



**Executive MBA**  
**in General Management**  
**Focus on: Digital Transformation**  
**2019–2021**



# Invest in Your Success

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# Welcome



**Prof. Dr. Michael O. Hengartner**  
President of the University of Zurich

As someone who has benefited from the transformational power of an Executive MBA, I know first-hand how it can change a life. While I now oversee the strategic direction of Switzerland's largest university, I began my professional career as a biochemist. My investment in an Executive MBA gave me the knowledge and confidence to transform from a subject matter expert to a team lead to the president of this innovative academic powerhouse.

I am proud of the University's ability to provide the widest range of courses of any Swiss higher education institution. We are also known for innovating at the forefront of emerging trends such as digitalisation, which is fundamentally changing society and requires new competencies. This is why we launched the UZH Digital Society Initiative (DSI) that brings a cross disciplinary approach to researching the effects of digitalisation on a variety of subject areas.

Yet, no matter the disruptor, the ability to think strategically, drive change, and develop resilience, will always be in demand. So, while incorporating the unique challenges in the age of fast, the new Executive MBA in General Management with Focus on Digital Transformation will develop you as a leader, ready to succeed in a digital world at the personal, organisational and global level.

I invite you to experience, as I did, the life-changing power of a world-class executive MBA.



**Ingrid Deltenre**  
President of the Executive MBA, University of Zurich

Traditional organisations have recognised the need to adapt to the fast-changing digital age with an integrated approach and innovative technologies. However, it can be a massive undertaking. Digital transformation efforts often run into roadblocks because of confusion and resistance to change.

Smart organisations know that changing corporate culture is vital to the success of digitalisation. Therefore, digital transformation calls for a different type of leader. One that drives his or her organisation to continually challenge the status quo, experiment, and get comfortable with failure.

University of Zurich's ground-breaking Executive MBA in General Management with Focus on Digital Transformation, builds on the success of the long-standing Executive MBA with Focus on International Management. It delivers the unique skills and frameworks needed to succeed in a digital world. The programme curriculum provides leaders with the tools, concepts and perspectives that will allow them to develop strategic responses to new digital opportunities and to then align their organisations for effective strategy execution – while earning a world-class EMBA and building a strong global network.

We are developing the leaders all organisations need to thrive in a digital world.

# At a Glance

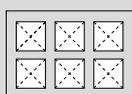
## Language

English



## 6-Day Modules

once per month



## 14 Months

starting in October 2019



## CHF 75,000

First Intake Discount of CHF 10,000



## Module Locations

USA, Israel, China, Switzerland



## On Campus Days



## General Management

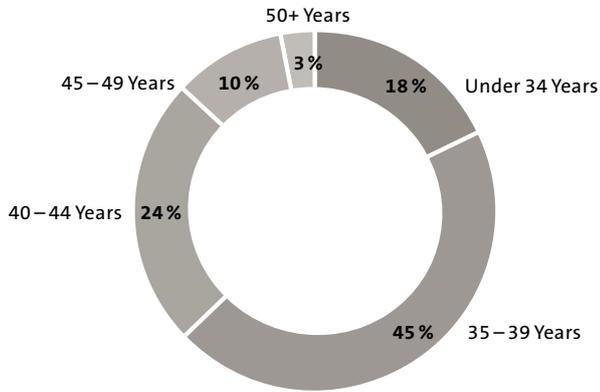
Focus on: Digital Transformation



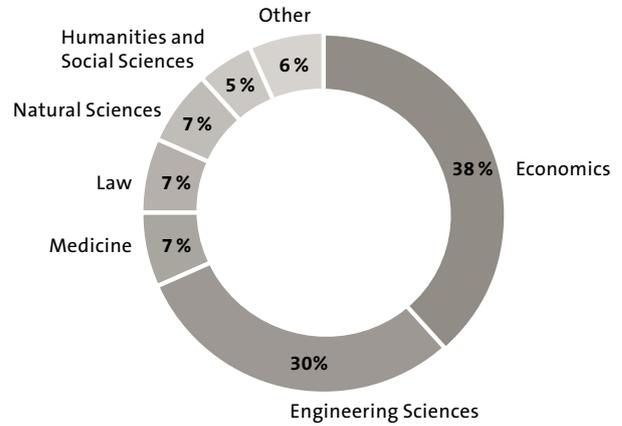
# Class Profile

## Age Range

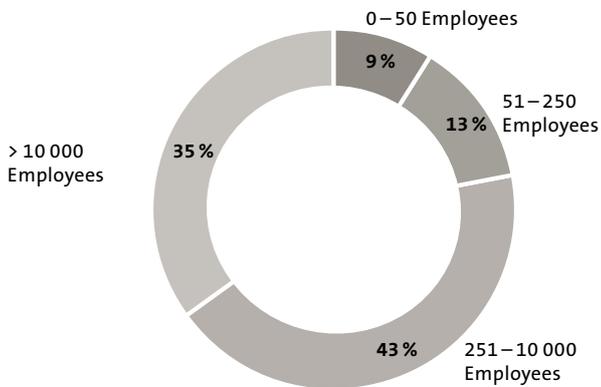
Average Age: 39 Years



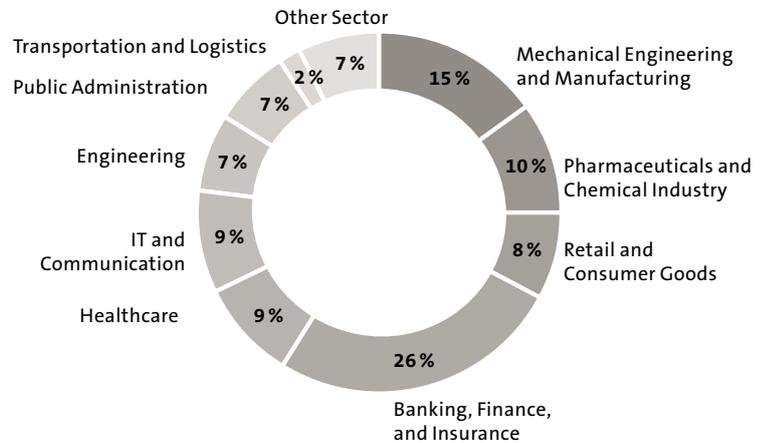
## Academic Background



## Company Size



## Industry Sectors



# The Case for a New Class of Leaders

## Disruption is the New Normal

The ripples of powerful digital technologies like artificial intelligence and machine learning have grown into waves that carry dramatic changes to virtually every sector, industry and function. From healthcare to the law, digital technology is disrupting old models and challenging the way we do business.

