EMBA
International Executive Master of Business Administration
The ESMT Berlin EMBA is an academically rigorous and highly practice-relevant general management program that focuses on you and your organization’s success. It is designed to deliver experiences and skills needed to become an effective, integrative leader who is capable of implementing change and innovation in complex international business environments. You learn from top international faculty, industry experts and highly ranked executive coaches through in-class modules supported with online tools and personal consultations. The EMBA journey is highly interactive and experiential. Using a combination of case studies, group exercises, company projects, and business simulations, the high-impact learning approach challenges you to translate modern management concepts into action.

OPEN DOORS TO SENIOR MANAGEMENT & ENTREPRENEURIAL EXCELLENCE

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WELCOME TO THE ESMT BERLIN EXECUTIVE MBA PROGRAM

Recent world developments have underscored the importance of leadership in coping with the challenges threatening people and companies, while simultaneously making the best use of new opportunities. At ESMT Berlin we work together with you to develop a solid foundation for leading when the future is far from clear and certain. We also recognize that followers and stakeholders expect to have a say in where organizations and societies are going, and we explore ways to help you engage with the broader communities in which organizations are embedded.

This program provides you, as a leader, with the latest knowledge across business and society to make educated decisions that help navigate the vicissitudes of organizational life. You will learn how your choices, go far beyond financial outcomes and impact all aspects of how business influences your own life and lives of those around you. Analysis of those choices is far from easy, and, frankly, is not for the faint-of-heart.

The foundation of our approach is to help executives grow by instilling the skills necessary to solve such complex business issues from an empathy first perspective. I look forward to guiding you through your ESMT EMBA journey.

Prof. Konstantin Korotov, PhD
Faculty Lead – ESMT EMBA Program
Throughout the program, you will develop and fine-tune competencies related to your own executive functioning as a leader. Greater self-awareness, ability to better ‘read’ people, and an enhanced repertoire of behaviors in leadership situations will help you make a positive impact on individuals, teams, and organizations. A dedicated faculty lead, experienced in supporting executives through professional growth and transitions, will accompany you through your journey. ESMT has also selected an excellent team of executive coaches to work with you in small groups and individually. You will also learn the art of peer coaching by practicing with your fellow classmates. Exclusive informal discussions on leadership topics with experienced global C-level leaders take place periodically throughout the program.

**APPLIED LEARNING FORMAT**

Balance your executive training with professional responsibilities. One-week modules about every two months let you directly apply your new skills. Business-focused course assignments and ESMT’s unique final report structure permit to conduct a project in your organization and enhance your visibility and network. The program design enables you to manage your family and social life efficiently during the program.

**TECHNOLOGY AND INNOVATION FOCUS AREA**

Business principles are explored using cases from a variety of technology sectors. Our top faculty teaches you about developing new, innovative products. You will have courses on managing people in creative organizations, bringing new technologies to market, and design thinking.

Three international modules, each with a particular agenda, allow you to experience a particular business topic, latest global thinking, and societal and organizational cultures first-hand.

During the Global Network Week you attend lectures at member universities around the world. EMBA participants have attended electives at AIM (Philippines), EGADE (Mexico), Fudan (China), Haas School of Business (USA), Hitotsubashi (Japan), IE (Spain), UCD Smurfit (Ireland), UNSW (Australia), National University of Singapore Business School (Singapore), and Yale SOM (USA). (advancedmanagement.net)

The Evidence-Based Management Module takes you to a global Academy of Management conference in North America to expose you to the latest research and thinking just in time for launching your in-company practice projects. ESMT faculty supports you in building your personal exploration agenda and understanding how to apply research results to practice.

