



**MSB**  
Mediterranean  
School of Business



# The Executive MBA

Meeting the Challenges  
of Global Opportunities



**Welcome**



# President message

The strategic location of Tunisia in the heart of the Mediterranean combined with the diversity of its cultural heritage constitutes 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.

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**Mahmoud TRIKI,**  
**Founder & President, SMU**





# Shape your **future** at MSB



## Our vision

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



## Our mission

Bridging education and the professional world, we offer global business education for our community of responsible changemakers by developing skills and refining talents through innovative pedagogy and relevant research.



## Our values

• Diversity

• Integrity

• Care

• Excellence

• Creativity



## Major Achievements

- Internationally accredited programs
- A network of alumni of more than 800 managers of 37 different nationalities
- Partnerships with top ranked universities ( Babson College, University of Virginia, HEC Montreal ... )
- State-of-the-art facilities
- Launch of the school of engineering (Mediterranean School of Technology, MedTech) in 2012
- Launch of the Language and Culture Institute ( LCI ) in 2014
- CFA® International Recognition of MSB Finance programs in 2016



# A LIFE CHANGING JOURNEY





# 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). 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 fourteen modules and three workshops 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.

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



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



I got my Executive MBA in 2006 from MSB. It was a great opportunity for me to participate in such educational program staying home in Tunisia and learning from highly qualified international professors teaching at top US and European business schools. The program gave 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.

Since that date, I am contributing, day after day, to the development of this company using the management tools learnt at MSB, transforming this company to one of the top leader distribution companies in Africa.

**Mr. Ibrahim DEBACHE,**  
**Chief Executive Officer - Ennaki Automobiles**  
**EMBA 2005 ALUMNUS**



## The Program's **key figures**

**2** Years

**14**  
Courses

**1**  
Final project

**3**  
Workshops

**5** Terms

**1**  
Course  
per month

**1**  
Optional  
Module in the  
USA

**1**  
Off-site Team-  
building  
course





## 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 thirty seven different nationalities.



## Participants' **profiles**



# 37

Average age



# 10 years

Average Professional Experience



# 22%

Female



# +800

Alumni



# +37

Nationalities





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 best practices and new approaches for driving change and innovation.

**Mrs. Lamia CHAFFAI**  
**Chief Executive Officer**  
**Education for Employment Foundation EFE-Tunisie**



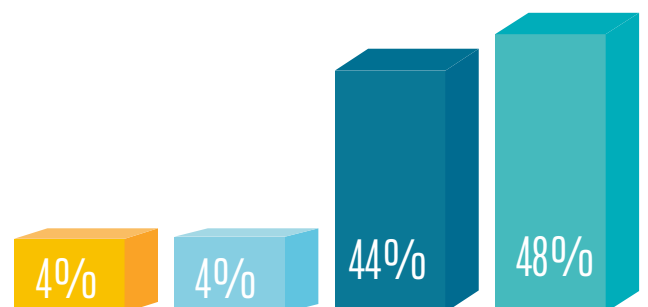
MSB EMBA program has surpassed all of my expectations. The program is a perfect solution for any busy professional looking to develop their business skills and accelerate their career. It challenges students to reach the apex of their personal abilities. I think the entire program is very well designed and adds tremendous value to my long-term career aspirations.

**Mr. Gürkan BAYHAN**  
**Operation Manager**  
**Tunisia Duty Free, TDF SA**



## Participant's **academic** background

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



(2017 & 2018 Cohorts)



# Outline of the program

MBA's 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 the same prominent faculty in state-of-the-art facilities with the participation of highly motivated executives operating in the region.

## Term 01

### TEAM BUILDING

The first module is held off-site and consists of sessions devoted to the development of soft skills (teamwork, communication, leadership).

### FINANCIAL ACCOUNTING

Examines fundamental principles of financial accounting, reporting, and analysis. Topics discussed include understanding how financial statements are prepared, interpreting the information provided in financial statements and conducting preliminary financial analysis of a firm.

### STATISTICS FOR DECISION MAKING

Presents basic statistical concepts and methods for managers. Topics discussed include time series, categorical data, random variables and their distributions, variability, correlation, and simple and multiple regression models.

### MODERN 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.

## Term 02

### MANAGERIAL ACCOUNTING

Provides the students with a framework to understand and productively use the accounting systems they are likely to encounter in their careers. Emphasis is placed on the problems of motivation and control in organizations and the role of accounting information in this context.

### 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.

### BUSINESS 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.

### LEADING AND MANAGING

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

## Term 03

### 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.

### 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.

### OPERATIONS 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.

### INNOVATION AND TECHNOLOGY MANAGEMENT

Helps to develop tools crucial for the formulation and management of a winning technology strategy. It focuses on the application of conceptual models that clarify the interactions between external competition, firm positioning, patterns of technological and market change, and the nature and development of internal firm capabilities.



