



MSB
Mediterranean
School of Business



The Executive MBA

Meeting the challenges
of global opportunities



Welcome




President's message

The strategic location of Tunisia in the heart of the Mediterranean combined with the diversity of its cultural heritage constitute major assets for the development of a regional hub of educational excellence.

It is in this framework that we have developed the South Mediterranean University (SMU).

On behalf of all members of our management team, we want to make your education at SMU a life changing experience and wish you success in your drive for professional excellence.

Mahmoud TRIKI,
Founder & President, SMU



Shape your **future** at MSB

Our vision

MSB aspires to be a regional hub of excellence in business education by fostering innovative learning and societal impact.

Our mission

MSB prepares global minded leaders through lifelong learning, innovative pedagogy, and applied research relevant to its region.

Our values

-  Diversity
-  Excellence
-  Integrity
-  Creativity
-  Care

Major Achievements

- Internationally accredited programs by AMBA and EFMD
- A network of alumni of more than 1000 managers from 37 different nationalities
- Partnerships with top ranked universities (Hult University, University of Virginia, HEC Montréal, Emporia State University...)
- State-of-the-art facilities
- Launch of the school of engineering (Mediterranean School of Technology, MedTech) in 2014
- Launch of the Language and Culture Institute (LCI) in 2012
- CFA[®] International Recognition of MSB Finance programs in 2016
- Internationally accredited Engineering programs by ABET





The **Executive MBA** at a glance

The Executive MBA allows participants to acquire up-to-date management concepts and to develop their “soft skills” (leadership, communication, entrepreneurial spirit and the capacity to work in teams). International accreditation, highly diversified and motivated participants, world-renowned faculty, and state-of-the-art facilities make the Executive MBA a program of reference in the Mediterranean region.

The Program

The objective of the program is to train visionary executives capable of anticipating change and mobilizing the required resources to be among the “first movers”.

The program consists of 17 courses aiming at:

- ✦ The acquisition of analytical tools such as statistics, financial accounting, managerial economics...
- ✦ The ability to apprehend strategic decisions dealing with the functional areas of business such as marketing, finance, operations management, human resources management..
- ✦ The development of soft skills such as leadership, teamwork, entrepreneurial spirit, communication...

The Format

The Executive MBA is a part-time program. Participants can enroll in the program without interrupting their professional tracks with the possibility of taking some courses online.

Classes meet four days a month (Thursday through Sunday from 9:00 AM to 6:00 PM) over a 20-month period. Four additional months are dedicated to the final project.



The MSB EMBA program is a very enriching learning experience that helped me advance my leadership skills in an ever-changing context, challenge my ideas, broaden my perspectives and my network, and explore new practices and new approaches for driving change and innovation.

**Mrs. Lamia CHAFFAI, Chief Executive Officer
Education for Employment Foundation EFE-Tunisie
EMBA 2018 ALUMNA**



Program at a glance



**The Executive MBA at MSB is the only program
in Tunisia and one of the few in Africa being internationally accredited
by the London-based Association of MBA's.**



Duration

2 years



Courses

13



Final project

1



Off-site Team-
building course

1



Course per
month

1



Optional Course
in the USA

1



I got my Executive MBA in 2006 from MSB. It was a great opportunity for me to participate in such educational program stay home in Tunisia and learn from highly qualified international professors teaching at top US and European business schools. The program allowed me the opportunity to discover new ways of management. Following my graduation, I was recruited as General Manager before becoming the CEO of a company in automotive distribution in Tunisia.



**Mr. Ibrahim DEBACHE, Président du Conseil Ennakl,
Secteur Automobile, EMBA 2005 ALUMNUS**





Highly **diversified** participants

Participants are selected among holders of a university degree (License / Bachelor or equivalent) with a minimum of three years of professional experience in a managerial position.

Good English proficiency is required to enroll in the program. Applicants are interviewed to assess their motivation, potential and capacity to benefit from the program. Each class is composed of highly diversified participants (activity sector, age, gender, nationality, and educational background).

This diversity offers a unique learning experience and opportunities for networking. With MSB's regional focus, the program has attracted participants of over 37 different nationalities.



