

# Executive MBA

with Specialization Options

**WU**

**EXECUTIVE  
ACADEMY**



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# Developing global leaders

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Today's global business environment is more challenging than ever. It has never been more important for forward-thinking managers and their companies to make the right investment in order to generate and maintain a sustainable competitive advantage. It has also never been clearer that the most important assets any company has are its people.

Our part-time Executive MBA is designed to meet today's challenges of highly demanding industries and business functions. It provides you with the tools necessary to leverage your potential to become a world-class leader with profound expertise and practical skills in leadership, management, strategy, organization, and finance. This enables you to seize new opportunities, quickly adapt to new business environments and overcome global challenges.

This program is truly international, reflecting the realities of the business world, not least of which by bringing together motivated executives from a broad range of companies and cultures. This factor is one of many, which makes our programs so unique because it provides access to a wealth of practical insights from around the world. The international student body makes for an exciting and dynamic setting in which you learn, share methods, and generate new ideas. Building a network of long-lasting relationships with like-minded international peers is of course an additional benefit.

When people ask us, "what is the secret of your success?" we may make mention of the prestige of our parent institution, the WU Vienna, one of Europe's leading business universities. We might hint at more than 100 years of excellence in business education which lies behind this success. We might say how much we value our partnerships with about 240 top universities around the world and the rewarding opportunities that these partnerships offer to our participants. We certainly mention our accreditations, our rise in the FT business university rankings, and other acclaims, of which we are justly proud.

The truth is, our secret lies with our people. The WU Executive Academy has a pool of some of the top academic and business management minds in the world, combining expert theoretical knowledge with real-world experience in top global companies. Their commitment to excellence is what makes our programs so special.

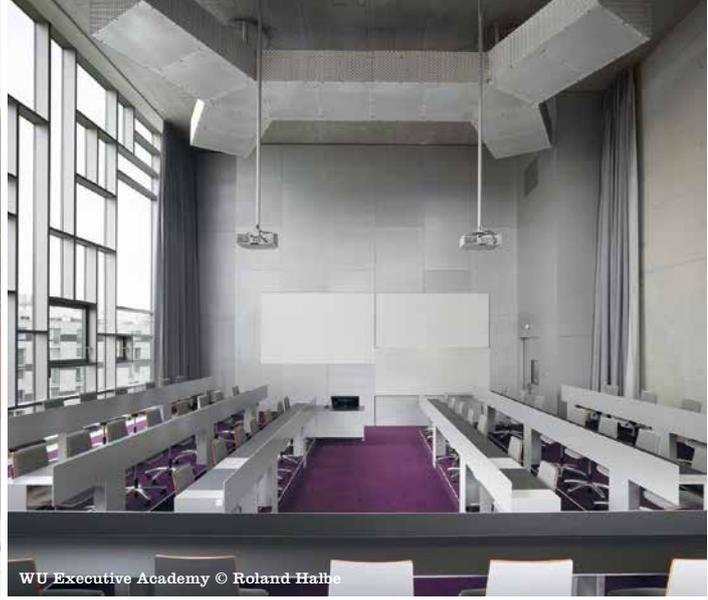
We welcome your interest in our programs and invite you to explore what our unique program can do for your career.

**Barbara Stöttinger,**  
Dean, WU Executive Academy





Campus WU © Werner Weißhappi



WU Executive Academy © Roland Halbe



Campus WU © BOAnet.at

# Vienna University of Economics and Business

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## AN INVITATION TO STUDY AT THE WU EXECUTIVE ACADEMY

The WU Executive Academy is part of the Vienna University of Economics and Business (WU Vienna) which was founded in 1898. It is one of Europe's leading business universities and enjoys an excellent international reputation based on over a century of experience and continuous progress.

Being part of WU Vienna, the WU Executive Academy provides access to the expertise of some 700 faculty members as well as connections to countless experts from over 240 partner universities worldwide.

## INTERNATIONAL ACCREDITATIONS AND LANDMARK QUALITY STANDARDS

The university is AACSB (Association to Advance Collegiate Schools of Business) and EQUIS (European Quality Improvement System) accredited. EQUIS is an internationally recognized accreditation system offered by the European Foundation of Management. Moreover, the MBA programs' outstanding quality has been recognized by AMBA (Association of MBAs) for their excellent standards. Less than 1% of business schools in the world are granted this prestigious triple accreditation.

## RECENT ACHIEVEMENTS

An overview of our current ranking achievements can be found at: [executiveacademy.at/accreditation-rankings](https://www.executiveacademy.at/accreditation-rankings)

## THE MOST MODERN CAMPUS IN EUROPE

Campus WU is located near the city center and bordering one of Vienna's largest parks. It combines urban life and a top infrastructure for an ideal studying environment.

The WU Executive Academy is based in a square-sided tower comprising seven floors, featuring a front facade made of glass and aluminum. Both sky and nature are mirrored on the building, which blends well into its surroundings. Our campus offers world-class facilities and resources to our students, enabling us to provide top-notch executive education programs.



Study in one of the world's most livable cities.





## AUSTRIA

Austria belongs to Europe's most desired destinations, renowned for its history, culture, architecture, and hospitality. For centuries, it has been home to the world's finest artists, composers, scientists, and leading economists. It is a small but wildly diverse country that offers numerous cultural, leisure, and business activities and impresses with its lively cities, breathtaking landscape, culinary diversity, and exceptional wines.

## VIENNA – A CITY STEEPED IN CULTURE

Vienna, the historical capital of the Habsburg monarchy for over six centuries, is a vibrant and exciting place to live and study and is an impressive repository of culture and heritage. According to Mercer's and the Economist's recent "Quality of Living Survey," it is the most livable city in the world due to its exceptional safety records, education quality, recreation possibilities, and political-economic stability.

Vienna offers a perfect blend of imperial traditions, nostalgic charm, and stunning modern infrastructure. A walk along the Ringstrasse boulevard with its splendid buildings and historical palaces is an indescribable experience. Vienna is home to one of the world's leading opera houses and is internationally acclaimed for its cultural

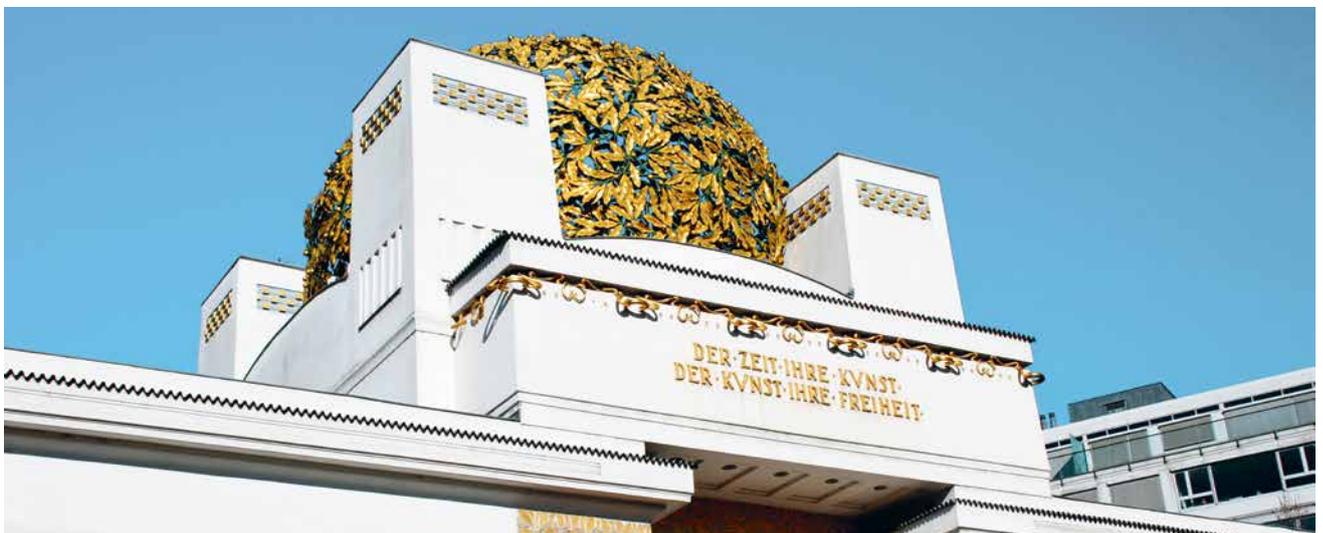
and social events such as the New Year's Concert of the Vienna Philharmonics, and numerous balls. After visiting some of Europe's finest museums, traditional cafés offer a good place to relax your feet and experience the typical Viennese charm.