To thrive in a business environment of constant disruption, successful companies move quickly to take advantage of the massive transformations happening. They know that they must reinvent their entire business model or face being swept away in the years to come. Kodak, Nokia and Yahoo! are prominent examples of once industry titans that have been marginalised. Airbnb, Uber, Amazon and Apple on the other hand have disrupted and changed the rules of the game.

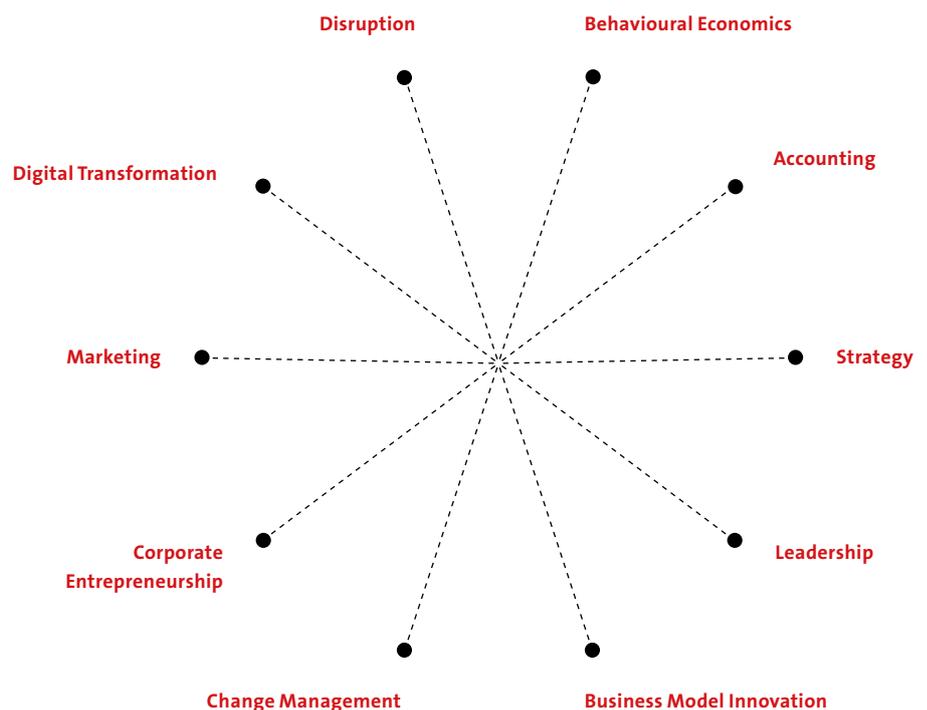
Digital disruption also carries unprecedented opportunities. When done right, companies who embrace digital transformation are able to better align with customer demands and be agile in the fast-changing digital age. It can also be the key to survival for large organisations as they compete with nimble rivals.

## Leadership Development in the Digital Age

As organisations quickly recognise the need to reinvent themselves at a faster rate, they are increasingly seeking leaders who demonstrate agility and an innovative spirit.

This type of leader not only recognises potential in disruption, but has the confidence, tools and mind-set to boldly lead their organisations into uncharted territory and reshape whole businesses and industries.

The ground-breaking new Executive MBA from the University of Zurich will help you initiate and lead digital change, reinvent your company's business model and transform into the innovative and agile leader needed for this volatile and rapidly changing business environment.



## Your Zurich Advantage

Zurich, the largest city and business capital of Switzerland, is frequently ranked among the world's most liveable cities.

Nestled in the heart of Europe, the city is an international hub providing frequent and direct access to major international destinations. Travel times are short and means of transportation are reliable, punctual and efficient. Take a four-hour direct train ride to the heart of Frankfurt, Paris or Milan or a one and half-hour flight to the middle of London.

Zurich is one of the leading global financial centres with head offices of 10 of the world's largest financial firms including, of course, Credit Suisse and UBS. In addition to banks, the Greater Zurich Area is home to numerous Swiss and foreign insurance companies and the third-largest insurance sector in the world.

Tech giants Google, IBM and Disney have also set up headquarters in the city. The close cooperation of industry and internationally renowned research and academic institutions like the University of Zurich have turned the Greater Zurich Area into a hub for companies in the sectors of life sciences, information and communication technology, high-tech and mechanical engineering.

Zurich Greater Area is also a thriving proving ground for start-ups. With 1.5 million multilingual and international residents making up over 30 percent of the population, the area is a perfect test market for new products and services.

A dynamic metropolis, Zurich's high quality of life, strong culture of innovation and precision and excellent infrastructure are just some of the advantages that make it an inspiring environment for leaders looking to develop their disruptive and innovative DNA.

## Study at a World-Class University

The University of Zurich (UZH) is consistently ranked within the top 100 universities in the world. We are Switzerland's largest university with the most comprehensive academic programmes in the country.

We welcome staff and students from all over the world: 55 percent of professors and 42 percent of PhD candidates are international. The 27 alumni organisations and growing number of international alumni chapters from Singapore to Sydney, Shanghai to San Francisco, and London to Tokyo guarantee that UZH alumni maintain their network around the world.

As an internationally renowned research and teaching institution, the University of Zurich is also part of a dynamic global network. From Beijing to Berkeley, it has partnerships with over 500 institutions in some 100 countries.