The Executive MBA in MSB was an exciting journey ! Beyond the quality of learning from professors of international stature which reflects the seriousness of the program, I was able to fully benefit from interacting with my classmates in a very instructive exchange framework. Several years after my graduation, I consider that the program has been of great value to me in my career and the skills and knowledge I've acquired serve me to this day in my job as Managing Director of an Oil Marketing Company.

Mr. Mohamed BOUGRIBA,
Chief Executive Officer, VIVO ENERGY
EMBA 2006 Alumnus



I'm working as a General Manager for INA CORP. Belgium affiliate of Mena Trade Consulting group based in Istanbul/Turkey for commodities and international trade specialized in solid fuels and cementitious materials trading.

My EMBA journey has been much more than an educational experience. A phenomenal leadership training, personal growth and professional development experience as well. The entire program is very well-designed and adds tremendous value to my career aspirations.

I am pleased with how the program incorporated multiple perspectives and issues that are applicable to a variety of business environments.

My experience in MSB's EMBA program allowed me to provide invaluable insights to my organization while improving my management skills and career prospects, which is something I am proud of and grateful for.



Enes Agaoglu - Turkey
General Manager, INA CORP
EMBA 2020 Cohort



Participants' **profile**



37

Average age



10 years

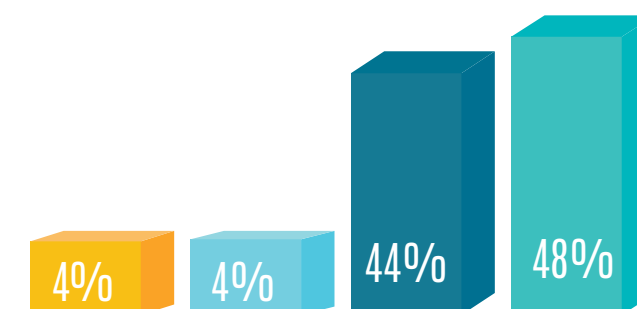
Average Professional
Experience



22%

Female

- Business & Management
- Engineering Sciences & Technologies
- Medicine, Dentistry & Pharmacy
- Other



(2021 - 2022 Cohorts)

Outline of the program

MBAs are among the most recognized programs in the world. The Executive MBA at MSB has been developed along the lines of EMBA programs of top-ranked business schools. It is taught by prominent faculty in state-of-the-art facilities with the participation of highly motivated executives operating in the region.

Term 01

LEADERSHIP & TEAM DYNAMICS

Introduces participants to the core competencies of effective leadership actions through experiential exercises, teamwork challenges, case analysis, self-assessment instruments, small group discussion, and leadership simulations, participants are introduced to the most impactful approaches to leadership and teambuilding.

CORPORATE COMMUNICATION I

Provides a comprehensive and practical approach to mastering the art of public speaking. It is designed to empower individuals at all skill levels, from beginners to experienced speakers, with the tools and techniques needed to captivate and inspire any audience.

Term 02

CORPORATE FINANCE

Explores the strategic decisions that lead to capital spending and the process of evaluating long-term capital projects. Recent theories in corporate finance are illustrated through a series of case studies.

LEADING AND MANAGING PEOPLE IN ORGANIZATIONS

Focuses on the effective use of information and resources to make decisions in organizations. The course provides participants with the social science tools needed to solve organizational problems and to influence the actions of individuals, groups, and organizations.

FINANCIAL & MANAGERIAL ACCOUNTING

Examines fundamental principles of financial accounting, reporting and analysis and provides students with a framework to understand and productively use the accounting systems. Topics include understanding how financial statements are prepared, interpreting the information provided in financial statements and conducting preliminary analysis of a firm. Emphasis is also placed on the problems of motivation and control in organizations and the role of accounting information in this context.

MANAGERIAL ECONOMICS

Highlights the usefulness of the basic principles of modern microeconomics in making business decisions. It explores the nature and determinants (including market forces) of decisions about profit-maximizing production and pricing.