## GATEWAY TO EUROPE AND THE MIDDLE EAST

The Vienna International Airport (VIE) is a major hub for all of Europe and the Middle East, in particular the CEE region. This international airport services over 40 destinations. For commuting students, Vienna is the ideal location to study as it can be easily accessed by plane from many European cities within less than 2 hours.

## HOME OF INTERNATIONAL COMPANIES AND ORGANIZATIONS

Vienna's geographical position in the heart of Europe makes it a multicultural metropolis, and an important site for international companies and organizations. This is why many multinational companies such as Allianz Insurance, Beiersdorf, BMW, Boehringer Ingelheim, Canon, Henkel, Magna, Panasonic, Robert Bosch AG, Siemens, the UN International Atomic Energy Agency (IAEA), and the UN Industrial Development Organization (UNIDO) have located their CEE or global headquarters in Vienna.



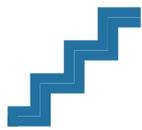
# Great reasons for starting your EMBA at WU Vienna

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## 1. ALIGN YOUR JOB, FAMILY, AND EMBA

- › Compact format with approx. 18 months duration
- › Blended-learning format with online and on-campus teaching
- › Blocked modules: choose between our On-Campus or the Hybrid Track for the business core



## 2. ACCELERATE YOUR CAREER

- › 83% of our alumni made a career move
- › 47% salary increase within three years after graduation
- › 18% of our alumni have started their own business



## 3. REAL LIFE CONTENT

- › You bring your business challenges to class for discussion
- › Real life cases and exclusive company visits
- › Apply your newly acquired knowledge directly to your job



## 4. WORLD-CLASS FACULTY

- › Faculty members from top universities around the globe
- › Acclaimed experts and research leaders
- › Guest speakers from top corporations



## 5. EXCELLENT QUALITY AND REPUTATION

- › International triple accreditation
- › Top ranked



**“This EMBA provides the perfect environment: a diverse and international peer group, an excellent faculty, and a cutting-edge curriculum. This program was not only of high professional value but also a life-changing experience for me.”**

**Matthias Schmid, MBA**  
Managing Director Cars, Booking.com, U.K.



## 6. HIGH-LEVEL PEERS

- › Over 30 nationalities in each class
- › 60% hold a management position
- › Inspiring discussions with peers from various industries and functions



## 7. GLOBAL NETWORK

- › Online student and alumni platform
- › Local community chapters
- › Exclusive events and services
- › Great resource for company insights and exchange



## 8. PERSONAL DEVELOPMENT

- › Individual coaching
- › Personal skills trainings
- › Career workshops



## 9. INTERNATIONAL EXPERIENCE

- › International immersion to a business hot spot e.g. U.S.A., Asia
- › Work with international peers in cross-functional teams



**“I wanted to take my career to the next level. So I was looking for an opportunity to expand my network, enhance my leadership skills and management know-how. All of this, I found in the WU MBA program.”**

**Adela Mehic-Dzanic, MBA**  
Head of CSP Segment, MAVOCO AG

# Career accelerator program

## SUCCEED BY KNOWING WHY, HOW, AND WHO

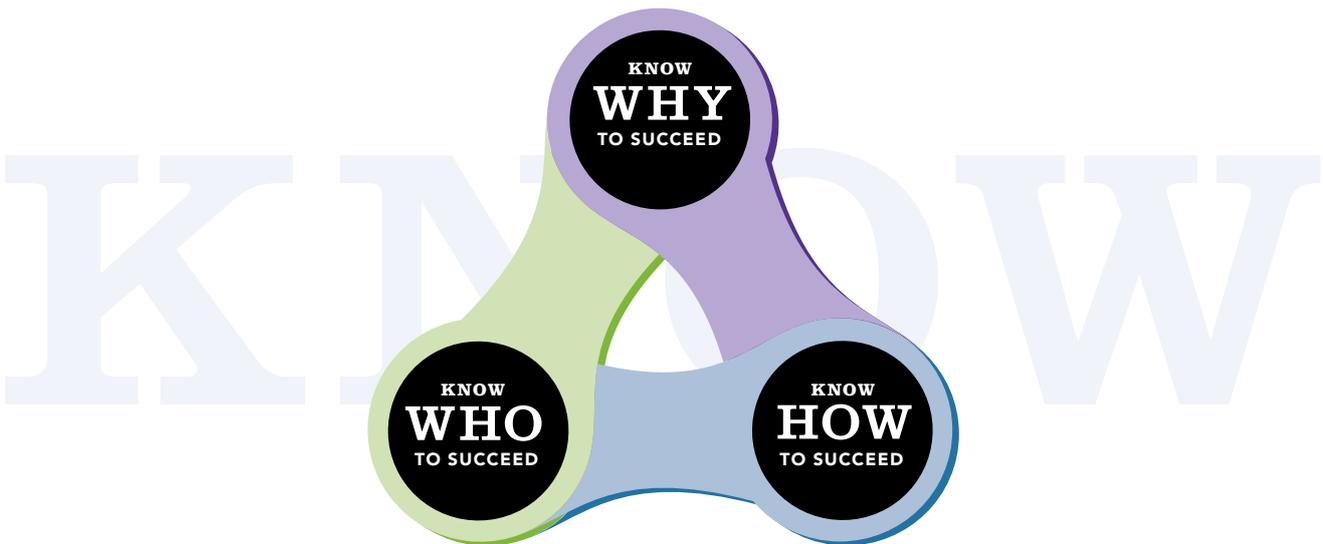
Building a career is a lifelong journey. This Executive MBA offers you an ideal starting point to fast-track a transformation in your career and prepare you for the opportunities that lie ahead.

Whether you are pursuing an Executive MBA to find your true career passion or to reach your pre-determined goals, we will support you not only throughout the entire program, but also after graduation.

From the very beginning of your studies, our experts will organize a series of career activities including:

workshops, trainings, panel discussions, and group sessions. These events will give you a better understanding of the labor market and prepare you to negotiate your salary, build your professional network, and position your personal brand to stand out in a competitive marketplace.

Knowing who to approach in your network, why you are driving your career in this direction, and how to reach your goals are the three aspects of our career accelerator program. The Executive MBA not only provides you with state-of-the-art knowledge but also with the right accelerators to transform your career.



### KNOW WHY

#### Personality

- › Personality Traits of Leaders
- › Self-Assessment & Analysis

#### Peer Feedback

- › Peer Group Experience
- › Peer Feedback Session

#### Personal Development Plan

- › Letter to Myself
- › Development Plan
- › Progress Check (Elevator Speech)

#### Career Vision

- › Learning Journal
- › Alumni Career Stories

### KNOW WHO

#### HR and Executive Search Community

- › Career Café with HR & Executive Search Partners

#### Corporate Community

- › Company Visits
- › International Immersions
- › Entrepreneurship & Innovation Touchdown

#### WU & Alumni Community

- › WU Social Events (WU Ball, WU Summer Celebration)
- › EA Lounges
- › Online Community Platform "WU EA Connect"
- › Female Leaders Network

### KNOW HOW

#### Knowledge & Skills

- › Executive Insights
- › Life Long Learning
- › Career Talks

#### Career Competencies

- › Salary Negotiation
- › Executive Job Search Workshop
- › Networking @MBA

#### My CV & Profile

- › CV Check
- › LinkedIn Profile Check
- › LinkedIn Webinar

# Study with a dynamic and international peer group

This Executive MBA is truly international, reflecting the realities of the business world. You will work alongside experienced executives from a broad range of companies and business areas, giving you an insight into their way of thinking and their approach to business.