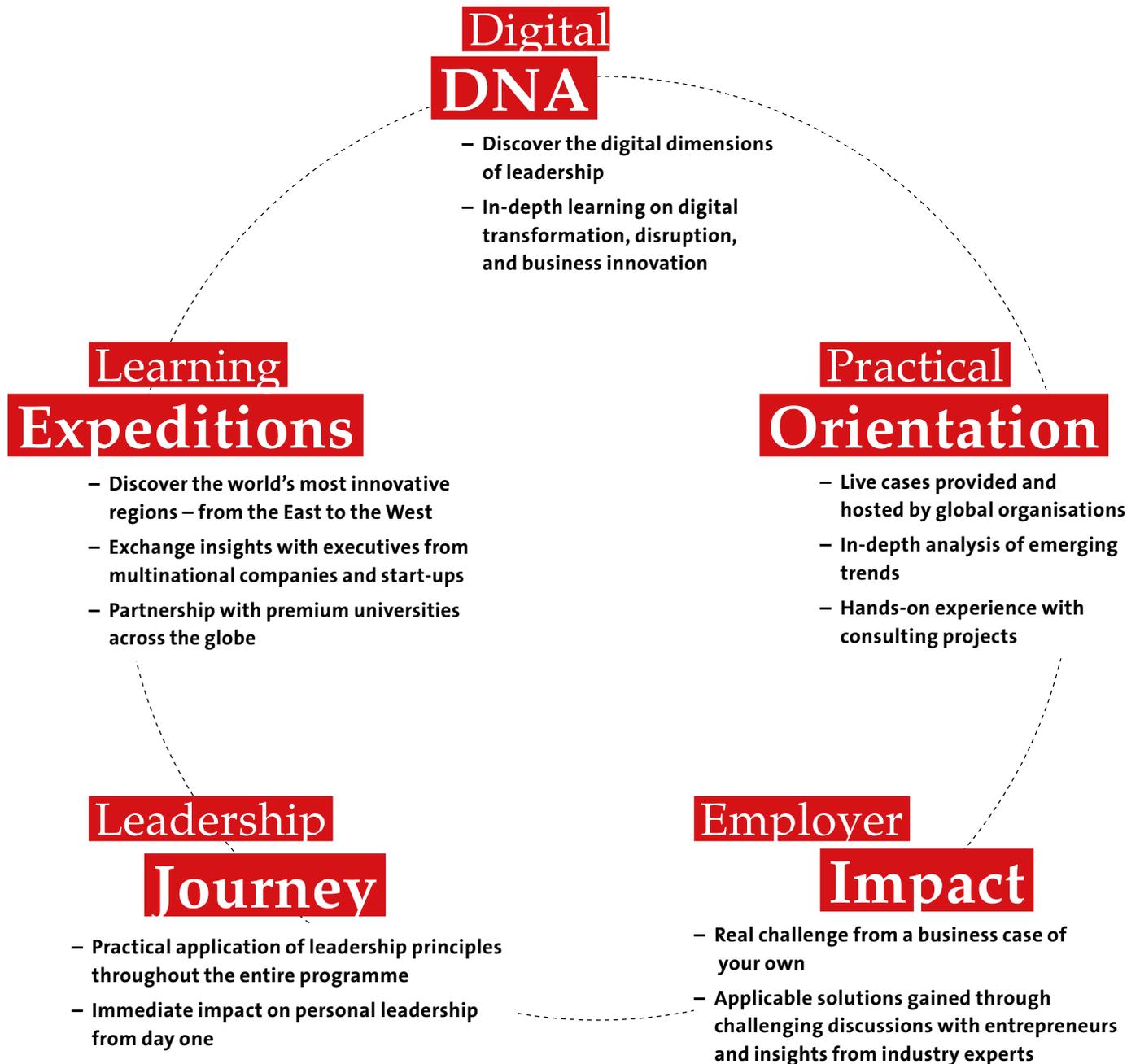
UZH is a fertile ground for innovation, with new licence agreements signed every 10 days, new patents published every two weeks, and new spin-offs established every two months.

Recently launched, the UZH Digital Society Initiative (DSI) expands the university's collaboration with corporations and businesses. From the effects of digitalisation on personalised healthcare to the future of work in virtual cities, this cross-disciplinary research hub acts as an international capacity on future-oriented applications of digitalisation and represents all faculties of the University of Zurich.

Here's where imaginative curiosity meets academic excellence.

# A Transformative Experience

Executive MBA in General Management  
Focus on: Digital Transformation



## Why we are different

Leadership in the digital age requires unique skills and therefore a new approach to education.

That is why the new Executive MBA from the University of Zurich infuses a world-class management education with the unique development needs of innovative digital disruptors.

To implement digital transformation and business model innovation, it is essential to learn from industry leaders who have successfully changed the rules of the game. Global exposure to innovative hotspots, live cases with real organisations, and insight exchanges with world-class faculty and innovative executives expand your leadership DNA through a truly transformative experience unlike any other.



“My Executive MBA at the University of Zurich was transformational. I had the fortune of learning from high-calibre professors with years of industry experience, who gave me the foundations and confidence to make a difference in the world. Along the way, I developed valuable networks and life-long relationships. It was truly a life-changing experience!”

**Jan Schneider**

EMBA Class of 2015–2017  
Head of Institutional Banking  
Argauische Kantonalbank

Our signature incubator approach to innovation will accelerate your ability to push the boundaries of what is possible for a direct impact in your organisation. Equip yourself with the tools and frameworks to innovate and successfully translate your ideas into breakthrough solutions. Become a change agent who spearheads your organisation’s innovation initiatives to stay ahead of competitors.

You will acquire the specialised capabilities to lead in a disruptive environment time after time.



“Disruptors like artificial intelligence are going to drive efficiencies and reduce the need for management. Yet, these disruptors will also create space for individuals, teams and organisations to be creative and push leaders to guide and scale. This creativity becomes invaluable for organisations to reinvent themselves time after time to win.”

**Christiane Barz**

Faculty of the Executive MBA  
Professor, Chair of Mathematics for Business and Economics  
University of Zurich

# Leadership Journey

While it is critical for organisations and individuals to stay ahead of emerging trends and adapt quickly to disruption, there is a risk of teams and organisations becoming distracted by the constant change. In times like these, it becomes especially important for leaders to draw upon their capability of defining purpose and providing guidance and direction for their teams to thrive in the ever-changing digital age.

This is why the University of Zurich Executive MBA has incorporated a robust and transformative leadership journey that spans the length of your Executive MBA.