The one-week ESMT International Field Seminar (IFS) adds real-world experience to conducting business abroad. The trip challenges you to lead international projects inside the offices of global companies and newly created businesses. Recent seminars took EMBA classes to Argentina, Brazil, China, Chile, Hong Kong, Malaysia, Vietnam, Russia, Turkey and South Africa. Traveling with the EMBA group allows you to immerse yourself in a cross-cultural dialogue and appreciate different perspectives in a variety of industries. You encounter first-hand what it takes to lead in international business situations, while benefiting from insights gained through interpretation from ESMT faculty.
EMBA CURRICULUM TIMELINE

2022

MODULE 1
October 10 – 15
6 days

Building a Solid Foundation
- Introduction to General Management
- Introduction to Economic Thinking
- Organizational Behavior
- Data Analysis and Forecasting
- Managerial Accounting
- Managerial Analysis and Decision Making

MODULE 2
November 28 – December 3
6 days

MODULE 3
February 13 – 18
6 days

Mastering Management Functions
- Operations
- Financial Management and Corporate Finance
- Marketing Management
- Business Strategy
- Corporate Strategy
- Strategic Entrepreneurship

MODULE 4
May 8 – 13
6 days

MODULE 5
June 12 – 16
5 days (abroad)

Global Network for Advanced Management
Network Week

MODULE 6 *
August 4 – 8
5 days (abroad in Boston)

Evidence-based Management
- Academy of Management Annual Meeting

* Applied Learning Project (modules 6, 7, 8):
Final report with faculty guidance including applied field work with your company.

2023

MODULE 7 *
September 18 – 23
6 days

Electives:
- Organizing for Innovation
- Innovation and New Product Development
- International Financial Markets
- Status and Organizations
- Digital Business Strategy
- Sustainable Energy Future
- Design Thinking
- Fraud and Corruption
- Managing Business Integrity

MODULE 8 *
November 13 – 18
6 days

Comprehensive business challenge
- Negotiation
- Business Simulation – Startup Sim

2024

MODULE 9
February 26 – March 2
7 days (abroad)

Strategic International Management
- International Field Seminar (IFS)

MODULE 10
April 10 – 13
4 days

Ethics and Sustainability
- Creating a Better World

Leadership development: Leadership in Practice workshops are conducted throughout the program.
Individual Coaching: Six coaching sessions are held during the program, one online and one in person, to help further your academic progress.
Self-study: Between modules students pursue independent study, which includes pre- and post-module reading, assignments, case studies, group work, and the final report.

Seven modules take place on the ESMT campus in Berlin and three are located around the globe. Learning in between modules is mostly self-paced and includes a mix of projects, group work and online learning.

The curriculum and the international modules are subject to change. For up to date information, visit our website: degrees.esmt.berlin/emba
### BENEFITS FOR YOUR CAREER

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<tr>
<th>YOU CAN</th>
<th>YOUR EMPLOYER RECEIVES</th>
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<tr>
<td>· Share your experience with a peer-group of managers and gain from their collective experience and insights</td>
<td>· Fresh input and new ideas</td>
</tr>
<tr>
<td>· Grow academically and professionally while maintaining your work-life balance</td>
<td>· Growth potential via your enhanced strategic leadership skills and entrepreneurial thinking</td>
</tr>
<tr>
<td>· Apply new skills immediately through unique course assignments and integrated project structure</td>
<td>· Top talent retention through professional training</td>
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<tr>
<td>· Build a strong network and connections across industries</td>
<td>· Company-focused projects delivering immediate improvement to daily business operations</td>
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<td>· Seek individualized career and leadership development advice</td>
<td>· Cross-cultural competencies via collaboration with diverse participants</td>
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<td>· Exposure to the best practices of other companies</td>
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### MAKING THE CASE TO YOUR EMPLOYER

Getting support from your employer for your participation in the ESMT Executive MBA can provide immediate and significant benefits both to your career and to your employer. Many employers will also choose to financially support your participation in the EMBA program.

The ESMT admissions team offer in person support to you as you approach the initial conversation with your employer, providing an example business case and 1:1 consultations. Speak to your admissions manager to find out more.

**Case Examples**
The “in company report” that takes place at the end of your studies is a great way to apply your learnings to improve the daily business operations of your current company. Previous cases have included:

- Evaluating make/buy strategies for radical innovations in a complex manufacturing industry
- Identifying barriers to and incentives for adopting energy efficient technologies in the European steel industry
- Attracting and retaining highly skilled workforce in emerging markets
- Increasing market share with multi-channel marketing: an approach to design and review distribution channels
**FINDING WORK / LIFE / EMBA BALANCE**

Challenge your career potential while enjoying life’s cherished moments.