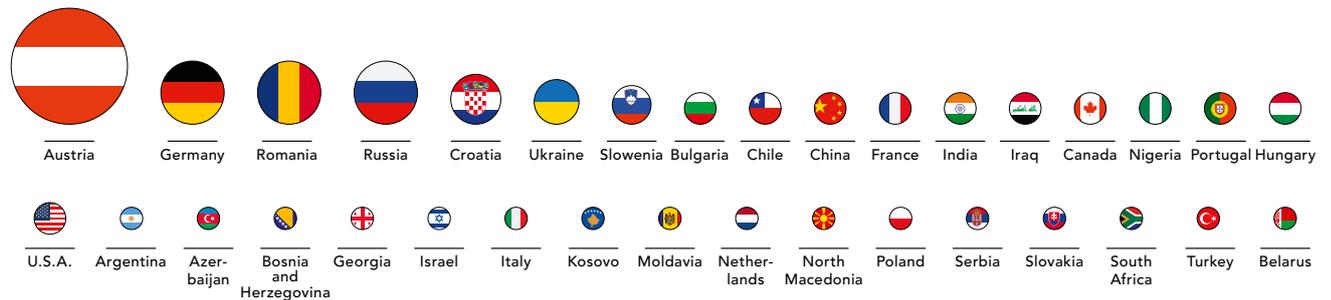
## AVERAGE CLASS PROFILE



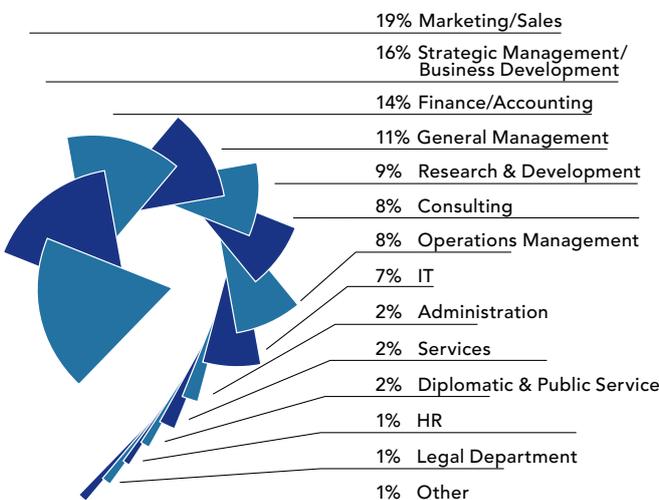
## MANAGEMENT LEVEL (%)



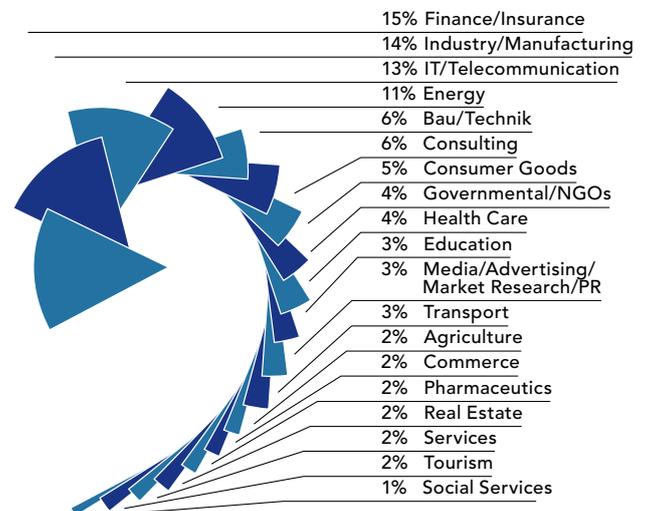
## NATIONALITY



## JOB FUNCTION



## INDUSTRY SECTOR



Data based on last 3 intakes.

# World-class faculty – work with the best

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The faculty members are the heart of all of our programs. They share a passion for knowledge development and constantly encourage their students to strive for higher standards. They bring fresh perspectives and new ideas to all facets of the business world.

Our faculty comprises some of the finest business minds in the world, drawn from an expert pool at WU Vienna, about 240 international partner universities, and some of the leading global organizations. In recent years professors joined us from Columbia University (U.S.A.), the Carlson School of Management (U.S.A.), INSEAD (France), IE Business School (Spain), the Organization of the Petroleum Exporting Countries (OPEC), and the UN International Atomic Energy Agency (IAEA) among many others.

## A SELECTION OF FACULTY MEMBERS\*

### **Carmen Abril**

Professor, IE Business School, Spain

### **Nikolaus Franke**

Professor, WU Vienna, Austria

### **Douglas Hughes**

Professor, University of South Florida, U.S.A.

### **Ehud Ronn**

Professor, University of Texas, U.S.A.

### **Adnan Shihab-Eldin**

Former Secretary General of OPEC

### **Günter Stahl**

Professor, WU Vienna, Austria

### **Fabrizio Zerbin**

Professor, ESCP Europe, France

## WU EXECUTIVE INSIGHTS

In addition to our faculty members from academia and practice, top managers from some of the world's most successful companies and organizations enrich our Executive MBA programs with their valuable insights. This helps our students realize the practical relevance and significance of what they have learned.

## CURRENT AND PAST GUEST SPEAKERS INCLUDE

### **Larry Bates**

Former Vice President, British Petroleum

### **Dan Berglund**

Managing Director, Securities Division, Goldman Sachs

### **Chinmay Bhatt**

Managing Director, Novartis Pharmaceuticals  
U.K., Ireland and Nordics

### **Wolfgang Eder**

Member of Supervisory Board,  
former Chairman of the Management Board and CEO,  
voestalpine AG

### **Hartmut Ehrlich**

Former Vice President R&D, Baxter

### **Hikmet Ersek**

CEO, Western Union

### **Frank Hensel**

Former Chairman of the Board, REWE International AG

### **Allison Lami Sawyer**

CEO, Rebellion Photonics – the Wall Street Journal  
Startup of the Year 2013

### **Wolfgang Leitner**

President and CEO, Andritz AG

### **Emanuel Maravic**

Director, European Investment Bank

### **Svein Harald Oygard**

Director, McKinsey & Company

### **Matthias Schmid**

Managing Director Cars, Booking.com, U.K.

