

Master of Business Administration

(MBA)



Building Competence. Crossing Borders.



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“Our MBA program develops business managers with a long-term focus who practice responsible leadership and make decisions confidently in times of crisis.”

Prof. Florian Keller, Head of Program, Master of Business Administration

Editorial

Do you want to be a successful leader? An executive education degree in business administration will help you reach your goal.

Who can predict how the world will change in the not-too-distant future? What industry will experience the next “disruption”? How will teams operate? And will we adapt to the impact of climate change?

Our world continues to change rapidly, creating an environment with great uncertainty. For example, as recently as January 2020, the World Economic Forum ranked a global pandemic as the third least likely of 40 global risks. Yet, two months later, we were all in lockdown.

To overcome our present and future challenges, we need companies that are innovative and agile. In turn, they need employees who put their heart and soul into what they do each day, supported by inspirational leaders who can motivate them to deliver their very best.

Do you want to be such a leader? Then our MBA program is the right choice for you.

As a practice-oriented business school with an excellent international reputation, we will work closely with you – not only to demonstrate how you can apply the latest research findings in your professional role but also to help you develop as a leader.

We look forward to an intensive and exciting time working with you.



Prof. Florian Keller

Head of MBA Program



In 2015, the SML became the first business school of a Swiss university of applied sciences to be accredited by the Association to Advance Collegiate Schools of Business (AACSB). A mere six percent of the world's business schools have achieved this prestigious standard of achievement awarded by the most significant international accreditation institution for business schools.



As the only business school of a Swiss university of applied sciences, the SML has featured in two of the prestigious Financial Times rankings since 2020. It is listed as one of the 90 best European business schools and has one of the 90 best management programs in the world.



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Five Reasons for an Executive Education Program at the SML



PRACTICAL ORIENTATION

At the ZHAW School of Management and Law (SML), not only are instructors academically qualified, but they also have extensive practical experience as well as access to a broad professional network. Real case studies are frequently used in class, and program participants contribute their own experiences. We actively engage with companies and trade organizations and continuously update our programs to meet their needs.



INNOVATIVE TEACHING AND LEARNING

Teaching at the SML is continually being developed and updated to incorporate modern teaching methods, including digitally supported learning. As a result, our program content is highly cohesive. Program participants apply what they learn directly and link it continually to their existing knowledge.



INDIVIDUAL SUPPORT

If you are interested in an executive education program, we will advise you personally to ensure that you choose the program best suited to your needs and expectations. You will also benefit from close supervision and one-to-one support after enrollment, thanks to the high number of faculty per class.



A STRONG PARTNER

The SML was founded in 1968 as Höhere Wirtschafts- und Verwaltungsschule (HWV) and is one of the leading business schools in Switzerland. It offers a comprehensive range of executive education programs in addition to internationally recognized Bachelor's and Master's degree programs. The School's faculty is also continuously engaged in innovative research and development projects addressing the challenges of the business world and society.



STAYING CONNECTED

Our campus is located in Winterthur and is within easy reach of Zurich's financial and business center thanks to Switzerland's excellent public transport system. In addition, the SML maintains close ties to companies and organizations, not least through an extensive alumni network that can help boost your career.



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“The MBA program has given me a range of tools to manage projects successfully, help me stay in control, and be effective in an intercultural project environment.”

Davis Huber, Senior Project Manager, Bühler AG, MBA alumnus

The Program at a Glance

Key Information

Title	Master of Business Administration ZHAW
Start	February and August
Length	2.5 – 3 years
Workload	90 ECTS credits
Location	The ZHAW School of Management and Law campus in Winterthur
Classroom Days	Business Administration module: Friday afternoons and Saturday mornings Executive Leadership module: Fridays and Saturdays (all day) There may also be some full-day workshops on other days
Language	German
Cost per Person	CHF 39,900 (including all materials and three external seminars)

Competency Profile

As a graduate of this MBA program, you will understand and be able to analyze economic and entrepreneurial contexts and how they are interrelated. This will help you draw the right conclusions and be efficient and effective in creating value for your company. In addition, you will optimize your strategic, financial, and international leadership competence. You will also learn to apply the essential tools of crisis management.

Contact

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All information about the MBA can be found at:

>>> www.zhaw.ch/sml/mba-en



The Program

Modern leadership for a successful future

This MBA program teaches solid management skills and a comprehensive leadership approach.

SITUATION

Companies need solution-oriented leaders who can use their management skills to handle complex situations and fulfill challenging requirements effectively. This MBA program is a comprehensive course of executive education focusing on competencies related to strategic, financial, international, and crisis management. It will prepare you in the best way possible for demanding management responsibilities at the upper levels of your organization.