It can be difficult to juggle the demands of a full-time career, family, and an Executive MBA program. ESMT’s modular format by design gives you many advantages. By studying on-site one week at a time, every second month, you are able to continue to advance your career while also keeping obligations to family and friends. With the ESMT EMBA, you do not have to relocate to Berlin, so you are still able to enjoy life at home.

Clear expectation management is emphasized as early as in the admissions process. We highlight what it takes to succeed in the program, and assure students of their autonomy in deciding what work-study-life balance suits them best. According to Zoltán Antal-Mokos, Professor of Strategy, zealous perfectionism is not the goal. “The single most important tip is that you must face, and be prepared to accept, inevitable tradeoffs. A walk with your partner on a Sunday afternoon versus polishing the presentation for the Monday morning regional sales meeting versus perfecting a course paper in hope of an even better grade – the choice is yours, you are in control.”

The EMBA does however represent a weekly time commitment in addition to work duties. EMBA alumni report working 10 to 15 hours a week on course work between modules.

Participants’ families are encouraged to engage with your experience: ESMT organizes a family day during the program, when you can invite your friends and loved ones to Berlin to experience EMBA life. You’ll celebrate your achievement with your family in a grand graduation and evening ball at ESMT’s historic facilities.

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**ALUMNI TESTIMONIALS**

Dr. Rosa Peter  
**EMBA Alumna, Germany**  
Position after leaving ESMT: General Manager Process Technology, Hüttenwerke Krupp Mannesmann GmbH, Germany

“I have enjoyed belonging to such a diverse community of leaders and professionals, and helping each other’s growth and development – be it personally or professionally. As aspiring leaders, learning from each other and staying on top of these intellectually stimulating topics, which are affecting our lives and even existence, is an opportunity that we should not miss.”

Ines Amri  
**EMBA Alumna, Tunisia**  
Position after leaving ESMT: Director of Strategic Partnerships, Amparo, Germany

“Deciding to do an EMBA at ESMT was one of the most formative steps in my professional career. The case study approach and discussions in class opened up new perspectives. The concepts I learned help strengthen me as a person in a leadership position. The biggest value for me is the close relationships with classmates. My class was diverse in every sense, which showed me life and business from perspectives I was not aware of. Having a group of highly experienced peers to call on is definitely a competitive advantage in my professional life and for my company.”

Michael Quaden  
**EMBA Alumni, Germany**  
Position after leaving ESMT: Senior Manager – Risk & Regulatory, PwC Deutschland

“It is not only the pure academics that is of unspoken and unmeasurable value that you gain from the EMBA; it’s everything that compliments this endeavor. It’s the personal support, not only the very close proximity of mentorship you receive from ESMT but also all the thing that happen alongside the course. For example the friendships that develop with your classmates, the increase in your professional network (obviously), and not only within the EMBA class but with the international community through things like the Academy of Management conference and the Global Networking Week, where you meet EMBA students from around the world.”
## APPLICATION CRITERIA AND TIMELINE

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Initial assessment for self-funded candidates or company nomination for sponsored candidates</th>
<th>}</th>
<th>Candidate sends CV for pre-evaluation or ESMT receives nomination</th>
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<tr>
<td>Step 2</td>
<td>Prepare for either GMAT, GRE, GMAC Executive Assessment or choose the ESMT Admission Test</td>
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<td>Complete online application (and TOEFL or equivalent, if required)</td>
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<tr>
<td>Step 3</td>
<td>Complete admissions interview &amp; ESMT Admission Test, if applicable</td>
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<td>Admissions Committee decision</td>
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## TO APPLY, YOU SHOULD HAVE

- ✓ At least five years of professional experience, including three years of managerial experience with an emphasis on leadership qualities and achievements (managing people, processes, or budgets)
- ✓ An undergraduate degree or equivalent professional qualification
- ✓ Strong GMAT/GRE scores, GMAC Executive Assessment or ESMT Admission Test scores. Completed online application including two references, at least one of which must be from your employer
- ✓ Personal interview with ESMT program director or faculty

## FEES AND FINANCING

The program fee is €59,500 and is payable across three calendar years.

