage Schweiz AG
Sanford (Schweiz) AG
Sarnafil International AG
SAS Service Allergie Suisse SA
Schulzahnärztlicher Dienst der Stadt Zürich
Schutz und Rettung Zürich
Schweiz. Isola Werke AG
Schweiz. Nationalfonds
Schweizer Berghilfe
Schweizerischer Eishockeyverband
Schweizerisches Polizei-Institut
Schweizer Radio und Fernsehen
Schweizerisches Rotes Kreuz
Schweiz Tourismus
Schweiz. Versicherungsverband
SeverStal Export GmbH
SFMS Management AG
Siegfried Ltd

Siemens Building Systems
Sika Schweiz AG
Sika Services AG
Sika Trocal GmbH
Simple Solutions
SIS SegaInterSettle AG
SMA & Partner AG
Spar Handels AG
Spital Zimmerberg
Sportbahnen Melchsee-Frutt
SPRI Schweiz. Public Relations Institut
SR Technics Switzerland
SSM Schärer Schweiter Mettler AG
Stadtspital Triemli
St.Galler Tagblatt AG
STG Schweizerische Treuhand-gesellschaft
Stiftung Arbeitsgestaltung
Straub Werke AG
Straumann AG
Stryker Osteosynthesis
Südostschweiz. Mediengruppe AG
Sunvesta Projects & Management AG
Sunrise Communications AG
Supercomputing Systems AG
Suter Howald Rechtsanwälte
Suva
SVA Zürich
Swiss International Air Lines Ltd.
Swiss Life
Swiss Post International
Swiss Re
Swisscom AG
Swisscom Fixnet AG
Swisscom IT Services AG
Swisscom Mobile AG

T

Tännler AG
TBF+Partner AG
TDC (Switzerland) AG
Teradata (Schweiz) GmbH
Testex
Thalia Bücher AG
ThyssenKrupp Presta TecCenter AG
Tiefbauamt der Stadt Zürich
Titan AG
TRINA BIOREACTIVES AG
T-Systems Schweiz AG

U

UBS AG
Uniklinik Balgrist
Unilever Schweiz GmbH
Unique Flughafen Zürich AG
Universitäre Psychiatrische Dienste Bern
Universität Zürich
Universitätsspital Zürich

V

Valeriehepp Consulting
VBS
Viking Catering AG
Volvo Trucks (Schweiz) AG
Von Graffenried AG Beratungen

W

Wampfler & Partner AG
Weidmann ETEA AG
Weidmann TBS AG
Weisse Arena Gruppe
Wilhelm + Müller
Winterthur Insurance
WIR Bank Basel

Z

ZAG Holding AG
Zellweger Luwa AG
Ziegelwerke Horw-Gettnau AG
Zimmer GmbH
Zühlke Engineering AG
Zurich Financial Services
Zürcher Kanatonalbank
Zweifel Pomy-Chips AG

Organization

Administrative Matters

Application

Application documents can be requested by contacting:

Executive MBA of the University of Zurich
Plattenstrasse 14, CH-8032 Zürich
Phone: +41 (0)44 634 29 87
Fax: +41 (0)44 634 49 15
E-mail: info@emba.uzh.ch

The following documents must be submitted along with an application for the class of 2012–2014:

- **Completed application form (including the form "Reference company/Institution")**
- **Description of current position**
- **University diploma and graduate certificates**
- **Passport picture in an electronic format to be sent to: bewerbung@emba.uzh.ch**
- **The application must be accompanied by an application fee of CHF 300.–**

Cadidates can be asked to an exam and/or an interview. There will be no correspondence regarding the application procedure. If you have any questions about the content of the program or if you are interested in more detailed assistance, please contact the office of the Executive MBA of the University of Zurich.

Dates

Application files are reviewed on an ongoing basis. Application deadlines are at the following dates:

- **31.10.2011**
- **31.12.2011**
- **29.02.2012**
- **30.04.2012**

Admission decisions are announced at latest one month after the application deadlines. The final application deadline for the class of 2012–2014 is April 30, 2012 (A-Post).

