



CENTRO UNIVERSITARIO
DI ORGANIZZAZIONE AZIENDALE
Business School dal 1957

Il Sistema Qualità del CUOA è certificato UNI EN ISO 9001:2000

Executive Master of Business Administration

October 21, 2010 - June 29, 2012
8th Edition

Fondazione CUOA

Fondazione CUOA is a non-profit private school of management founded in 1957 as a post-graduate training school in the heart of North-eastern Italy. It is one of the most active training centres in Italy.

More than 100 employees

Since 1970, founder member of ASFOR, the association of the best Italian Business Schools.

Since 1995, member of Sistemi Formativi Confindustria (training systems of the Federation of Italian - Industrial Associations).

Since 1998, Quality System certified UNI EN ISO 9001

Members of Fondazione CUOA

- Universities: Padua, Verona, Trento, Trieste, Udine, Venice and IUAV.
- Public bodies
- Private companies and banks.

The Fondazione CUOA's special structure helps bring together the academic component with the social and economic components to provide training, research and consultancy services to young graduates, entrepreneurs, managers, public officials and banks.

Fondazione CUOA is organised into three Areas:

CUOA Executive Education

Based on its fifty-year-long experience in the organization of Master degree programs, the Area offers full time, as well as part-time master degree programs and Executive Courses.

FULL TIME MASTER COURSES: Master in Retail Management, Master in General Management, Master in Banking & Finance, Master in Business Innovation.

PART-TIME MASTER COURSES: Executive MBA Master of Business Administration, Master for entrepreneurs of SMEs, MBA -Master of Business Administration, in collaboration with the University of Michigan-Dearborn, Master in Lean Management.

EXECUTIVE COURSES by Jobleader: Sales and Distribution, Innovation and R&D, Emotional Intelligence Development Program, Human Resources Management, Marketing, Advertising and Promotion.

CUOA Finance

It is focused both on planning activities (analysis, study, innovation-oriented research) and on operations (actual realisation of projects). The services offered reflect the firm conviction that training is the main instrument that banks and other financial companies can and must use to step up the pace of change. Accordingly, the Area's customised training programmes are streamlined, flexible and adapted to the actual needs of the companies served. Training activities are conducted partly at CUOA's own facilities and partly in-firm (at individual banks, financial companies and insurance companies).

CUOA Innovation

The Area works with foreign institutions, international organizations, universities and business schools in order to promote **research**, **training** and **consultancy** activities. It carries out national as well as international projects.

It provides training for directors, directors-general, managers and other personnel within government and government agencies. The main users are: local authorities (regions, provinces, municipalities), health services (local health administrations, hospitals, the Ministry of Health), educational institutions (schools, provincial educational authorities, the Ministry of Education), and other agencies and corporations in the public sector, non-profit organizations and cultural and artistic organizations.

It also organizes courses addressed to foreign managers from private companies or government-run enterprises, both in Italy and abroad.

EXECUTIVE MBA

Master of Business Administration

PART TIME

The value of the choice

The Executive Master of Business Administration is a program designed for experienced professionals, qualified managers and consultants capable of working on processes and in teams, of mastering modern technologies and moving about in a global perspective. Participants are strongly encouraged to develop their skills and the knowledge they have acquired during their professional experiences to improve or accelerate the course of their job career. Participants should be people who wish to invest in their personal education to achieve the most rewarding professional goals.

The program helps to develop analytical and problem-solving skills in the different functional areas of business. It provides specialised training in some major subjects of management, within a broad perspective where the different special abilities are brought together to manage all the main business processes. The program is strongly -action and result- oriented.

The Executive MBA program is a national renowned benchmark for the level of education and management skills attained, and benefits from the consolidated experience of the CUOA Foundation.

Several companies were involved in the planning of contents and in the design of the course structure, thus giving further value to the bonds that exist between CUOA Foundation and enterprises.

This way the actual needs and expectations of companies were defined and it was possible to focus on the development of ready-to-use skills. Upon completion of the MBA program, students will receive the Executive MBA Diploma.

Combining the elements of professional behaviour with cultural diversity, CUOA's Executive MBA emphasises actions and results. The main goal is to improve participants' professional and managerial competencies.

CUOA's competency-based approach involves an individual evaluation and analysis of each participant's skills during the program.

EMBA Program

October 21, 2010 - June 29, 2012

This is the 8th edition of a course addressed to professionals, business managers and consultants who strongly wish to invest their time to acquire new competencies and thus become more competitive in the labour market. The program is 20-month-long and steady attendance is required. The course offers a sound general management knowledge background and a study of the different business functions, by developing strategic management skills and enhancing the participants' practical and theoretical information for the management of organizational and strategic changes in an international environment.