TARGET AUDIENCE

The MBA program is designed for professionals who are well-qualified in their field of expertise but have not completed an extensive course of study in business administration. We close this gap by offering a comprehensive executive education program that will provide you with sound management knowledge and a practically oriented approach.

This is the program for you if you:

- are responsible for the overall direction of a company or manage a corporate division;
- are involved in the development, analysis, and optimization of business models and processes; or
- hold a management position in a staff or support unit or wish to prepare for such a position.

AIMS

With an MBA, you will be able to:

- obtain general and specific business competencies in the most critical functional areas of a company;
- prepare for moving up the career ladder to higher management positions;
- solve complex financial, strategic, and international challenges; and
- deepen the knowledge you acquire by solving a variety of practical cases and your own business case.

Your next step on the career ladder



Practical content with a focus on leadership skills provides a solid basis for effective decision-making which you can implement in your company to achieve the desired results.

Program Structure

Methodological diversity for sustainable learning

Our goal-oriented, practically relevant modules will teach you the necessary business skills.

CONCEPT

Our MBA program will give you, in a concise format, the necessary tools to be successful in a demanding management position. You will complete practical assignments to apply theoretical concepts and integrate them with what you already know. For example, in Modules 4 and 5, participants will develop a business plan; in Module 8, they will test their skills in a business simulation; and in Module 13, they will demonstrate their crisis management abilities.

The MBA program consists of business administration and executive leadership modules, which you can register for at specific stages during the program. For the Business Adminis-

tration modules, you will be in a class with participants of an MAS in Business Administration program. After completing the Business Administration modules, and provided you have the required leadership experience, you can register for the Executive Leadership modules.

METHODOLOGY

The Master of Business Administration program is characterized by methodological diversity. In addition to traditional teaching methods such as lectures, presentations, exercises, and case studies, you will work on practical case studies, where great importance is attached to the functional transfer of what you have learned.

THE MODULAR STRUCTURE OF OUR MBA PROGRAM

MBA 90 ECTS credits	Master of Business Administration (MBA)			
Master's Module 15 ECTS credits	Module 14 Master's Thesis			
Executive Leadership Modules 30 ECTS credits (in total)	Module 13 Crisis Management			
	Module 10 Strategic Leadership	Module 11 Financial Leadership	Module 12 International Leadership	
	Module 9 Leadership and Management			
Business Administration Modules 45 ECTS credits (in total)	Module 5 Marketing Management	Module 6 Operations & Project Management	Module 7 HCM & Leadership	Module 8 International Management
	Module 1 Introductory Seminar	Module 2 Corporate Finance	Module 3 Business Law & Economics	Module 4 Strategic Management

Modules

Success in 14 modules

Our MBA program provides the management knowledge needed to make and implement strategic decisions.

MODULE 1 – INTRODUCTORY SEMINAR

This module will introduce you to the basic principles of business administration and some of the management tools at the core of this program. You will encounter typical business administration practices while working on complex problems and preparing decisions against a backdrop of ethical and sustainability considerations. In addition, you will be asked to present a business issue to a panel of exacting stakeholders. You will also learn about the benefits of self-reflection, team-building, and team leadership, as well as becoming familiar with the standards and techniques of effective academic writing.

Highlight

A large part of Module 1 consists of an intensive off-campus workshop (Thursday afternoon to Saturday afternoon).



MODULE 2 – CORPORATE FINANCE

This module will teach you business and management accounting fundamentals, including cost and investment accounting. You will be able to analyze and interpret the content of balance sheets and income statements. Furthermore, you will understand the structure of cost accounting, know about cost accounting systems, and be able to use cost accounting data for controlling purposes. In addition, you will be able to evaluate long-term decisions concerning financial objectives (liquidity, profitability, security, and growth) in a goal-oriented manner. Finally, you will be able to systematically analyze the relevant financial figures of a company and use this data to make management decisions.

MODULE 3 – BUSINESS LAW & ECONOMICS

You will receive an introduction to basic legal knowledge as well as a fundamental grounding in private law legislation and cases and how to approach legal literature. This will help you recognize, understand, and deal with legal issues. With the help of case-solving techniques, you will be able to solve simple cases logically and comprehensively. You will learn key economic terminology and micro- and macroeconomic mechanisms for analyzing and solving operational problems. Furthermore, you will be able to explain how the Swiss political system affects the Swiss business world. You will be able to identify the main ways businesses influence the political decision-making process in Switzerland and critically evaluate the process.