“Most professionals considering an Executive MBA do so to improve their leadership skills. And, many programmes are successful in delivering leadership frameworks to participants. But, knowing how to lead does not mean that you can do it. Too often, when faced with a leadership challenge, individuals fall back to old patterns of behaviour rather than acting on what they know would be best.”

Jochen Menges

Faculty of the Executive MBA  
Professor, Chair of Human Resource Management and Leadership  
University of Zurich

Beginning in the very first module, you will define your leadership purpose. Under careful guidance, you will examine critical aspects of your professional journey so far to determine what drives your desire to lead. Drawing from the collective experiences of your class, you will identify behaviours that are the trademark of effective leadership and analyse those that are counterproductive. You will also undertake a series of exercises to uncover how you can channel your EQ to fulfil your leadership potential.

You will combine this knowledge to think about how you can create environments for your teams to perform at their best, and leave with a personalised action plan that provides you with a snapshot of your current leadership style, your desired end state and a four-week and six-month plan to close the gap.

Therefore, this course not only delivers evidence-based frameworks drawn from the forefront of cutting-edge research, it is also carefully delivered to ensure you have sufficient opportunity to understand, apply and practice these concepts so you can act decisively when your leadership moment arrives.

As you move through the program, you will test your new knowledge back at work and bring the learnings from your experiences back into the classroom.

Midway through the program, you will expand your focus from introspective leadership to organisational leadership. Building upon your work on self-awareness and emotional intelligence, you will analyse and develop strategies to influence and motivate teams, lead across differences to unlock the power of diversity and shape the organisational culture needed to embrace digital innovation.

Finally, at the end of your transformative experience through the Zurich Executive MBA, you will define your leadership legacy. In a constantly changing world, what lasting impact will you leave at the end of your career?

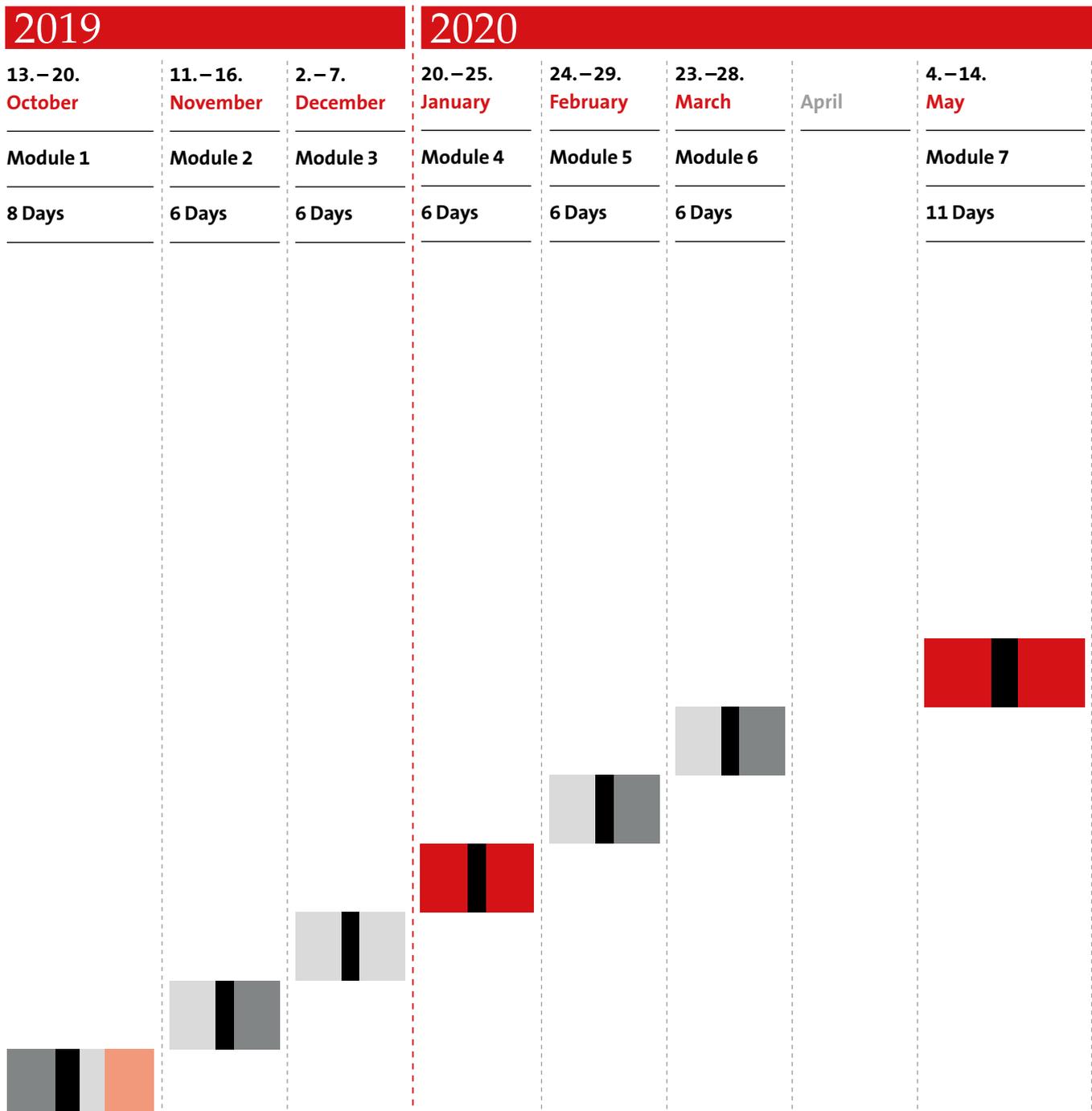


# Programme Overview

The University of Zurich EMBA is designed to accommodate the pressures of high-achieving professionals. 12 immersive modules, on average 6 days per module, are spread over 14 months to give you the flexibility to manage your career and personal life while enjoying the transformative learning experience of an Executive MBA.

8 foundational modules take place at the University of Zurich in Switzerland.