The EMBA program of MSB has completely transformed my entrepreneurial vision and brought me entirely into the 21st century, with the key words: creativity, excellence, perseverance, innovation.... I also discovered that the most precious resource was the human resource! Thank you, Dr. Mahmoud Triki, and the entire MSB team.

**Mrs. Mouna Allani Ben Halima**  
**Founder & C.E.O. La Badira Hotel**



## Term 04

### **MERGERS, ACQUISITIONS, ALLIANCES AND PARTNERSHIPS**

Examines different issues related to mergers and acquisitions, including target selection and valuation, deal negotiation and financing, and post-acquisition organizational integration. These issues are discussed in a logical time sequence, enabling participants to gain insights about the merger and acquisition process.

### **ENTREPRENEURSHIP**

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

## Term 05

### **INTEGRATION EXERCISE**

Presents a simulation of a real acquisition. Pulls together core topics covered during the MBA 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.

### **FINAL PROJECT**

The final project is a capstone module integrating the 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, professional organization) or a new venture.

### **CUSTOMER RELATIONSHIP MANAGEMENT**

Draws heavily on marketing concepts and concentrates on the topic of information technology with particular emphasis on CRM.

### **NEGOTIATIONS FOR MANAGERIAL DECISION MAKING**

Applies theories developed as a guide to improving negotiation (the science) and sharpens negotiating skills of participants through negotiations exercises (the art)

### **WORKSHOPS**

The final project is a capstone module integrating the 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



## 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 a reference in the region.

### **PR. DUNCAN ANGIN**

Ph.D. in Strategic Management, Warwick University. Sir Roland Smith Professor in Strategic Management and Head of the Strategic Management Research Group at Lancaster University, UK.

### **DR. VICTOR ARAMAN**

Ph.D in Operations Management, Stanford University. Associate Professor, New York University and AUB.

### **DR. NANCY BUCHAN**

Ph.D. in marketing, Wharton School of the University of Pennsylvania. Associate Dean of the Undergraduate Program and an Associate Professor at the Moore School of Business at the University of South Carolina.

### **DR. FRÉDÉRIC DALSACE**

Ph.D. in Management, INSEAD. Associate Professor in Marketing at HEC Paris.

### **DR. KRISTEN FRIDGEIRSDOTTIR**

Ph.D. in Management Science and Engineering, Stanford University. Assistant Professor at London Business School, U.K.

### **PR. TAÏEB HAFSI**

Ph.D. in Business Policy, Harvard University. Professor and holder of the Walter J. Somers Chair of International Strategic Management, HEC Montreal.

### **PR. 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.

### **PR. CEDRIC LESAGE**

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



**DR. SALI LI**

Ph.D in International Business & Strategic Management from University of Utah, USA. Associate Professor, Sonoco International Business Department, Moore School of Business, University of South Carolina.

**PR. MOEZ LIMAYEM**

Ph.D. in Management of Information Systems, University of Minnesota. Dean, School of Management, University of South Florida (USA). Dr. Limayem is a founding member of MSB.

**PR. ROBERT MARX**

Ph.D. in Psychology, University of Illinois. Professor of Management, University of Massachusetts at Amherst.

**PR. STEVEN POELMANS**

Ph.D. in Management/Organizational Behavior, IESE, Barcelona, Spain.

Professor in the Department of Managing People in Organizations at EADA, Spain.

**DR. MOHSEN SAAD**

Ph.D in Finance from University of Delaware, USA. Associate Professor of Finance at the American University of Sharjah.

**DR. FILIPE SANTOS**

PhD in Management Science and Engineering from Stanford University. Chaired Professor of Social Entrepreneurship at CATÓLICA-LISBON and Visiting Professor at INSEAD.



Addressing the EMBA participants: ... When I taught the 04 class in June I realized that there was something special here in Tunis when I walked in at 6.30 P.M. to tell everyone that it was time to go home and they said they wished to stay and complete the exercise. And then seeing you all together 04 and 05 in Djerba, it was even clearer that your appreciation for learning and your creativity to handle new situations was unusual

**Pr. Robert MARX**  
**Professor of management, University**  
**of Massachusetts at Amherst**





## Live an **international experience** at the MUMA College of Business - **USF**



In line with MSB's vision of global education, we offer international experiences at the University of South Florida - Muma School of Business.

EMBA Participants can spend a week at the Muma College of Business to take the Customer Relationship Management course.

They will meet US business leaders, go on corporate visits, and be taught by Pr. moez Limayem dean of the business school.



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 USF Muma College of Business 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 USF Certificate in CRM.