MODULE 4 – STRATEGIC MANAGEMENT

You will learn to identify and assess problems affecting a company strategically by applying a systematic analysis. You will develop solution approaches and define measures and targeted strategies based on the insights gained. You will also be able to explain transformation processes and implement strategic decisions.

MODULE 5 – MARKETING MANAGEMENT

After completing the module, you will understand how marketing concepts contribute to a company's success and will be able to evaluate various concepts critically. With the competencies you have acquired, you will be able to evaluate markets from a marketing perspective. You will define target groups, analyze and target consumer behavior, and systematically apply a problem-solving process to develop the ideal marketing strategy for a company.

Highlight

In Modules 4 and 5, participants work in groups to develop a real business plan and present it to a panel of experts.



MODULE 6 – OPERATIONS & PROJECT MANAGEMENT

This module will show you how to conceptualize company processes and projects based on essential improvement concepts such as supply chain management, lean management, and quality management. You will be able to design, manage, and develop these processes independently to enable efficient service delivery in line with the strategy. You will also understand how to deal with digital developments and implement digital business transformation in your company. In addition, you will be familiar with design thinking and modern project management methods and able to apply them as necessary. Furthermore, you will acquire the ability to be comfortable in front of a camera and convey messages to the media that are appropriate for their target group.

MODULE 7 – HUMAN CAPITAL MANAGEMENT & LEADERSHIP

You will be able to critically assess essential fields of action in personnel management and derive any necessary measures. You will reflect on your leadership performance and identify strengths and weaknesses, so you can address any shortcomings. You will also learn to use modern HR approaches effectively in your company. Furthermore, you will be able to apply the latest human capital management and leadership concepts, understand how to support employees effectively, and react appropriately when conflicts arise.



MODULE 8 – INTERNATIONAL MANAGEMENT

After completing this module, you will understand the environment in which internationally active companies operate. You will be able to assess the reasons for internationalization and the resulting challenges critically, and work on developing and planning solutions. You will be able to evaluate a company's potential international strategy and assess the

impact of international business activities on its value chain. You will know the principles of an international marketing strategy and be able to plan marketing projects for specific markets. You will be able to perceive cultural differences and draw conclusions relevant to decision-making and your role as a leader. You will also become aware of how global financial markets work and recognize the possibilities for financing and limiting the financial risk of international operations.

Highlight



In the Executive Leadership modules, you will collaborate closely with other aspiring leaders. Such exchanges with your peers are inspiring and valuable, forming the basis of a lifelong professional network.

MODULE 9 – LEADERSHIP AND MANAGEMENT

This module will teach you to analyze and assess functional leadership tasks in your company and develop options for their implementation. Within the framework of a project, you will work on your ability to evaluate yourself and others. You will dedicate yourself to a specific aspect of your leadership skills and expand your capacity for self-learning.

MODULE 10 – STRATEGIC LEADERSHIP

After completing Module 10, you will know how to deal with strategic risks in your company and be able to implement suitable strategies to mitigate them. You will work on your strategic foresight and evaluate consequences for entire industrial sectors. You will be able to discuss strategic management at the highest level in terms of corporate governance. You will also know how various stakeholders are linked strategically and how these relationships can be used effectively. Furthermore, you will be able to communicate decisions in a goal-oriented manner regarding your company's mission and integration into society.

MODULE 11 – FINANCIAL LEADERSHIP

Once you have completed this module, you will know and be able to use various financing sources. You will understand the capital structures and financial processes of an organization and be able to manage them. Furthermore, you will be able to assess financial risks and mitigate them using appropriate measures.

MODULE 12 – INTERNATIONAL LEADERSHIP

You will become familiar with the basics of global leadership and be able to generate appropriate solutions to intercultural challenges. The focus of this module is interpersonal leadership. Working with others in your class, you will develop solution strategies for difficult leadership situations concerning both mono- and multicultural issues. At the same time, you will learn how to interact and negotiate with potential international business partners. This will allow you to communicate complex issues to international stakeholders in a targeted and systematic manner.

MODULE 13 – CRISIS MANAGEMENT

Crisis management is a critical challenge for managers. In this module, you will learn how to react appropriately in a crisis and initiate appropriate action. You will reflect on your conduct as a leader and how your team responds. In addition, you will enhance your leadership skills by working in teams to develop decision-making principles.

MODULE 14 – MASTER'S THESIS

As you approach the end of the program, you will consolidate your knowledge of research and scientific methodology by writing a Master's thesis of academic and practical relevance. A lecturer with experience in the practical field will supervise your work. The Master's thesis will allow you to address in detail a current challenge in your company.