DATA ANALYTICS FOR LEADERS

Enables participants to become more comfortable with simple quantitative methods. Topics discussed include time series, categorical data, random variables and their distributions, variability, correlation, and simple and multiple regression models. The emphasis throughout the course is on concepts and reasoning, rather than technical details.

ORGANIZATIONAL DESIGN & CHANGE MANAGEMENT

Explores how organizations can design themselves in a way that facilitates positive change. It presents design as an ongoing process aiming at facilitating the adaptation to the environment and organizational renewal.



Term 03

OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Examines the basic principles of managing the production and distribution of goods and services, from the perspective of a general manager. The course positions operations as a managerial integration function and provides frameworks and tools to target and implement improvements in business processes.

MARKETING MANAGEMENT

Aims at understanding, developing, and evaluating brand strategies over the life of a product/market. The ultimate focus is to develop coherent marketing plans that consider issues of segmentation, targeting, and positioning.

Term 04

INTEGRATION GAME

Presents a simulation of a real acquisition. Pulls together core topics covered during the EMBA program and gives participants the opportunity to translate many of the theories and concepts they have learned into practice in dealing with a complex real-world situation.

BUSINESS ETHICS AND CSR

The Business Ethics and Corporate Social Responsibility (CSR) course is designed to provide participants with a comprehensive understanding of CSR and Environmental, Social, and Governance (ESG) principles.

ENTREPRENEURSHIP

Focuses on the process of venture creation from the moment that entrepreneurs identify a business opportunity until their venture becomes a viable organization.

CUSTOMER CENTRICITY & DIGITAL BUSINESS TRANSFORMATION

Provides insights on how to compete through CRM, analytics, and digital business transformation. A major focus will be on digital business transformation: from vision, to strategy, to business model and implementation.

BUSINESS STRATEGY

Examines the principles and conceptual frameworks for evaluating and formulating business strategy. Topics discussed include the analysis of industry economics, strategic positioning, competitive advantage, the boundaries of the firm, and the role of resources and capabilities in shaping and sustaining competitive advantages. Different mergers & acquisitions insights will also be covered.

CORPORATE COMMUNICATION II

This course focuses on improving students' capacity to acquire the needed skills needed to use critical thinking, persuasion, argumentation, and analysis in parallel with writing effectively and correctly. Students will be introduced to written tools such as accuracy, concision, coherence, and clarity to be able to develop accurate and complex ideas about business projects.

AI IN BUSINESS MANAGEMENT

A hands-on, business-first immersion into modern AI. Participants learn how machine learning (ML), generative AI (GenAI), and AI agents translate into measurable impact, optimized decisions, smarter content, and streamlined operations. The course balances concise concepts with guided exercises using real-world datasets and scenarios from marketing, finance, and operations.

FINAL PROJECT

The final project is a capstone module integrating courses included in the program. It is intended to allow each participant (individually or in a group) to use the managerial skills acquired throughout the program to study a project that is of interest to a third party (an outside company or professional organization) or a new venture.

WORKSHOPS:

A series of credit awarding workshops is included in the EMBA program curriculum such as CSR and social ethics, corporate communication, negotiations for decision making... They are organized over weekends and have as objective to equip participants with strong communication, social responsibility and negotiation skills in order to succeed at their EMBA and workplace challenges.





The Faculty

The Executive MBA faculty consists of prominent professors teaching at top-ranked business schools. Their international experience in executive education and their use of real-life business cases made the Executive MBA of MSB a reference in the region.

DR. DUNCAN ANGWIN

Ph.D. in Strategic Management, Warwick University. Sir Roland Smith Professor in Strategic Management and Dean of Nottingham University Business School, UK.

DR. VICTOR ARAMAN

Ph.D in Operations Management, Stanford University. Associate Professor, New York University and American University of Beyrouth.

DR. MARK ESPOSITO

PhD in Business and Economics from the International School of Management, in joint program with St. John's University in New York. Professor of Business, Government & Society and Economic Strategy & Competitiveness at Harvard University's Division of Continuing Education.

DR. TAOUFIK JELASSI

Ph.D in Information Systems from the Stern School of Business at New York University. Professor of Strategy and Technology Management at IMD Business School and has served from January 2014 to February 2015 as Minister of Higher Education, Scientific Research, and ICT in the transition Government of Tunisia.