### **Craig Sterling**

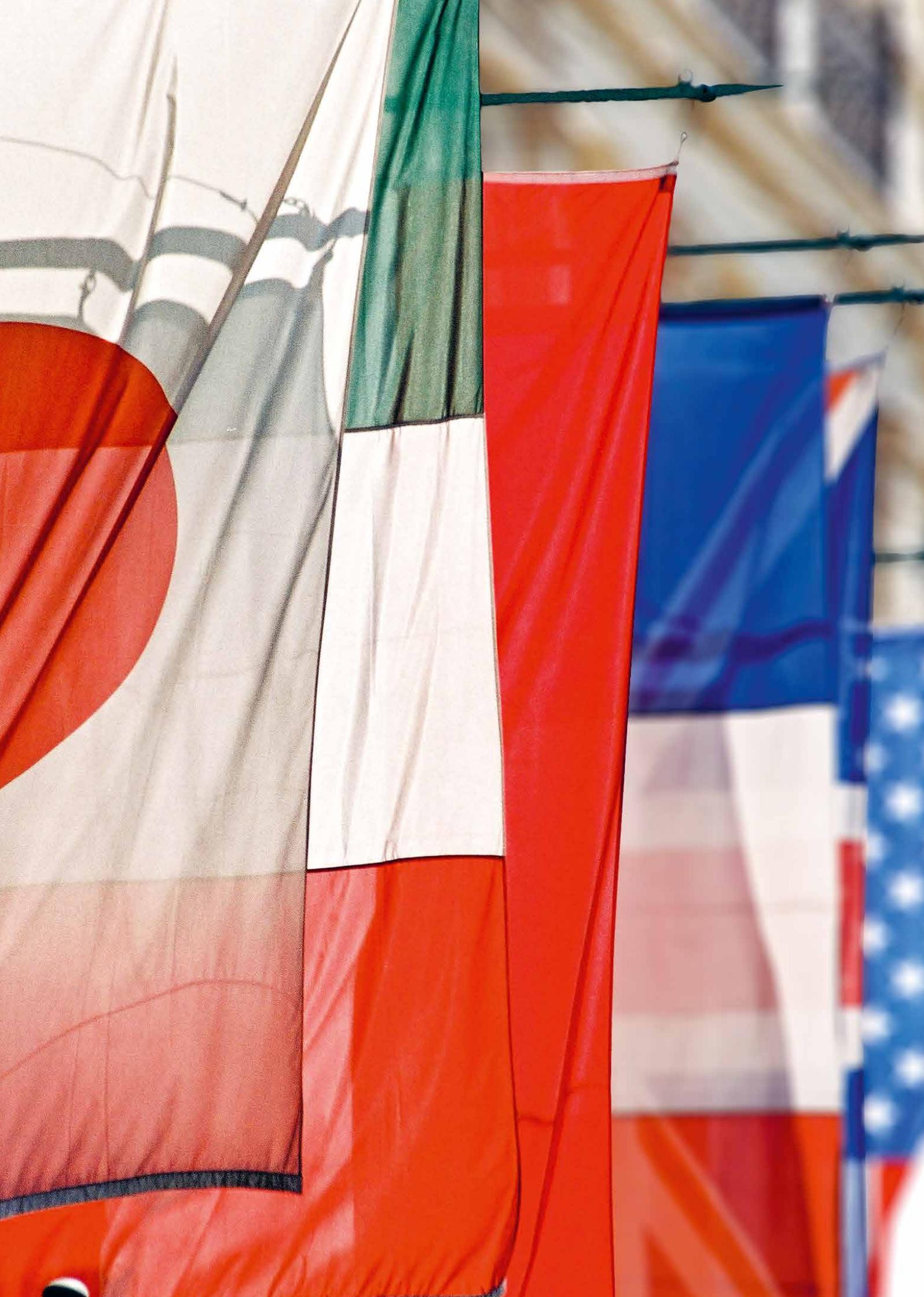
Director of Core Equity and Head of Equity Research,  
Amundi Pioneer Asset Management

### **Norbert Zimmermann**

Former Chairman of the Supervisory Board, Berndorf AG

\* Faculty members are subject to change





# Your international immersion

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## AN EXPERIENCE WITH A LASTING IMPACT

To really capture and fully understand business ecosystems across the globe, you need to leave your comfort zone and immerse yourself in countries, cultures and companies you may not have experienced before.

The international immersion is the highlight of our Executive MBA program and will take you to these uncharted territories. It equals venturing out to the global business arena, to different countries so as to explore how cultural and societal connections, the political landscape, macro-economic conditions, and many other aspects affect how companies, large or small, domestic or international, do business in different parts of the world.

- › Look around with an inquisitive mindset and open your horizon to calibrate and refine your perception of the world
- › Immerse yourself into an international business ecosystem that is a perfect fit for your program focus
- › Gain unforgettable experiences with your fellow students and broaden your horizons

**“The international immersion provided ideal networking opportunities. I came back to Vienna fueled with new ideas.”**

**Katarina Stanisavljevic, MBA**  
 Founder  
 Amazing Next

## ONE JOURNEY – LIMITLESS ADDED VALUE

Together with your peers, you go through one-of-a-kind experience, while you forge personal bonds for life and strengthen your network. The international immersion is an experience you will still remember years after your graduation – it will be among the most valuable take-aways of your EMBA experience.

Your international immersion blends four different program elements to provide you with a holistic and unique experience tailored to the specific destination and its idiosyncrasies as well as the topical focus.

### Academic Content

- › Excellent intellectual food-for-thought
- › Networking with professors & lecturers
- › Transferring expert knowledge into practice

### Expert Talks

- › Perspectives from business observers (diplomats, artists, international trade experts and more)
- › Deep dives and birds-eye views
- › 360° business kaleidoscope

### Company Visits & Excursions

- › Real life insights into the business universe
- › Interaction with firms - large or small, domestic or international
- › Visiting production sites and company facilities

### Cultural Discoveries

- › Understand foreign business through the lens of cultural idiosyncrasies
- › Explore how culture informs society and business
- › Enjoy a great time together beyond the classroom

# Work and study with our flexible format

Completing an Executive MBA program while working is a demanding endeavor. The WU Executive Academy offers flexible options that will enable you to better integrate your studies in your professional and private life. This allows you to participate in a world-class Executive MBA program while further developing your career.

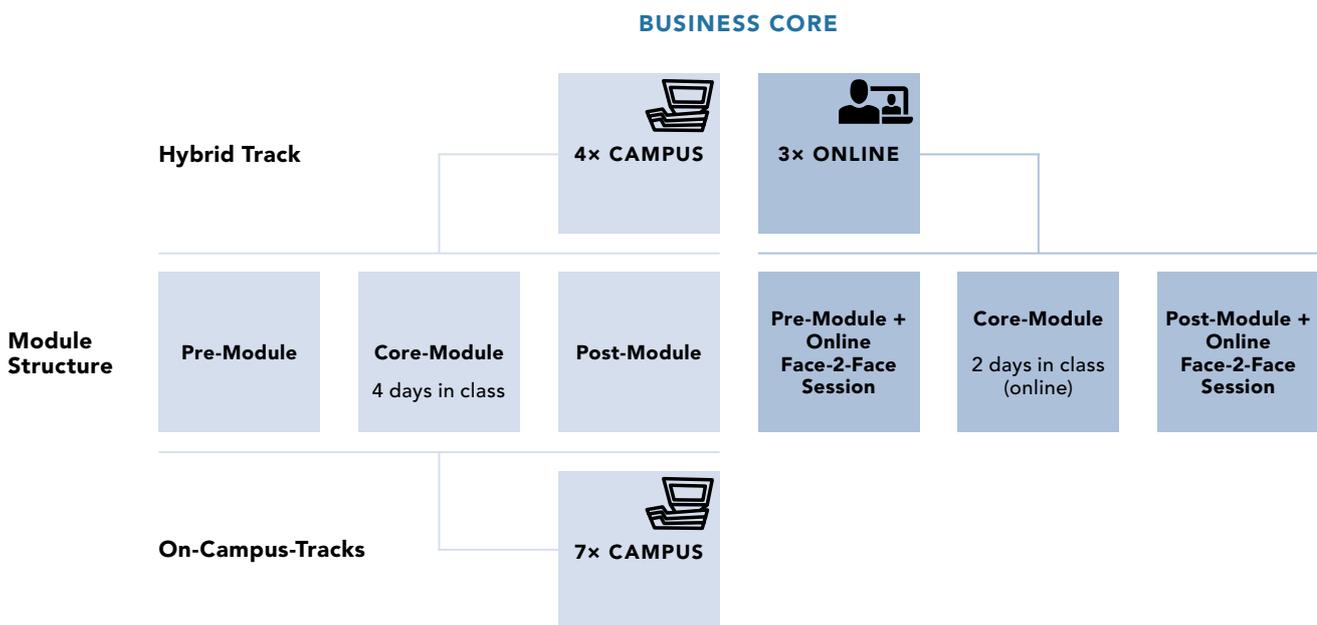
## PERFECT STRUCTURE FOR WORKING PROFESSIONALS

Blended learning structures optimize knowledge transfer and make for smooth learning journeys. Access to our e-learning platform allows you to finish your assignments in a flexible way – on your way to work, the lunch break, or during a business trip.