**Scholarships:** For self-funded candidates, ESMT offers partial merit-based scholarships for top EMBA applicants. Please refer to our website for more info.

**Loans:** ESMT offers access to alumni-funded loans through Prodigy Finance or the unique scheme from Brain Capital.

Title IV student and GI Bill loans are available to US citizens who study at ESMT.

## DEADLINE

**Round 1: May 1** | **Round 2: July 1** | **Round 3: September 1**

EMBA Admissions operates a rolling selection process, with available places in the class filled on a continual basis. Space in the class is limited, and early application is strongly suggested.

* Early application deadline: Applications received by this deadline will qualify for a tuition discount of €10,000, in addition to any scholarships awarded.

** Applications received by this deadline will qualify for a tuition discount of €5,950, in addition to any scholarships awarded.

## ONLINE APPLICATION

Visit [apply.esmt.berlin](https://apply.esmt.berlin) to start your application.

## TAX DEDUCTIONS

Many countries allow tuition for higher education, and related costs, to count as tax deductible expenses. Please check with your tax advisor to assess your personal situation.
EMBA 2021 – 2022 CLASS PROFILE

45 PARTICIPANTS
38 AVERAGE AGE
13 YEARS AVERAGE WORK EXPERIENCE
29% WOMEN
67% INTERNATIONAL PARTICIPANTS

CURRENT EMBA PARTICIPANT TITLES AND SECTORS

CEO · CFO · Corporate Responsibility Manager · Country Division Lead · Finance Director · Founder / Managing Director · General Manager · Global Brand & Marketing Director · Global Business Manager of Investments · Global Head of Risk Consulting · Head of Corporate Strategy and Business Development · Head of Diversity & Engagement · Innovation Director · Operations Director · Principal Consultant · Regional Manager EMEA · Sales & Distribution Channel Director · Project Manager · Technical VP / Chief Digital Officer · VP of Sales and Marketing · VP of Strategic Development

INDUSTRY BACKGROUND

- Technology: 16%
- Energy: 9%
- Transportation / Logistics: 13%
- Other: 9%
- Manufacturing: 11%
- Healthcare: 13%
- Consulting: 16%
- Financial Services: 7%
- Education: 9%
- Non-Profit: 13%
- Real Estate: 7%
- Other: 2%

JOB FUNCTION

- General Management: 38%
- Marketing and Sales: 7%
- Finance / Accounting: 7%
- Consulting / Advisory: 9%
- Human Resources: 9%
- Operations / Logistics: 13%
- Research and Development: 4%
- Project Management: 4%
- Education: 2%
- Other: 2%
- Management Information Systems: 2%
EMBA 2021 – 2022 CLASS PROFILE

26 NATIONALITIES

ARGENTINA  AUSTRIA  BELGIUM  BRAZIL  CANADA
CONGO  FRANCE  GERMANY  ICELAND  INDIA
IRELAND  ITALY  JORDAN  KOREA  LEBANON
NETHERLANDS  PHILIPPINES  RUSSIA  SLOVAKIA  SWEDEN
TAIWAN  TURKEY  UNITED STATES

Rest of Europe 37%
Germany 33%
Americas 14%
Middle East / Africa 8%
Asia 8%
ABOUT ESMT BERLIN

ESMT Berlin is the highest ranked business school in Germany and top 10 in Europe.

Founded by 25 leading global companies, ESMT offers master, MBA, and PhD programs, as well as executive education on its campus in Berlin, in locations around the world, online, and in online blended format.

Focusing on leadership, innovation, and analytics, its diverse faculty publishes outstanding research in top academic journals. Additionally, the international business school provides an interdisciplinary platform for discourse between politics, business, and academia.

ESMT is a non-profit private institution of higher education, accredited by AACSB, AMBA, EQUIS, and FIBAA, and is committed to diversity, equity, and inclusion across all its activities and communities.

www.esmt.berlin