Highlight














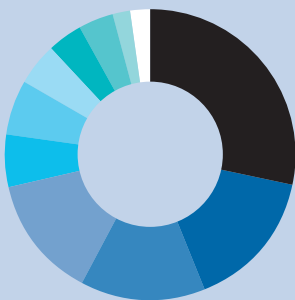
Module 13 is a crisis simulation that takes place during an intensive seminar. Program participants guide a fictitious company through an existential crisis, during which they must demonstrate their leadership and management skills.

Profile of Program Participants

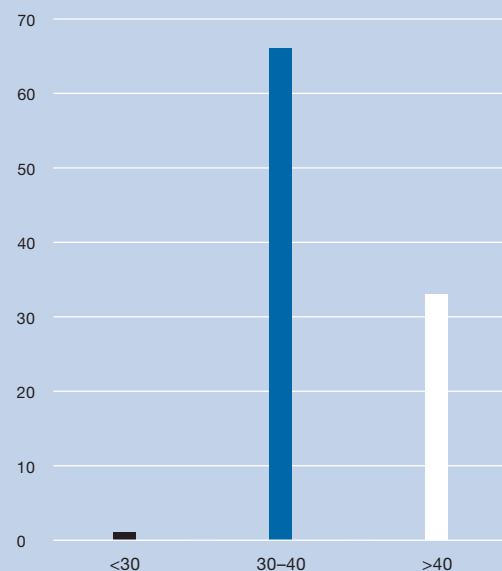
The diverse profiles of program participants enable extensive knowledge transfer and exchange.

INDUSTRIES







Technology/Mechanical & Electrical Engineering	29 %	
Other	16 %	
Finance/Insurance	14 %	
Public Administration	14 %	
Construction/Architecture	6 %	
Pharmaceuticals/Chemicals	6 %	
IT/Telecommunication	5 %	
Media/Marketing	4 %	
Energy	4 %	
Consulting	2 %	
Real Estate	2 %	

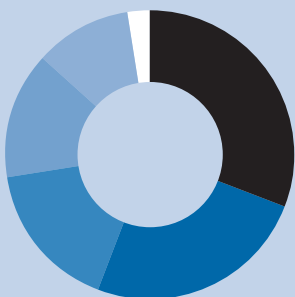


AGE OF PROGRAM PARTICIPANTS



POSITION AT ENROLLMENT

Division Heads	26 %	
Specialists (with leadership responsibilities)	21 %	
Project Managers	14 %	
Managing Directors	12 %	
Team Leaders	9 %	
Business Owners/Partners	2 %	



Do you lack leadership experience?



Why not complete the MBA program in two stages? Start by studying for an MAS in Business Administration (60 ECTS credits). A few years later, once you have gained the necessary management experience, you can register for the Executive Leadership modules of the MBA program (30 ECTS credits) to complete your MBA studies.

Administration

The prerequisites for your MBA success

Visit our website for further information.

ADMISSION REQUIREMENTS

To be admitted to the program, you need to be a graduate of a university or university of applied sciences with a minimum of four years of management experience in a line function. Professionals without a university degree may also apply but need at least five years of management experience and corresponding continuing education qualifications, such as a diploma from a college of professional education and training (höhere Fachschule) or the examination for the advanced federal diploma of higher education (höhere Fachprüfung mit eidgenössischem Fachausweis/Diplom). The final decision on admission lies with the Head of Program.

REGISTRATION

Applicants register online for the various courses. Applications will be considered in the order in which they are received. >>> www.zhaw.ch/sml/mba-en

DATES

MBA programs start twice a year – in February and August.

The start dates are published online:

>>> www.zhaw.ch/sml/mba-en

DURATION

The program takes about three years to complete, including writing the Master's thesis. It is designed to enable program participants to combine work and study.

WORKLOAD

90 ECTS credits are awarded for successful completion of the program. A workload of 25 hours per credit is to be expected.

PERFORMANCE ASSESSMENTS

Immediately after each module, program participants are required to complete one or more performance assessments (e.g., a case study, a paper, or a written or oral exam).

LOCATION

Classes are held on the ZHAW School of Management and Law campus in Winterthur, a two-minute walk from Winterthur main railway station. >>> www.zhaw.ch/sml/campus

CLASSROOM SESSIONS

For the Business Administration modules (1–8), classes are usually held on Friday afternoons and Saturday mornings. For the Executive Leadership modules (9–14), classes are held all day on Fridays and Saturdays. Some sessions are taught off-campus as intensive workshops.

LANGUAGE

The language of instruction is German. Some guest lectures may be in English.

DEGREE

Participants who complete the performance assessments successfully and meet the attendance requirement of at least 80 percent per module, are awarded the title of “Master of Business Administration ZHAW.”