You can choose between two tracks in the first year of the Executive MBA program (the business core): the On-Campus Track or the Hybrid Track. Both tracks consist of seven modules each. If you choose the On-Campus Track, you will complete all modules on site; if you opt for the Hybrid Track, you will travel to the campus for four modules and take the remaining three as synchronous and asynchronous online sessions.

Choose the On-Campus Track to experience all our campus has to offer as well as a lively on-site exchange with faculty and fellow students at the impressive Campus WU. Alternatively, opt for a mix of classes on site of the Campus WU (4x) and online teaching (3x) in the Hybrid Track, which will let you benefit from mutual exchange and networking on site while simultaneously saving you days off from work and money as three of the modules will not require travel to and from the campus.

During the specialization, modules take place on site and are usually four days in duration – Thursday until Sunday.



# Program structure

This EMBA offers you a comprehensive business, management, and leadership education, while allowing you to gain profound knowledge, competency, and expertise in a specific job role or an industry. It has been designed in close cooperation with specialists and top executives from the corporate world, ensuring the practical relevance of the content.

## TWO-TIER STRUCTURE

The Executive MBA has a two-tier structure consisting of the business core and the specialization. The business core covers economic and business administration expertise alongside up-to-date management and leadership tools and techniques with an emphasis on the concept of responsible leadership.

Subsequently, you choose one of the specialization options – enabling you to focus on a specific industry or function.

## ORIENTATION

The program starts with an orientation session, helping you to get to know your classmates, reflect on your personal learning and development goals as well as understand how best to contribute to high-performing teams.

## LEADERSHIP COMPETENCIES

Responsible leadership is an integral part of the curriculum. You will gain the necessary leadership tools and know-how to take sustainable decisions and become a better leader.

## MASTER'S THESIS

At the end of the Executive MBA program, you will write a master's thesis in order to illustrate your ability in writing with academic literature to solve your managerial challenges. The thesis is between 60 and 80 pages and takes approximately six months to complete. You will work on it remotely with feedback from your academic advisor.

BUSINESS CORE (approx. 9 months)	SPECIALIZATION (approx. 9 months)	MASTER'S THESIS
<p><b>Leadership and management competencies:</b></p> <ul style="list-style-type: none"> <li>› Managing People</li> <li>› Managing Organizations</li> <li>› Leadership</li> <li>› Ethics and CSR</li> <li>› Data Analysis and Decision Making</li> <li>› Financial Reporting</li> <li>› Competitive Analysis and Strategy</li> <li>› Managerial Economics</li> <li>› Financial Management</li> <li>› Marketing Management</li> <li>› Controlling</li> <li>› Entrepreneurship and Innovation</li> <li>› Operations Management</li> <li>› Information Systems Management</li> <li>› Global Markets</li> <li>› Leadership Lab</li> </ul>	<p><b>Choose 1 of the following industry or functional specializations:</b></p> <ul style="list-style-type: none"> <li>› Digital Transformation &amp; Data Science</li> <li>› Energy Management</li> <li>› Entrepreneurship &amp; Innovation</li> <li>› Finance</li> <li>› Strategic Marketing &amp; Sales</li> <li>› Public Auditing</li> <li>› Strategic Project Management</li> </ul>	<p><b>Integrating your knowledge and know-how</b></p>

# Business core – curriculum

We cover different areas of management in the courses. Certain topics are revisited at the end, making sure our participants can reflect on their knowledge development.

## MANAGING PEOPLE

Theories and frameworks for managing individual performance such as talent management. Best practices in recruiting and performance evaluation systems. Foundations of a successful international career, 360 degree feedback, and key career coaching processes. In-depth analysis of group and team dynamics to create conditions for optimal team performance. Cultural diversity management with a strong emphasis on aligning people, culture, and strategy.

## MANAGING ORGANIZATIONS

Structures, processes, culture, and politics of modern organizations emphasizing change management within a global context. Modern knowledge and innovation management by identifying new technologies and fostering corporate flexibility through organizational adaption. Corporate restructurings, mergers and acquisitions.

## LEADERSHIP

Effective managers and successful leaders introduce change and visionary leadership in their organizations. Key topics include concepts of leadership and corporate accountability, mobilizing people and groups for change.

## ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Introduction into the system of behavior and rules of conduct between companies and their main stakeholders. Awareness and understanding of the ethical and social responsibility of business activities while considering ethical challenges in the corporate world, enablers of ethical behavior, responsible leadership, and social entrepreneurship.

## DATA ANALYSIS AND DECISION MAKING

Power and limitations of numerical data in the decision making process. Topics include big data, the application of exploratory data analysis, applications based on the normal distribution, basic inferential and sampling procedures, regression analysis, and analytical models supporting the decision making process.

## FINANCIAL REPORTING

Fundamental principles and elements of accounting. Procedural issues vital in the preparation and presentation of financial statements. Practical and theoretical matters in the evaluation of accounting income, inventory, fixed assets, investments, leases, and earnings management.

## MODULE DESIGN

Each module is made up of a pre-module, a core module, and a post-module and taught with a variety of didactic formats and tools, encompassing interactive case

studies, group discussions and team challenges, web-based simulations, and presentations delivered in the classroom.

### PRE-MODULE

e-learning

#### Preparation of topic

- › Readings
- › Online tutorials
- › Case studies
- › Presentations
- › Other types of preparation work

### CORE-MODULE

in-class or online synchronous

#### Interactive, live sessions

- › Benchmarking and lecture sessions
- › Individual and/or group case work and presentations
- › Business simulations
- › Interactive learning sessions
- › Case discussions
- › Other activities

### POST-MODULE

e-learning

#### Application of newly gained knowledge

- › Case studies
- › Papers
- › Reflections/essays
- › Other assignments



### COMPETITIVE ANALYSIS AND STRATEGY

State-of-the-art tools to assess the external and internal context of the organization and their implications for strategy on an organizational, industry, and international level. Key issues include competition and collaboration, diversification and focus, strategic thinking, strategy formation, and strategic change.

### MANAGERIAL ECONOMICS

Problem-oriented understanding of macroeconomic business environments. Topics include the global monetary system, in particular the role of the dollar, the impact of current account imbalances, fluctuations of asset prices, exchange rates, commodity prices and their impact on economic performance, and basic concepts of US and EU macroeconomic policies.

### FINANCIAL MANAGEMENT

Major concepts in finance for national and global companies and participants in the financial market. Focus is put on the valuation of various securities, opportunity cost of capital principle and making better investment decisions at the private and corporate management levels (e.g. financial mathematics, criteria of investment decision-making and capital budgeting).

### MARKETING MANAGEMENT

In-depth analysis of the marketing discipline providing modern concepts and state-of-the-art tools of strategic marketing management for market-driven and customer-focused companies. Delighting customers across all touchpoints in the offline and online environment is a key emphasis.

### CONTROLLING

Examine key controlling concepts from two perspectives: the accounting perspective, i.e. the interpretation of financial statements and traditional controlling tools based on accounting ratios (linked to the Financial Reporting module). Secondly, the finance perspective which covers value-based controlling methods (linked to the Financial Management module). These two perspectives are compared and evaluated against each other.

### ENTREPRENEURSHIP AND INNOVATION

The force of "creative destruction" is key to success for startups, companies, and societies. Strategic impact of "the new" in terms of marketing and organization, and specific interdependencies between the success of innovation and the entrepreneur initiating and driving it. Innovation resistance and resistance resolution.