The program is designed to meet the attendees' needs to handle their professional responsibilities and private life, therefore the schedule features classes on two weekends a month and some long weekends.

Teaching Methodologies

The Master will feature the active participation and the personal contribution of every participant. Communication and interaction among participants, exchange areas and cooperation through forums and web chats will be arranged with the support of tutors and teachers. Study materials and investigation documents will be available to students to complete their education.

Tests and evaluation exams will be scheduled to monitor students' learning.

Core Courses

Applied Quantitative Techniques

The module elaborates financial and statistical math principles as necessary tools for managing companies. The aim is to teach students a common basis even if they come from different educational and professional backgrounds.

Topics dealt with are: introduction to statistics, probability theory, statistics for companies, descriptive statistics, financial math.

Management Accounting

This module focuses on the characteristics of a company's accounting system and on management accounting. In respect of the most recent international, European and Italian regulations and laws, the problems connected with the draw-up of a balance sheet are examined, as well as those connected with re-classification and economic analysis of budget data and of interpretation of public budgets.

Management Control

This module's goal is to make participants understand the main technical-accounting and organizational issues pertaining to management control in enterprises. The most evolved management control systems (ABC and process costing, life cycle costing, etc.), control's organizational structure, financial programming, variations analysis and performance measuring will be studied.

Corporate Finance

This module's main goal is to provide participants with the guidelines, concepts and tools to analyze financial decisions, based on the major principles of modern financial theories.

Marketing & Communication

This module provides participants with the tools to find market opportunities, to perform analyses on consumers' behaviours, to make market segmentations and product positioning, and to define a marketing plan. Moreover, special attention will be paid to the launch of new products or services on the market, and to expansion strategies at the international level.

Human Resources Management

The most evolved ways to attract, develop and keep "quality" people in a company are taken into consideration with the help of lectures of companies excelling in the management of talents.

Operations Management

New production systems (lean and modular), aiming to create mass customization, are analyzed. Production management patterns will be studied, with special reference to planning and programming, control systems, management of materials logistic flows, work organization, measuring and improvement of a company's performance.

Supply Chain Management

This course develops an in-depth understanding of integrative managerial issues and challenges related to developing and implementing a company's supply chain perspective. The ability to recognize advantages and risks coming from a partnership and to plan logistic strategies will be developed.

Corporate Strategy

The following subjects will be studied, even through the use of case studies and simulations: strategic ways to establish and develop businesses; evaluation of strategic alternatives and business risks; definition of strategic positioning and a company's corporate identity (vision, mission, values); organizational restructuring operations; corporate, industrial, commercial and financial alliances.

International Management

This module deals with the opportunities and risks that international competition entails, the development of an internationalization strategy, creation of joint ventures, definition of licensing and franchising agreements, investments in emerging countries, issues related to multi-cultural management and international careers.

Process and Project Management

The main value added processes are studied to integrate the different functional perspectives and to develop an in-depth cross analysis.

The processes considered are:

- customer relationship management
- new product development
- project management
- total quality management

Information & Communication Technologies

The potentials and opportunities that information and communication technologies offer to manage business processes are analysed. Both the management information systems (MIS) and the integrated information management (ERP) perspectives will be illustrated.

Deployment Activities

Business Game

Participants will join work groups in competition; every group will represent a company in the market that will work according to specific actions and plans in order to optimise its results. This activity will promote the acquisition of a global vision of the company and the verification of tools, decision-making skills and how coherent the decisions made will be.

Business Plan

A practical activity will be the draw-up of a business plan: from finding the right "business idea" to the definition of the business targets and the strategy to achieve them, together with the identification of all the resources that the business management needs.

Project Work

Several counselling-like projects will be developed, thanks to a direct involvement of companies. Carrying out his-her own project, within a transversal context or pertaining to a specific business function, each participant will be encouraged to work by targets and to transfer into practice the competencies and tools learned during the lessons.

Personal Coaching

During all the master program, moments of learning, through individual and group activities, will be promoted for the development of soft skills such as leadership, flexibility, orientation to results, planning, self-control, public communication, team building and management of inter-personal relations. Each participant will take full advantage of a personal coaching program. Possessing and reinforcing soft skills can represent a competitive advantage and lead to excellent working performances in dynamic working contexts.

Study Tour

At the end of EMBA to encompass international business issues and promote cultural change and experiences in an international environment a study tour will be organized. Thanks to Fondazione CUOA's large network of relations with foreign Universities and Business Schools, participants will have the opportunity to live an international experience, attending seminars and visiting best in class companies. The study tour is optional and is not included in the fees.

Fees

€ 18.500,00 + VAT (20%), in 4 instalments.