4 additional learning expeditions immerse you in innovation hotspots around the world, including the East Coast and the West Coast of the USA, China, Israel, and Switzerland.



- Management Foundations
- Digital Core
- Consulting on Live Cases
- Learning Expeditions
- Incubator Sessions

**2021**



A photograph of the University of Zurich Center building. In the foreground, a stone statue of a seated male figure sits on a pedestal. The pedestal has the text 'UNIVERSITÄT ZÜRICH ZENTRUM' engraved on it. Behind the statue are several Swiss flags on tall poles. The building is a large, light-colored stone structure with a curved facade on the right side, featuring tall arched windows and classical architectural details. The sky is clear and blue.

UNIVERSITÄT ZÜRICH  
ZENTRUM



# Programme Curriculum

## Management Foundations

**At the University of Zurich, foundational courses incorporate the unique challenges for executives' developmental needs, and deliver the critical management frameworks and concepts required for success as a leader.**

### **Financial & Managerial Accounting for Executives**

*David Oesch*

This course equips participants with fundamental financial and accounting concepts to make evidence-based strategic and managerial decisions. Participants learn to connect financial ratios and key performance measures to strategy, interpret financial statements of their own firms and gain insight into the relevance and limitations of key financial statements, in order to be more effective at interacting with accounting and financial groups, and be able to ask the right questions and use this data to create winning strategies.

### **The Global Economy and Behavioural Economics**

*Björn Bartling*

The first day provides an understanding of fundamental macroeconomic theories regarding national economic indicators, fiscal and monetary policy, and international trade. The second day is concerned with the core microeconomic insights about the efficiency of market exchange but also about market failures. While standard economic modelling assumes fully rational decision makers, the last day offers an overview of the most important findings from psychology and economics on predictable irrationalities in individual decision-making.

### **Marketing of Innovative Products and Services**

*Sven Henkel*

You have created a breakthrough new product that could disrupt your industry, but can you successfully bring it to market? After all, the world is full of innovation. The biggest challenge is differentiation. This course combines the fundamentals of consumer psychology, market analysis, traditional and unconventional marketing and public relations strategies, so participants can systematically and successfully launch innovative products and services. Using cases and real-life scenarios, we identify key success factors for a successful innovation introduction, understand how to build a successful brand strategy, create development, and launch plans for new innovations.

### **Corporate Finance and Risk Management**

*Alexander Wagner*

Taking risks is critical to innovation and companies seeking market success. However, in a volatile world, risks, especially in large organisations, are often considered as hazards, despite the fact that they can present significant opportunities for competitive advantage and long-term profitability. This course helps participants to identify, evaluate and manage organisational risks for improved performance to drive innovation and win in the marketplace. We examine frameworks to avoid hazardous risks or minimise their impacts while proactively seeking value-adding risks that can reward the organisation.

### **Service, Operations & Logistics for Industry 4.0**

*Christiane Barz*

This course provides an overview of state of the art prescriptive analytics to approach business challenges in the digital age. Participants learn how to analyse processes, identify crucial tradeoffs and make value-enhancing decisions. Selected topics include queueing models, revenue management, management of service platforms and blockchain applications.

### **Change Management**

*David Seidl*

In the digital age, companies are increasingly confronted with the necessity of strategic and organisational change. In this module, we will discuss how leaders can prepare their firms for change. We will discuss the different challenges associated with identifying the need for change and with preparing the workforce for the implementation of planned change. Based on real-life examples, we will explore effective concepts and tools that can help master those challenges.

## **Strategic Management and Digital Strategies**

*Felipe Monteiro*

This session will shed light on how strategic choices are shaped by digital transformation, the pace of change and the imperative it creates for businesses. We will explore how companies are adapting (or not) and leveraging new opportunities in this competitive, technologically-driven environment. We will focus on what companies are doing in the different dimensions of their activities and the key challenges they face while embarking on a digital journey.

We will place special emphasis on the digital strategies companies are putting in place to engage with external partners and to harness open innovation to reinforce internal capabilities, different collaboration models and the most advanced strategies in innovation scouting.

## **Leadership & Company Culture in the Digital Age**

*Jochen Menges*

The course delivers evidence-based frameworks on leadership and is carefully delivered to ensure participants have sufficient opportunity to understand, apply and practice these concepts. Participants will first establish their leadership purpose and build a robust, personalised plan to close the gap between their current leadership capability and desired end state. Participants will also develop strategies to influence and motivate teams and shape the organisational culture needed to embrace digital innovation.



“With my dual roles as the founder of a profitable global business group focused on digital platforms and as part of the EMBA faculty, I teach what I apply in business and vice versa. And, that same approach defines our Executive MBA programme – proven in practice, grounded in theory and delivering impact for the participants.”

**Michael Hilb**

**Faculty of the Executive MBA  
Professor of Strategy, Entrepreneurship, and Digitalisation  
University of Fribourg**

## Digital Core

**Experts on emerging technologies help you cut through the noise around blockchain, artificial intelligence, virtual reality, machine learning and more, so you can get ahead of the curve in understanding their impact and create strategies for your organisation, industry and society.**

### **Collecting, Analysing, and Interpreting Data**

*Karl Schmedders*

The purpose of this module is to study the fundamentals of modern data analysis as they pertain to leadership in the digital age. Participants will learn about the potential pitfalls in data collection and how they may lead to biased data sets. The discussion will then move to a critical evaluation of the presentation of data in graphs or via summary measures. Finally, the focus of the module will be on the analysis of data sets and on the interpretation of numerical results for business purposes.

### **Mastering Digital Value Creation**

*Michael Hilb*

The course aims to provide the participants with an introduction and an overall framework of value creation in the digital age. Key concepts of digitalisation will be introduced, i.e. platformisation and datafication, and the GEAR framework of digital value creation, i.e. governing (who), enabling (why), amplifying (what) and realising (how) digital value creation. The framework will be also served as a navigator for the following course, and will be closely linked to the thesis project: Realising Digital Value Creation (RDVC).