### OPERATIONS MANAGEMENT

Modern principles and concepts of managing the production and distribution of goods and services. Fundamental interdependencies between IT, operations, human resources, and corporate strategy focusing on concepts of productivity and tools of improvement, such as supply chain management and process management.

### INFORMATION SYSTEMS MANAGEMENT

Information system resources and technology management. Key information technologies and their applications (e.g. ERP, CRM, knowledge management systems, e-commerce), competitive advantages of information technology and related organizational and managerial implications.

### GLOBAL MARKETS

Comprehensive overview of the business environment of international markets and the complexities of various economies across the globe to better assess business opportunities and global market environments.

### LEADERSHIP LAB

The Leadership Lab is a mostly virtual module that extends through the entire first year. It helps you understand how your learning can make a positive difference concerning various domains of leadership impact: you as an individual, your immediate social network (friends, family, community), your organization, and society. The Leadership Lab comprises online reflection "interventions" which are activities closely linked to the learning experiences and knowledge acquired in the MBA modules. The interventions combine traditional and unconventional assignments and encourage the adoption of an overall reflective and holistic perspective outside the usual boxes.



**“This MBA accelerates your experience, boosts your professional capacities, and helps you to progress faster to reach your objectives. This program had an immediate impact on my professional career”.**

INES KNAPIC, MBA  
Member of the Management Board  
Raiffeisen Leasing

# Choose your specialization

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In the course of the Executive MBA program you choose a specialization. This allows you to gain profound knowledge, competency, and expertise in a chosen function or industry. The following specializations are offered:

<b>DIGITAL TRANSFORMATION &amp; DATA SCIENCE</b>	22–23
<b>ENERGY MANAGEMENT</b>	24–25
<b>ENTREPRENEURSHIP &amp; INNOVATION</b>	26–27
<b>FINANCE</b>	28–29
<b>PUBLIC AUDITING</b>	30–31
<b>STRATEGIC MARKETING &amp; SALES</b>	32–33
<b>STRATEGIC PROJECT MANAGEMENT</b>	35



# Specialization Digital Transformation & Data Science

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“The future of business will be digital. That much is certain. The pressure for companies is mounting and they need to act now not to be victims of disruptive competitors. Data plays an extremely important role in this context. All parts of a business from innovation to marketing produce data sometimes in huge quantities. In a world where the customer experience reigns supreme, the IoT is front and center, and AI is set to change business altogether, data is the backbone. This program provides executives with the know-how, tools, and strategies needed to master this challenge successfully.”

**VERENA DÖRNER**

Academic Director, Executive MBA Digital Transformation & Data Science

In the Executive MBA Digital Transformation & Data Science, executives embrace cutting-edge topics and the practical leadership skills that are essential today to best prepare for the unique challenges of digitization, data science, big data, and digital strategy.

Digitization, disruption and big data are changing all companies, because every industry is affected by this rapid transformation. With the specialization in Digital Transformation & Data Science, participants gain an understanding of the technologies and the management tools built on them. In this way, they can combine economic knowledge with the concrete reference to digitization and gain profound insights into general principles, mechanisms and logics in the background.

**TARGET GROUP**

- › Data analysts aspiring to a management position
- › Experts from the technical field, who want to deepen their leadership skills and gain a good understanding of the general management topics.
- › Successful managers who see their future in the field of digitization and data science and who want to acquire the necessary expertise.
- › Executives who want to deepen and update their knowledge through an Executive MBA program.

**FLEXIBILITY AND NETWORK**

The special feature of this specialization is that it includes the program “Data Science”, the module “Digital Transformation” and an elective. The participants of the continuing education programs also join the Executive MBA students for these modules. This structure increases the network idea many times: students not only meet colleagues from the Executive MBA during the entire program, but can also network with other experts in the field. These many different contacts are extremely valuable from a career perspective.



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## SPECIALIZATION MODULES

### Digital Transformation

Digital technologies have significantly influenced economic rules and the way businesses operate. Furthermore Internet of Things (IoT) and industrial internet transform physical goods into information based services to only name a few.

Through all this change the world is more volatile, uncertain, complex and ambiguous (VUCA world) and requires new skills. Organizations are becoming more customer-centric, agile, and networked.

In this module students examine the pace of digital change and the imperative it creates for their businesses, also considering disruptive competitors from outside the industry. They learn what it takes to win in the digital age and how to identify key areas to digitize including strategy, core processes, and technology and to prepare their organizations as responsible leaders for this change.

### Data Science: Concepts and Application Domains

Overview and case studies from different application domains (e.g. marketing, supply chain, production management, process management, finance). Data processing and data analytics: concepts & methods. Students work on selected case studies in depth.

### Data Science: from Data Science to Big Data

Data science project kick-off. Legal and ethical foundations and data security. Big data methods and algorithms. Data workflows, distribution, advanced techniques (e.g. semantic technologies, text extraction). Advanced data analytics. Visit of commercial data science tools fair.

### Data Science: Trends & Outlook

Data processing and data analytics trends and outlook. Application of data science. Special guest talks by distinguished academic speakers and experienced experts from practice. Data science project presentations.

### Elective

Besides the compulsory modules, participants choose one elective course. Dates and topics for the electives are available on our website.

# Specialization Energy Management

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“The energy industry is one of the crucial industries to sustainably secure future growth and prosperity. The MBA Energy Management provides a unique opportunity to improve knowledge of this field and to take your career to the next level. You will benefit from a cutting-edge curriculum provided by world-class professors and industry leaders as well as from the cross-cultural exchange with other participants from around the globe.”

**JONAS PUCK**

Academic Director  
Executive MBA Energy Management

The energy industry constitutes a powerful catalyst for sustainable economic growth and will continue to experience a period of major transformation. This requires in-depth understanding of the overall economic energy system from everyone associated with this transformative process. The Executive MBA Energy Management provides this knowledge by combining the latest management expertise across key markets (renewable, electricity, oil, gas, nuclear) with expertise on how the different markets are interconnected. Designed and taught by leaders and entrepreneurs in the energy industry, this program provides the necessary tools for managers to succeed in today’s globalized and heavily interconnected industry and to master the energy challenges of tomorrow.

**TARGET GROUP**

- › Executives from public and private energy companies
- › Industry professionals (middle and top-management) in all forms of energy sectors (such as water, wind, solar, oil, gas, nuclear, utilities, and electricity)
- › Professionals from international organizations (such as OPEC, OECD, IAEA, REEEP, etc.)
- › Employees in public services and regulatory bodies
- › Technical professionals moving to a general management position
- › Professionals from international financial institutions (researchers, analysts, etc.)

**INTERNATIONAL IMMERSION**

An immersive study trip in one of the key areas of the global energy business. In recent years participants visited:

- › Jones Graduate School of Business at Rice University, U.S.A.
- › Stanford University, U.S.A.
- › University of California, Berkeley, U.S.A.



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Adnan Shihab-Eldin



International Immersion U.S.A. © Kai Siefert

## SPECIALIZATION MODULES

### Global Energy Outlook and Energy Policy

Addresses changes in demand, supply, and policies across the overall energy industry. Practices in the development and use of energy models to project the structure of future energy supply and demand. Assess the availability of resources and investments needed. Different objectives and utilities of short, medium, and long term outlooks. Understand key drivers of future energy demand, supply, and prices. Insights into the dynamics of energy geopolitics in the 21st century.

### Global Energy Markets and Market Relations

Analyze structural developments in energy markets and identify main drivers that shape the industry. Identify main players, their behavior, and their influence on supply and demand balances as well as on prices. Develop an approach to valuing reserves in oil and gas fields. Assess the risk and opportunities faced by companies that are investing in prospective but unstable countries.