COST

The program fee per participant is CHF 39,900. This includes teaching materials and three off-campus seminars.

PARTICIPATION REQUIREMENTS

For the general terms and conditions concerning continuing education programs at the ZHAW School of Management and Law, visit: >>> www.zhaw.ch/sml/atb-wb



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“This is a practical MBA with a wide scope. I developed a variety of skills needed to take on management responsibilities, which gave my career an enormous boost.”

Petra Roth, Head of Sustainability/Senior Consultant, Corporate Development, Thurgauer Kantonalbank, MBA alumna

Executive Education at the SML

Internationally recognized university qualifications

Our practically oriented executive and continuing education programs will take you exactly where you want to go – and beyond.

EXECUTIVE EDUCATION MASTER'S PROGRAMS

The Master of Business Administration (MBA), Master of Advanced Studies (MAS), and Executive Master (ExM) are the highest-level executive education titles awarded at the ZHAW School of Management and Law (SML). While the MBA represents general management and leadership skills, ExM programs have a specialist focus. Extensive professional experience is a prerequisite. The MAS programs are aimed at professionals with several years of experience who are interested in a more in-depth, specialized qualification.

DIPLOMA OF ADVANCED STUDIES

A Diploma of Advanced Studies (DAS) will provide you with additional skills for your current job or a new professional field.

CERTIFICATE OF ADVANCED STUDIES

With a Certificate of Advanced Studies (CAS) program, you will acquire additional qualifications in a specific subject area. The programs are modular and can also be part of a DAS or MAS program.

CONTINUING EDUCATION COURSES

Continuing education courses and modules are short training units (workshops). They provide specialist knowledge and allow all participants to delve into specific topics in a concise format.

»» www.zhaw.ch/sml/weiterbildung

PROGRAM STRUCTURE

DEGREE PROGRAMS	MSc Master of Science 90 ECTS credits*	EXECUTIVE EDUCATION	MBA Master of Business Administration 90 ECTS credits
	BSc Bachelor of Science 180 ECTS credits		ExM Executive Master in Marketing Leadership 60 ECTS credits
	MAS Master of Advanced Studies 60 ECTS credits		
	DAS Diploma of Advanced Studies 30 ECTS credits		
	CAS Certificate of Advanced Studies 12 ECTS credits		

* Credits are based on the ECTS credit system (European Credit Transfer System). Credits create transparency in European education through a standardized evaluation of academic achievements. At the ZHAW School of Management and Law, one credit represents 30 hours of work in a (BSc/MSc) degree program and 25–30 hours of work in an executive education program.

Practical Relevance

Practice-oriented and unique: combine work and study

Practical orientation is at the heart of everything we do. This applies to our research, consulting activities, degree programs, and executive education programs. All are tailored consistently to the demands of the professional world.

> 170

executive education
programs

> 4100

participants in executive
education programs/year

> 600

practically oriented
projects since 2010

BUILDING COMPETENCE. CROSSING BORDERS.

As the business school of a Swiss university of applied sciences, the ZHAW School of Management and Law (SML) has an official mandate to conduct applied research. The needs of the business world determine the direction we take in our endeavors. True to our guiding principle, "Building Competence. Crossing Borders." we draw on a wide range of knowledge and skills. In addition, we transcend geographical and interdisciplinary borders if it assists a project. In doing so, we benefit from the expertise of the other schools of Zurich University of Applied Sciences (ZHAW), our business partners, and more than 190 partner universities worldwide.

HIGH PRACTICAL RELEVANCE

The results of our research activities are characterized by high practical relevance and the ability to implement them quickly. They inform our curriculum and our consulting activities. Our lecturers draw on them to present practical cases in the classroom and derive stimulating problems for students to solve. As a result, participants of executive education programs work on realistic case studies using the theories they learn. Much of the knowledge they gain in this way can be directly applied in their places of work.

PROFESSIONAL EXPERIENCE AND AN EFFECTIVE NETWORK

To enable the SML to explore all performance areas, we recruit lecturers with many years of professional and management experience in addition to an academic career. The broad networks that faculty members build throughout their professional lives also benefit participants in executive education programs. In addition, only individuals with sufficient professional and personal qualities are admitted to our programs. This ensures high-level professional exchanges, with program participants benefitting from others' experiences.

Future-Driven Development

Professional success

Expanding your professional and managerial expertise will allow you to compete for better career advancement opportunities while building and maintaining a valuable professional network. Enjoy the confidence that comes from developing new skills and the benefits of lifelong learning.



Expand network



Great career prospects



Professional development



Lifelong learning



A competitive edge in the job market



Enhanced professional competence



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