### **Digital Markets & Network Thinking**

*Sven Seuken*

While digital markets offer great profit opportunities, online businesses pose distinctive management challenges (like strong network effects). In this course, we will explore how to successfully navigate these challenges. We will discuss strategies for launching a new online business, strategies for gaining market control, and strategies for the successful evolution of a business. In the last part of the course, we will discuss how market design techniques (e.g., dynamic pricing and reputation systems) can be used to create a well-functioning digital marketplace, and what new business opportunities blockchain technology offers.

### **Using Data: Artificial Intelligence, Machine Learning and Large-Scale Data Processing**

*Abraham Bernstein, Ingo Scholtes*

Humanity generates an estimated 2.5 Exabytes a day. This data is also called the oil of the 21st century as it is expected to contain a plethora of actionable insights. But the abundance of data makes consuming it like trying to drink water from a fire hydrant – a losing proposition. As a consequence, AI techniques are heralded as the solution.

This module introduces the relevant techniques to collect, process, and gain insights from large amounts of data. First, we will cover Big Data technology and illustrate how a start-up can process exabytes with simple scripts and a credit card. Next we will introduce artificial intelligence techniques and how they can be used to mine the data. Finally, we will focus on more recent AI technologies such as deep learning that have revolutionized many application domains, give the participants practical exposure to these techniques, show how they can be used in a practical setting, and provide some insights about the maturity of these techniques.

## **Agile IT & Agile Organisations**

*Gerhard Schwabe*

Digitalisation transforms organisations from the individual workplace to the divisional structure and the business ecosystem. Organisations need to be agile and react to external changes and opportunities while also preserving a stable core. In most organisations, this critical interplay of stability and agility is typically first tested and addressed at the IT department. This module therefore first examines how IT departments reach out to the business in an agile way and then expands on the characteristics of agile organisations.

## **Disruptive Strategies & Business Model Innovation**

*Kurt Matzler*

In this course students will be introduced to the theory of disruptive innovation and will learn the patterns of disruption that lead established companies to fail and new entrants to win. Students will learn how incumbents can successfully react to disruptive attacks and how new entrants can develop disruptive business models. A special focus will be on digital disruption and on how digital technologies transform business models. Students will get a new perspective on understanding customer needs and identifying growth opportunities.

## **Ethical & Legal Aspects in the Digital Society**

*Florent Thouvenin, Markus Christen*

The ethical challenges surrounding digital transformation are not limited to the protection of privacy. In this module, participants will learn relevant ethical and legal principles and how to apply them to a variety of digital transformation cases ranging from algorithmic discrimination and decision-making to liability issues triggered by autonomous systems and the concept of contextual integrity of data. We will also examine the similarities and differences between the ethical and legal approaches to addressing these challenges.



“It is important to balance work and family, and not miss out on educational opportunities. The average six-day, once a month EMBA design accommodates this need and allows you to concentrate at work and also spend quality time with family over the weekend.”

**Salomé Iglesia**

**EMBA Class of 2014–2016**  
**Head of Product Management**  
**Siemens**

## Learning Expeditions

Global learning expeditions immerse you in the world's most innovative hot-spots. Each expedition will be hosted at reputable global universities such as Stanford, MIT, or Fudan, so you get valuable insights from professors and researchers on the latest developments in bleeding edge technologies, innovation, intra- and entrepreneurship, and other key areas relevant to gain a competitive edge.

Moreover, you will meet, discuss and interact with executives of innovative global players, entrepreneurs, innovators, and other individuals who lead the way in digital transformation, innovation, and technological change.



“Our employees are our main asset. When they come to a point in their career to take on more leadership responsibilities, we recommend they take a scientifically grounded, Executive MBA programme like the EMBA UZH. This programme has a strong practical orientation, an intercultural management dimension and allows them to combine their studies with their work responsibilities.”

Irene Haag

EMBA Class of 2011–2013  
Head of Human Resources EMEA  
Sika AG

### US East and West Coast

You can read about entrepreneurship in a case and discuss innovation in a classroom but the only way to experience being on the cutting edge of business is to go to Silicon Valley. Here, you'll have unfettered access to entrepreneurs and executives, learn about idea generation, start-ups, rapid growth, financing, IPOs, and leading explosive growth.

Discover the ecosystems that facilitate the entrepreneurial spirit, develop your innovation network, and discover the keys to building your innovative mind-set.

Immerse yourself in the unique ecosystem that combines interdisciplinary academic powerhouses like Harvard, MIT and start-ups in life sciences and data analytics that deliver scientific breakthroughs and technological advances.

The US East Coast is also home to some of the best-known technology and biotech companies in the world, which have been operating as large enterprises for decades. Perhaps it is the Wall Street effect, but investors on the East Coast take a more hard-nosed approach to business. Discover the difference in pitching, negotiating and accelerating in the US East Coast.

### Israel

Known as one of the most entrepreneurial countries, Israel receives the most start-up funding in the world after the United States. Despite having almost no natural resources and poor infrastructure, Israel emerged in the 1990s as a high technology powerhouse, becoming known as “Silicon Wadi.”

Here, you will access the effective and sustainable entrepreneurial methodologies used by established corporations to transform ideas into value generating products and services. You will be given state of the art models, theories and practical tools in fields of innovation and entrepreneurship, based on methodologies and insights that Israeli professionals and academics have developed over the years.

Meet with government and business executives and experience the ecosystem that drives entrepreneurship in the “Start-up Nation”.

## China

Understand business with the world's new digital-age super power.

With the new and emerging trends in e-commerce, automotive, e-payment, AI, Big Data, Face Recognition and other technologies, China is set to lead the way as it transforms its market, economy, and society into a global, financial, manufacturing, and cyber powerhouse. The "New China" will affect almost every region around the world, every industry, both online and offline.

While the Chinese government continues to promote innovation by enhancing support for the commercialisation of scientific and technological achievements, the environment is challenging and competition is fierce.

Get on-the-ground insights on the dynamic Chinese economy, markets and culture. You'll learn from executives who demonstrate the grit and innovative spirit needed to thrive in this budding international centre for innovation.

## Switzerland

Switzerland is a thriving proving ground for start-ups and an innovation hub for digital, medical and financial technologies.