### Energy Transition

Develop a solid understanding of the historical and future electricity generation and consumption of nations. Understand the process and drivers of energy transitions. Familiarize with key strategic tools and concepts to navigate energy transitions. Assess the suitability of strategic decisions around energy transitions.

### Energy Regulation

Understand how political, legal, contractual, and institutional frameworks influence energy regulation. Learn about the challenges and opportunities associated with different model of regulation. Recent trends of energy regulation and its implications. Get insights into challenges and options for compliance enforcement of energy regulation.

### Energy Trading

Introduction to the foundation of energy trading and price formation mechanisms in the oil and gas industry. Understand the interdependence of different energy and financial markets and how energy prices are established.

### Strategies in the Energy Business

Connect the learnings from all modules. Understand how to navigate in an industry characterized by turbulences and a major transition. Understand how to establish a strategy that best fits energy specifics. Evaluate current trends in the energy industry. Discuss their potential impacts on the strategic directions which an energy company can take.

### Energy Lab

Forum to discuss recent trends or specific issues with leaders in the field of energy. Visit leading energy companies.

# Specialization Entrepreneurship & Innovation

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“In the 21st century, entrepreneurship capabilities are like reading and writing in the 19th century and English language and computer proficiency in 20th century: absolutely essential for careers in all businesses.”

**NIKOLAUS FRANKE**

Academic Director

Executive MBA Entrepreneurship & Innovation

The prosperity of society comes from innovation – new products, new services, new business models, new processes, and new combinations. For organizations in all forms and sizes, including startups, SME, multinationals, NPO, and NGO, innovation has become the competitive factor number 1. However, innovation does not happen out of the blue. It is driven by entrepreneurs – individuals who spot innovation opportunities earlier than others, recognize the big picture, and develop the opportunity with passion and the right tools. The Executive MBA Entrepreneurship & Innovation provides the right equipment: strategy, methods, insights, practical skills, cases, and network access.

## HANDS-ON APPROACH

Theory and practice need to go hand in hand; our carefully selected academic lecturers therefore accompany expert practitioners in the classroom. In each module, startups, VCs, top managers, or other key players from the entrepreneurship ecosystem provide best practices, example cases, and feedback. We also sharpen the participants' entrepreneurial skills such as pitching, storytelling, and negotiating.

## STUDY YOUR OWN PROJECT

Our students are invited to apply the theory learned on their own business cases, challenges, or projects. The projects can be a corporate challenge (e.g. developing a new business model) or focus on a startup topic (e.g. writing a business plan). Beginning with a counselling session, students can work on their innovation projects – be it in assignments and in their master's thesis. Faculty and our network support them.

## TARGET GROUP

The specialization is ideal for people with an entrepreneurial mindset who seek peers with diverse backgrounds (industries, nationalities, cultures) but a shared innovation spirit:

- › Entrepreneurs, executives and high-potentials with a focus on innovation, strategy, and R&D,
- › Individuals with an engineering, science, IT, management, or other academic background
- › People who sense a need for a systematic management education to realize their ultimate career goals.

## YOUR USP AS AN E&I ALUMNI

- › Expert for opportunity recognition and exploitation
- › Member of a strong network
- › Broadened horizon and the big picture
- › Capability to bridge business and technology, theory and application, across industries and cultures.

## INTERNATIONAL IMMERSION

A one-week immersive study trip to an innovation hotspot. Former trips included locations like Boston, New York City, and Silicon Valley U.S.A.

- › Guest lectures at top universities (e.g. Stanford, MIT, Harvard, Columbia NY, Babson College)
- › Energizing start-up scenes
- › Company visits to innovation leaders



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International immersion: group picture at MIT, Boston, U.S.A.



International immersion: e.g. Stanford University, U.S.A.

## SPECIALIZATION MODULES

### The E&I-Bootcamp – Starting-up Your Entrepreneurship and Innovation Journey

The E&I Bootcamp marks the beginning of the specialization by providing a kick-off and an overview of the different modules. Building on your experiences made during the international immersion, you start to define your own venture/project. A deep dive into creativity and ideation techniques and concept (e.g. lean start-up method, prototype-based customer discovery) will help you to learn what it takes to make your innovative ideas come true. Finally, the E&I Bootcamp will connect you to the Austrian start-up and innovation ecosystem and its key-player.

#### Sources of Innovation –

##### Where to Find Cutting-edge Business Opportunities

Leveraging existing or accumulating new knowledge is key in new venture creation and innovation processes. This module covers where and how to look for innovative ideas, concepts and solutions. We will discuss how to

1. unleash the creative potential within your organization,
2. open up innovation processes for external actors, and
3. design collaborations between start-ups and corporates.

#### Entrepreneurial Leadership –

##### Getting Serious about Your Project

This module is dedicated to integrating the insights from the previous modules of the specialization and applying them to your project. You will pitch your project to an expert jury, and use the received feedback to develop a detailed future action plan.

#### Marketing of Innovation –

##### Getting a Deep Understanding of the Customer

In a digital and global economy, markets are becoming increasingly dynamic. New ventures and established companies alike face the challenge to commercialize innovations that show a competitive advantage. By using state-of-the-art methods to align new product development (NPD) and marketing activities to customer needs and competitive forces, we will discuss how these methods

support in gaining customer insights for design, spotting promising market segments, determining appropriate revenue models, and communicating the innovation in the digital space. We will primarily focus on approaches helping to leverage customer intelligence and market data to exploit new business opportunities.

#### Strategy of Innovation –

##### How to Turn Invention into a Business Model

Rapid technological progress and strong competition confronts many firms with quickly eroding competitive advantages. In this module, we will discuss how strategic dimensions of innovation become key to sustaining firm success over time: How to gather “knowledge of the future” via corporate foresight activities and identify new market opportunities? How to embed existing innovation methods (e.g. design thinking) in a more encompassing process of strategic innovation management? How to mitigate weaknesses by collaboration? And how to surely profit from your innovations.

#### Organization of Innovation –

##### Smart and Agile Coordination

This module covers the identification and analysis of all key dimensions of sustainable and digital innovation within established firms as well as new ventures: agile business processes, digital business models, understanding mind-sets, designing organizational structures and enabling collaboration across functional and hierarchical lines.

#### Financing of Innovation – How to Finance

##### Your Venture – Rich or King, Have You Decided Yet?

There are different sources of capital to finance a venture. At a first glance, they are relatively easy to differentiate and use. However, there are many traps associated with those different sources. Vinod Koshla, a famous VC from Silicon Valley, states: “I would guess 70–85% of VCs add negative value to a startup in advising them”. But how to avoid the situation that a VC might add negative value? This module will tackle different approaches to finance your venture.

# Specialization Finance

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“Executive MBA Finance graduates are thoroughly prepared for the tasks and challenges that they will face in a range of financial positions, an essential factor in today’s competitive labor market. An elite faculty of international experts and top executives from industry uses the latest technology and methods to teach content applicable in real life. The program includes an international immersion with company visits and classes taught by international faculty. With their diverse cultural and professional backgrounds, the international participants in this Executive MBA program greatly contribute to the richness of the learning experience. The diverse composition of students creates the optimal environment to exchange experiences and ideas and to apply concepts, while simultaneously building a professional network of successful executives around the globe.”

**JAKOB MÜLLNER**  
Academic Director  
Executive MBA Finance

This Executive MBA provides you with profound expertise, analytical know-how, and practical tools that enable you to succeed in the dynamic, globalized field of finance. The curriculum has been designed around the implementation of applicable content. This EMBA will expand your expertise, strengthen your intuition, and help you develop the ability to react quickly and in a flexible way to the challenges of financial decision making. The broad range of content allows you to take up various positions in finance – a vital career benefit. As this EMBA gives you the skills to make better business decisions, improve the financial performance of your company and thereby create value for its owners, it is also a veritable asset to your employer.