Teaching at MSB is an excellent experience. The participants are highly motivated and engaged in class and the facilities are perfect for MBA teaching and learning. Professors are very well supported by attentive and expert professional services staff, so courses run smoothly and efficiently. Overall EMBA teaching at MSB is a very worthwhile experience and it is a pleasure to be part of the community.

Dr. Duncan Angwin,
Dean of Nottingham University Business School
Professor of Strategic Management



Working with the EMBA cohort at SMU/MSB is great fun and a rich exchange of novel thoughts and unique Tunisian discoveries. Having worked with SMU/MSB EMBA cohorts in person, virtually, and in a hybrid format, I can confidently say that the quality of participants, their motivation to learn, and their willingness to share their ideas, expertise, and experience is generous and of true excellence. It is a wonderful and refreshing feeling to meet positive thinkers and challenging discussion partners in an exchange on the highest level of academic excellence. I already look forward to the next joint course!

Dr. Matthias Tietz,
Professor of Entrepreneurship
University of St. Gallen, Singapore



DR. CEDRIC LESAGE

Ph.D in Management from the University of Rennes. Previously at HEC Paris, he joined Concordia University, Canada in 2016.

DR. MOEZ LIMAYEM

Ph.D. in Management of Information Systems, University of Minnesota. Former Dean, at the Muma College of Business, University of South Florida (USA), currently president of the University of North Florida. Dr. Limayem is a founding member of MSB.

DR. STEVEN POELMANS

Ph.D. in Management Organizational Behavior from IESE, Spain, and Postgraduate in Neuroscience of Leadership. Professor of Neuroscience and Strategic Leadership at Antwerp Management School, Belgium and EADA Business School Spain. Founder of the NeuroTrainingLab™, a neuroscience-based leadership development methodology.

DR. ANIS SAMET

Holds a Ph.D. from HEC-Montreal-Canada and he is certified Financial Risk Manager (FRM). He is currently teaching MBA courses at the American University of Sharjah (AACSB accredited), UAE. His research interests include international finance, asset pricing, sustainable finance, banking, corporate finance, and corporate governance

DR. CATALINA CUNTZE STEFANESCU

PhD and MS in Operations Research from Cornell University . Professor of Management Science at European School of Management and Technology, Berlin, Germany
PhD in Management Science and Engineering from Stanford University. Dean and Professor at CATÓLICA-LISBON and Visiting Professor at INSEAD.

DR. MATTHIAS TIETZ

PhD in Entrepreneurship from the Ivey Business School in Canada . Professor and research professor at the University of St.Gallen. He leads the competence center for entrepreneurship at the St.Gallen Institute of Management in Asia. Prior to his current role, he was professor of entrepreneurship at IE Business School in Madrid, Spain.

DR. PIETRO D'ARPA

He is a Supply Chain executive with more than 36 years of history of transformative experiences in Supply Chain at Global and European Level in blue chip company. He is a highly accomplished professional with extensive expertise in supply chain management and a strong focus on Corporate Social Responsibility and Environmental Sustainability Practices.

DR. MIGUEL PINA E CUNHA

PhD from Tilburg University, is Professor of Leadership at Nova School of Business and Economics, in Lisbon, Portugal. He published in major journals such as the Academy of Management Review, Journal of Management Studies and Organization Studies. His recent books include Positive organizational behavior (Routledge, 2020), Elgar Introduction to Designing Organizations (2022) and The Routledge Companion to Improvisation in Organizations (Elgar, 2024).



Mrs Leila Chaabouni,
Project Manager, El Karama Holding
EMBA 2021 Cohort



Live an **international experience** at MSB's partner universities in the USA



In line with MSB's vision of global education, we offer international experiences at SMU partner universities in the USA and Canada.

EMBA Participants can spend a week at one of MSB's US partners to take an EMBA course, meet US business leaders and go on corporate visits.

Another international opportunity is to gain a dual diploma with HEC Montréal. For this participants spend the first year of the EMBA program at MSB and the second year in the HEC Montréal EMBA program.