Here, diverse sectors of the economy come together to promote innovation. You will experience how businesses, governments and universities actively collaborate and exchange knowledge to expedite the transfer of research into marketable products and services.

Set against this backdrop, you will learn how to ideate and prototype your capstone project in an incubator environment under the guidance of leading innovators from Switzerland's diverse sectors. You will also expand your understanding of the various factors in the innovation ecosystem that are required to launch successful breakthrough digital transformation initiatives.



## Consulting on Live Cases

### Live Cases

Throughout the programme, you will work on current business challenges from real companies in Switzerland, Israel and the USA. Instead of learning from business school case studies, executives of companies from different industries and sectors present the challenges they face and ask you to provide them with a business solution. Working in a team-setting, you will draw upon the diverse expertise and analysis of your team members to create innovative solutions and receive real-time feedback from the company's executives on the viability of your proposed models, processes, products or services.



“What the University of Zurich offers future-focused businesses is invaluable and critical in giving executives a road-map to navigate the disruptions ahead. I would highly recommend this programme to anyone who recognises that the next few years will be unlike those we’ve seen before.”

**Riet Cadonau**

**CEO of Dormakaba Group, Switzerland  
Member of the EMBA Executive Committee**

## Incubator Sessions

### Realising Digital Value Creation

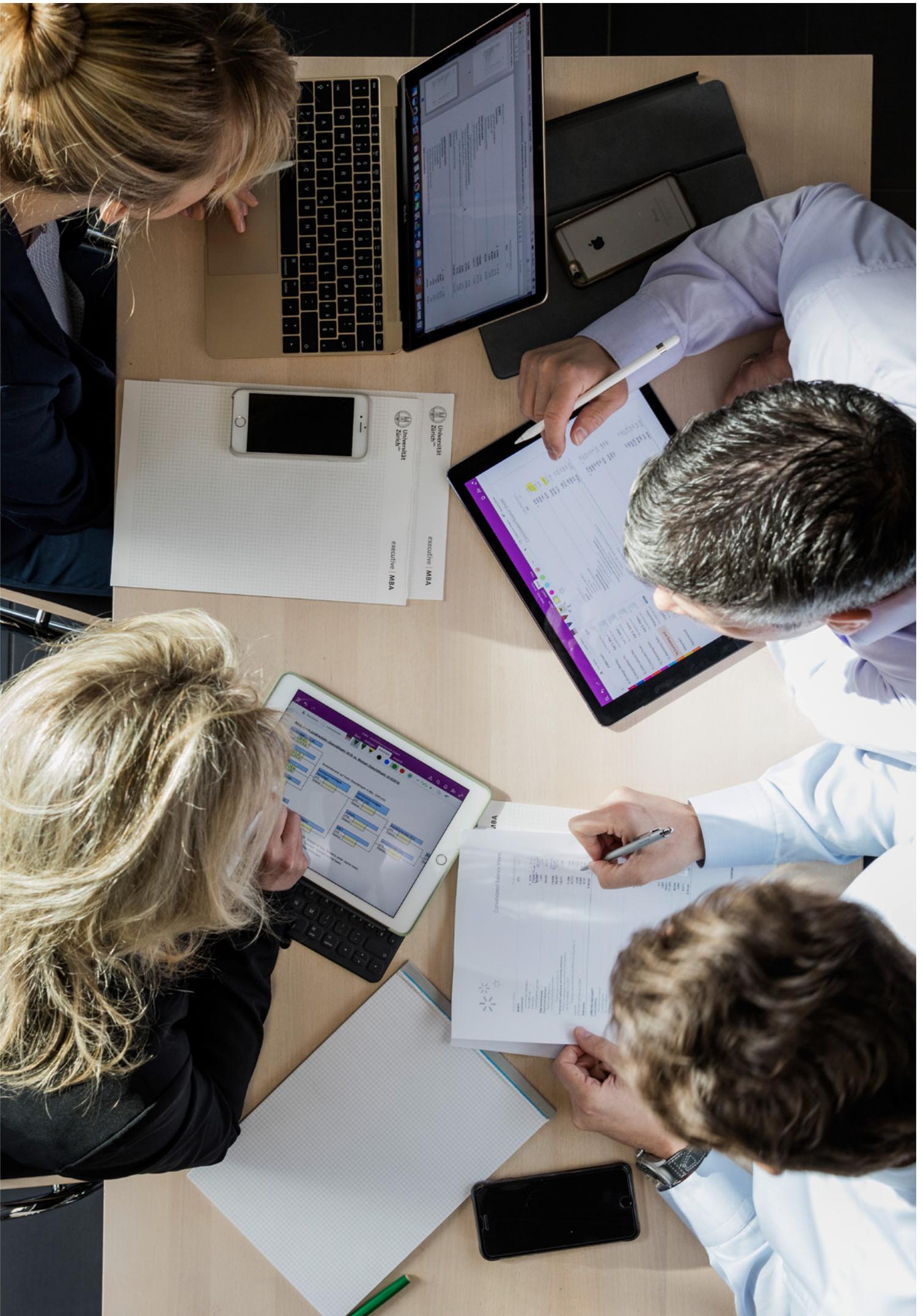
*Michael Hilb*

Spanning the length of the programme, a key course on Realising Digital Value Creation culminates in a thesis that delivers impact to your employer. Whether it's redesigning processes, product innovation, pipeline transformation, or platform disruption, your University of Zurich Executive MBA thesis will push you to innovate and reinvent your company's business models in a safe environment.

To facilitate open discussion and creative solutions, key sessions will be hosted at one of the largest incubators in Zurich. This environment will unleash your entrepreneurial and innovative spirit as you ideate, design, execute and amplify the impact of your solutions.

Throughout the course, you will have the opportunity to present and discuss your project at various stages with entrepreneurs, relevant industry and technology experts, and the renowned course instructors to receive a variety of perspectives and feedback as you progress. Guidance by these practice-oriented experts and reputable academics help you deliver higher value to your employer.

You leave with a mature and sophisticated business solution that can be successfully implemented back at your organisation and signals your ability to lead your organisation through digital disruption.