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



**Pr. Moez LIMAYEM,**  
**Dean of muma school of business at the**  
**USF**



The EMBA has been one of the most enriching adventures of my life topped with the opportunity to meet amazing people from different backgrounds. Coming from an entrepreneurship background, the EMBA has been an opportunity to challenge myself and improve my knowledge and my approach to business and management. Our trip to USF was not only an opportunity to experience campus life but also the chance to take Pr Moez Limayem's CRM course. The visit to different US companies to understand their approaches to CRM was very insightful. We were welcomed very warmly and faced teams extremely transparent and keen to share their experience with us. The kindness of Irene will also always be the highlight of the course !

**Mrs. Nadaa GHOZZI**  
Executive Director, Select travel & Tours







## Other **Executive programs**

### **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.

### **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.

### **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



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.

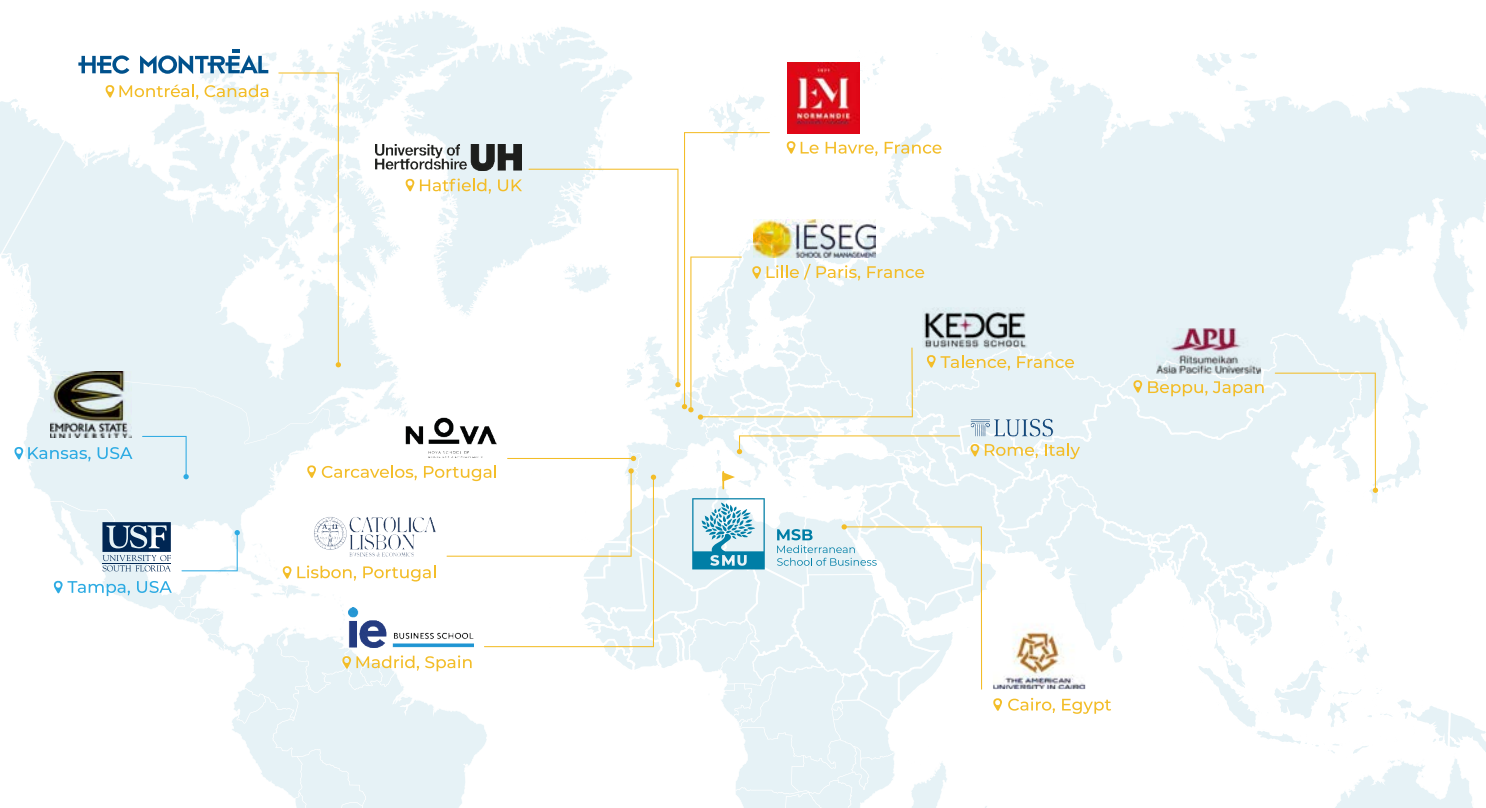
**Mr. Amine HADJ SAID,**  
Treasury Director, QNB Tunisia







# SMU Memberships & partnerships





South  
Mediterranean  
University

MSB . MedTech . LCI



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