Dr. Moez Limayem,
President,
University of North Florida



It is with a lot of excitement and a tremendous sense of pride that we host every year a distinguished group of EMBA students from the esteemed MSB. The entire team including faculty and staff work very hard to make sure this visit is both enjoyable and productive. In addition to very interactive lectures in CRM, the stay includes visits to successful businesses in the Tampa Bay area, guest lectures by world class scholars on timely topics related to CRM, a university tour, an international panel featuring presentations from international students from all over the world highlighting businesses that are truly customer-focused, interaction with USF graduate students and of course several cultural events and experiences. Year after year, students have been telling us that the trip was both memorable and impactful. At the end of the stay, every student receives an official Certificate in CRM.

I look forward to seeing you in Florida soon, I promise you will not regret it.



EMBA Trip to University of South Florida



Other Executive programs

Essentials of MBA with HEC MONTRÉAL

The Essentials of MBA is a six-month program organized in French in partnership with HEC Montréal. Courses are held three days per month from Thursday through Saturday and taught by professors from the two partnering institutions, MSB and HEC Montréal.

This program gives a solid grasp of the fundamental concepts taught at the MBA level. It provides a comprehensive overview of the essential management-related content and learning methods of an MBA degree. Participants will be given the opportunity to:

- Learn more about themselves, broaden their horizons and build confidence
- Familiarize themselves with the various interdependent functions within an organization
- Acquire new concepts, analytical tools and management practices to expand their toolbox
- Confront other viewpoints and explore what other companies are doing
- Become better acquainted with the strategic issues facing their firm.

EXECUTIVE SEMINARS

We offer two types of certification programs:

- Specialized company tailored programs of two to three days focusing on the development of company specific skills. These programs are offered in Tunisia or other countries in the region.
- Open-enrollment programs covering a functional area of business such as Digital Marketing, Finance for non-financial managers, Project Management, Human Resources Management, training of Board Members, among other topics.



The Executive MBA program was an outstanding experience that took me to new challenge in each course. The content was rich and useful. Being part of the Executive MBA program was an invaluable choice that allowed me to have a new professional vision and to conceive differently of my business development.

Mr. Skander Gharbi, General Manager
Executive MBA - Anantara Hotels & Resorts



CFA® PREPARATION PROGRAM

MSB is the only institution in Tunisia to be recognized by the worldly Chartered Financial Analyst Institute, CFA® which is a global association of investment professionals that sets the standard for excellence in the industry. In this framework, MSB offers the possibility to prepare for the CFA Certification through its newly launched CFA Preparation Program.

The courses are organized from September to May and held three times a week as follows: in evening classes from 6:30 p.m to 9:30 p.m on Mondays and Wednesdays & Saturdays from 9:00 a.m to 1:00 p.m. The CFA Program is a graduate-level curriculum for investment specialists, especially security analysts, portfolio managers, traders, brokers and investment advisers.



CFA® preparation program at MSB is a great opportunity to review markets' essential concepts in depth. It allows me to better perform in my professional activity.

It reconciles my academic knowledge with my professional skills to have the critical thinking of how to better perform my tasks and let me improve my outcome raising it to international standards.

Mr. Amine HADJ SAID,
Treasury Director, QNB Tunisia



MASTER IN BUSINESS MANAGEMENT FOR JUNIOR PROFESSIONALS

The Master in Business Management (MBM) program is a two-year-program targeting junior professionals aiming to update their managerial skills and boost their career. The courses are organized over week-ends and in the evenings. This format allows the students to study without interrupting their career track. In the second year of the MBM program, students can choose one of the following specializations : Finance CFA®, Marketing, Operations & Supply chain and Business Analytics. A dual program is organized with EADA University in Spain.

THE LANGUAGE & CULTURE INSTITUTE (LCI)

Responding to the needs of our partners among corporations and candidates, the Language and Culture Institute (LCI) at SMU offers training programs in Business English & Business Communication. Business English / Business Communication & Public Speaking / One on One / In company courses / Summer school / General English / English for Specific Purposes / Other languages.



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