# Meet the EMBA Faculty

Our world-class faculty are complemented by senior executives, industry experts, and innovative founders who have acquired an immense amount of experience and knowledge in their respective areas of expertise. By striking a carefully calibrated balance between renowned academic faculty and experienced business leaders you get the benefits of seeing best-practices applied in real-world innovative and industry changing businesses.



**Björn Bartling**  
Professor of Behavioural and Experimental Economics, University of Zurich



**Kurt Matzler**  
Professor of Strategic Management, University of Innsbruck



**Gerhard Schwabe**  
Professor, Chair of Information Management, University of Zurich



**Christiane Barz**  
Professor, Chair of Mathematics for Business and Economics, University of Zurich



**Jochen Menges**  
Professor, Chair of Human Resource Management and Leadership, University of Zurich



**Gabriele Schwarz**  
Lecturer in Digital Innovation, University of Zurich



**Abraham Bernstein**  
Professor of Information Technology, University of Zurich



**Felipe Monteiro**  
Professor of Strategy, Emerging Markets, Global Innovation and Knowledge Processes within Multinational Corporations



**David Seidl**  
Professor of Organisation and Management, University of Zurich



**Markus Christen**  
Managing Director of the Digital Society Initiative, University of Zurich



**David Oesch**  
Professor of Financial Accounting, University of Zurich



**Sven Seuken**  
Associate Professor of Computation and Economics, University of Zurich



**Sven Henkel**  
Professor, Chair of Customer Behaviour and Sales, EBS University of Business and Law



**Karl Schmedders**  
Professor of Quantitative Business Administration, University of Zurich



**Florent Thouvenin**  
Professor, Chair of Information and Communication Law, University of Zurich



**Michael Hilb**  
Professor of Strategy, Entrepreneurship, and Digitalisation, University of Fribourg



**Ingo Scholtes**  
SNSF Professor of Data Analytics, University of Zurich



**Alexander Wagner**  
Professor of Finance, University of Zurich

# The EMBA – A Look at Our Alumni

**The diversity of industries represented in the University of Zurich's Executive MBA programme says a lot about the character of the alumni organisation. It is a dynamic network connecting members with a large and growing resource of diverse expertise.**

As an Executive MBA graduate, you can become a member of the University of Zurich Executive MBA alumni organisation. Membership in the alumni organisation also provides you with access to the alumni organisation of the Faculty of Business, Economics and Informatics as well as the University of Zurich's alumni umbrella organisation.

The goal of "EMBA Alumni UZH" is to maintain and promote personal contact. At the same time, we also meet the broad thematic interests of our members by offering talks and panel discussions on current economic, social and political topics as well as tours of companies. We help our members keep their knowledge up to date through training and development events. If you have questions you would like to discuss from the perspective of a former participant, the Alumni Office would be pleased to put you in touch with a graduate of the programme.



*“As a member of ‘EMBA Alumni UZH’, you benefit from access to a network of outstanding professionals and a diverse annual programme. Our alumni organisation offers you a platform for engaging in a dialogue with colleagues from a wide variety of industries. It offers you substantial added value, both in your current career and future aspirations.”*

**Eric Schinzel**

**President of EMBA Alumni UZH**

# Admission

## Requirements

We welcome candidates from all different industries and functions. If you are looking to equip yourself with the critical skills, mind-set and leadership approach needed to thrive in a digital and disruptive future, this programme is for you.

## University Degree

Candidates require a university degree or a degree from a university of applied sciences. In exceptional cases, candidates without one of these degrees can be admitted. These candidates must demonstrate significant professional achievements and we reserve the right to request an admissions test.

## Work Experience

Candidates need to have several years of management experience before commencing the Executive MBA, since they will require a certain level of authority within their organisations to implement their projects and knowledge learned in the programme.

## English Level

Good knowledge of English is essential. Candidates need to complete an English language test (TOEFL or IELTS).

An English language test may be waived if candidates have worked or are currently working in an English speaking environment.

## Admission Process

The application requirements include:

- Completed application form, including a reference from your company (Download from: [www.emba.uzh.ch/bewerbung/downloads/](http://www.emba.uzh.ch/bewerbung/downloads/))
- Description of your current position
- Copies of all degrees and training certificates
- Passport photo and copy of the passport/ID
- Application fee of CHF 300 to be paid (non-refundable)

Application deadlines are: 28 February 2019, 30 April 2019, 30 June 2019, 31 August 2019. Notifications of acceptance will be sent no later than one month after each submission deadline.

Selected applicants will be invited to an interview in person, by telephone or Skype.

## Tuition Fee

### - 75,000 CHF

Total tuition fees are CHF 75,000. In the year 2019–2021 we offer a “First Intake Discount” of CHF 10,000.

If you submit your complete application by 28 February 2019 and receive a positive assessment, you will receive an early bird discount of CHF 7,000.

If you submit your complete application by 30 April 2019 and receive a positive assessment, you will receive an early bird discount of CHF 4,000.

The invoice for the first payment will be sent following written confirmation of admission. The payments are due as follows:

- CHF 10,000 30 days after receipt of the confirmation of admission
- CHF 15,000 on 31 December 2019
- CHF 20,000 on 31 July 2020
- CHF 20,000 on 31 January 2021

Upon receiving the confirmation of admission, candidates have 10 days to withdraw from the programme at no expense. After this deadline, the entire tuition fee is due. If a candidate withdraws at a later date, tuition fees are owed in full.

Flight and accommodation costs for learning expeditions are not included.

## Scholarships

### - up to 10,000 CHF

Scholarships are available in the areas of Women in Leadership, Entrepreneurship, and Non-profit organisations.

To apply for a scholarship, please submit an essay with no more than 500 words, and explain the following:

- Description of your leadership experience
- How the Executive MBA UZH supports your leadership journey (or future career)
- Reasons for applying for financial support

## Insurance

Participants are responsible for arranging their own insurance (accident, travel, cancellation insurance, etc.)

Further information is available on: [www.emba.uzh.ch](http://www.emba.uzh.ch) or via [info@emba.uzh.ch](mailto:info@emba.uzh.ch)

Disclaimer

The contents of this programme, particularly curriculum and module destinations, are subject to change.

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University of Zurich

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