Course location

The courses are taught at the Center for Continuing Education of the University of Zurich. The course schedule was designed so that persons traveling to the University from German-speaking Switzerland and surrounding countries do not need to stay in a hotel. Lunch can also be taken at the Center for Continuing Education. Snacks will be provided.

Methods of Payment

The program fees for the Executive MBA Program of the University of Zurich are calculated as follows (VAT-exempt):

- **Cost for the course modules in Zurich: CHF 50 000 .–**
- **Cost for the course modules abroad: CHF 15 000 .–**

The following are included in the program fees:

- **All courses**
- **Comprehensive course documentation (incl. literature)**
- **Examination fees**
- **Snacks during course days**
- **Accommodation expenses for the modules in other countries**

The following costs are not included:

- **Lunch during the course modules in Zurich**
- **Plane tickets for modules in other countries**
- **Literature, if not a component of the mandatory course documentation**
- **Personal Development and Career Coachings (by request)**
- **Travel- and cancellation cost insurance for modules in other countries**

Estimated expenses for food and plane tickets for the modules in other countries:

- **Total lunch expenses for the course modules in Zurich: CHF 1 875 .– (cost per lunch approx. CHF 25 .–)**
- **Plane ticket to Shanghai: CHF 1 800 .–**
- **Plane ticket to New York: CHF 1 400 .–**

It is possible to pay for all program expenses in a lump sum of CHF 70 000.–. The lump sum price includes the following expenses:

- **All program fees**
- **Lunch during the course modules in Zurich**
- **Plane tickets for modules in other countries (Economy class)**

The following costs are not included:

- **Literature, if not a component of the mandatory course documentation**
- **Personal Development and Career Coachings (by request)**
- **Travel- and cancellation cost insurance for modules in other countries**

Participants paying the lump sum price will be reimbursed by CHF 1000.– less possible cancellation cost in each case of non-attendance of modules in other countries.

Payments are to be made as follows:

- **CHF 10 000 .– 30 days after receipt of the admission confirmation**
- **CHF 15 000 .– on July 31, 2012 (for lump sum, price CHF 20 000.–)**
- **CHF 20 000 .– on December 31, 2012**
- **CHF 20 000 .– on June 30, 2013**

After receipt of the admission confirmation, applicants can withdraw from the program within 10 days without their withdrawal having any financial consequences. Subsequently, all program fees are considered as owed. If students withdraw at a later date, the course fees will not be reimbursed.

Insurance

Insurance (accident, travel, cancellation cost etc.) during the whole program (incl. modules in other countries) is the participants own responsibility.

Optional study visit to India

The costs for the optional study visit to India amount to approx. CHF 3 500.– and include the following:

- **Plane ticket/transportation in India**
- **Room and board**
- **Course documentation**

The exact costs for the optional study visit are based on the current prices for the flight and the accommodations. The costs must be paid 30 days before the departure.

Main office

Mario Ramò
Managing Director

Danielle Tanner
Management Program Administration

Tomas Hermida
Program Administration

Jehona Elezi
Program Administration

Masthead

Editorial Office
Executive MBA University
of Zurich

Design
TGG Hafen Senn Stieger,
Visuelle Kommunikation,
St.Gallen

Pictures
Simon Brühlmann, Zürich
(p. 3/p. 20/p. 24/p. 29/p. 33)
Tine Edel, St.Gallen
(p. 43)
Michael Marsland
(p. 7)
Gautam Talwar, Amritsar, Indien
(p. 11 bottom)
Sabir Ahmed, Bangalore, Indien
(p. 11 top right)
Dharmesh Thakker, Mumbai,
Indien
(p. 11 top left)
Palma Fiacco, Fotografin, Zürich
(front and back)

Printing
Schellenberg Druck AG, Pfäffikon

Executive MBA Universität Zürich
Plattenstrasse 14 | CH-8032 Zürich
Telefon +41 (0)44 634 29 87 | Fax +41 (0)44 634 49 15
info@emba.uzh.ch | www.emba.uzh.ch