## TARGET GROUP

Executives and high potentials from the financial industry and from non-financial corporations/institutions with a professional background or an interest in the areas of corporate finance, investments, and risk management e.g.

- › Management board and supervisory board members (e.g. CEOs, CFOs), managing directors as well as their assistants and advisors
- › Commercial bankers, retail bankers, investment bankers, private banking experts, portfolio managers, employees in the asset management industry, traders on the financial market, asset and liability managers, employees in the venture capital industry and in private equity firms, financial engineers, product managers, sales managers and customer relationship managers in financial institutions or insurance companies

- › Employees in the real estate and consulting industry
- › Analysts (incl. business/financial/credit portfolio/trading analysts), business and financial planners, treasurers (incl. cash and liquidity managers, employees in debt collection departments and supply chain managers), controllers, risk managers, investor relations managers, business development managers, project managers, project controllers, restructuring managers, employees in research divisions, consultants, advisors as well as managers in the areas of accounting, reporting, auditing, and tax – all in both financial and non-financial institutions
- › Employees and consultants in the public sector, managers in international and supranational financial institutions (e.g. World Bank, IMF, EBRD, UNO), employees of central banks, other nongovernmental organizations, other regulatory institutions or rating agencies
- › Persons with a technical background (e.g. technical managers, operations managers, IT managers) or a legal background (e.g. lawyers, compliance officers) who want to move into the finance area
- › Current and future entrepreneurs

## INTERNATIONAL IMMERSION

A week providing new perspectives through leading academic faculty and exciting company visits. Recent destinations: New York City, U.S.A., Boston, U.S.A.



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## SPECIALIZATION MODULES

### Applied Corporate Finance

The course introduces core theories of Corporate Finance and key financial questions in non-financial firms. This includes investment, risk, financing- and dividend decisions. Students learn to optimize corporate capital structure, working capital management and treasury in an applied, practical manner from the perspective of a CFO. The course also discusses important boundary conditions of financial decisions (corporate governance, corporate social responsibility).

### Applied Financial Risk Management & Corporate Hedging

Students acquire in-depth knowledge of financial risk management and international finance. In the role of corporate risk officers and treasury experts, students gain exposure to payoff profiles and portfolio strategies with derivatives. Explore the valuation of options, futures, forwards, and swaps based on various underlyings. Take a look at the institutional facts of international financial markets. Students study the management of foreign exchange risk, carry trade strategies, the value of international diversification, and the evaluation of international investment projects.

### Behavioral Finance

This module complements the traditional view of finance outlined before with a behavioral finance perspective. First, we focus on psychological effects and biases that influence human decision-making and behavioral finance-related explanations of existing capital market phenomena. This part also shows you how to minimize the impact of psychological errors on your own decision-making.

We will discuss how modern technology may help to overcome some of these biases but amplify others. The second part applies this knowledge to corporate financial decisions, investigating value destruction by investors or irrational managers.

### Valuation & Topics in Investment Banking

This course focuses on special-purpose investment banking transactions such as mergers & acquisitions, leveraged buyouts, private equity, project finance, restructuring). Students gain an overview of business valuation. Learn to implement various techniques of business valuation (e.g. multiples, DCF methods, real options). They learn about the process and challenges in special-purpose transactions. Courses may focus on particular types of transactions.

### Portfolio Investment & Management

Students learn about constructing and managing portfolios of securities. Most importantly, students gain insights into the valuation and management of fixed income instruments, portfolio management, and asset allocation. Understand the term structure of interest rates, the bootstrapping technique, the management of interest rate risk, credit risk, and the risk-return trade-off (e.g. Sharpe Ratio and Treynor Ratio).

### Hot Topics in Finance

This module is devoted to additional, current topics in finance. To ensure that the contents are up-to-date, topics will be changed regularly. Recently, covered topics have included energy finance, machine learning in finance, Fintech, ESG and Project Finance.

# Specialization Public Auditing

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Public authorities and businesses find themselves in a phase of dynamic development. Digital change in society is taking hold and influencing all areas of life. Digitalization is progressing at a rate that must be taken into account at all levels. However, it is not only digital transformation. It is also the correct and professional handling of data that concerns both ourselves and all government-related agencies.

**HARALD OBERHOFER**

Academic Director  
Executive MBA Public Auditing

Data science and digital transformation have become an integral part of the working environment. Additional change in the field of public authorities is characterized by new performance processes, organizational forms, modified decision-making structures, responsibilities, and changed modes of communication. These changes are not just limited to Austria. In a European context, globalization demands sustainable development of both national administration and public economy.

This evolving environment brings new challenges for an up-to-date auditing field prepared for new developments. The theoretical and practical continuing education of all employees in public auditing institutions, at internal, university, and international level needs to be accorded the highest priority, and thus should be supported by all means available. The expediency of the state or public audit is also an issue for the European Parliament. In the interests of its audit, an effective and efficient budget execution needs to be secured.

In this setting, the Executive MBA Public Auditing provides an ideal entry into the field. In course of the program, executives embrace cutting-edge topics and the practical leadership skills that are essential to master the unique challenges of digitalization, data science, big data, and digital strategy that are so relevant as every industry is affected by this rapid transformation.

**TARGET GROUP**

- › Auditors of the public financial institutions
- › Controllers & professionals who perform internal audit work on a supranational, national, regional and municipal level.

**COOPERATION PARTNER**

Austrian Court of Audit



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## SPECIALIZATION MODULES

### Digital Transformation

This program will give you an overview and understanding of the digital market, insights into new technologies, and the required mindset to drive digitalization in your business. You will learn the mechanisms of a successful implementation of digital processes and you will gain hands-on experience on how to start a project and measure its success in a short time.

### Data Science

In times of digitalization where buzzwords such as business intelligence (BI) and marketing automation are omnipresent, companies are facing huge challenges: how can they optimize their decision-making-process on the basis of an overwhelming mass of data, originating from a wide variety of sources? The answer lies in data science.

In this hands-on program you will take your data skills to the next level, learn how to build big data pipelines as well as analytics processes, and apply what you have learned in the context of real projects. At the end of

the program, you will be able to use all the methods dealt with and will have gathered an overview about the opportunities that open up as a data scientist. Data science will guide you and your company to the future and provide you with the knowledge and skills necessary to be your organization's data scientist. Help your company to get on the fast lane – master the big data challenge!

### Special Aspects of Public Auditing

Ensuring transparency, accountability, and inclusiveness in the use of government expenditure are key features of public auditing. This module presents and questions the theoretical basis of the most important national accounts figures and explains the legal framework of national accounts. You will work on aspects of data protection, data transparency, and the dissemination of data e.g. for scientific purposes as well as on approaches to the further development of national accounts. This specialization enables you to conduct performance audits in an professional manner.

# Specialization Strategic Marketing & Sales

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“When you look at companies that really make a difference in their markets, everything points to how effectively these companies are integrating marketing and sales activities to not only serve their customers, but to delight them. This has inspired us to bring these two worlds – marketing and sales – together in a cutting-edge curriculum that imparts knowledge through practical approaches and a solid theoretical basis. It will help you to take your career to the next level.”

**BARBARA STÖTTINGER**

Academic Director, Executive MBA Strategic Marketing & Sales  
Dean, WU Executive Academy

Companies that make a difference in their markets have managed ways to let marketing and sales join forces to delight their customers. This program allows you to enhance your knowledge and skills to master marketing challenges and to reap the benefits through sales excellence. The interaction between top-notch faculty, industry experts, and participants provides the ideal basis for executive learning.

Whether the company is large or small, well-established or just starting up, graduates are prepared to getting an edge over their competition.

**TARGET GROUP**

- › Marketing/Sales executives and specialists for whom an Executive MBA is the next step in deepening and updating their knowledge.
- › Owners of small and medium-sized enterprises who want to optimize their sales and marketing activities.
- › Managers who want to develop best practices for their family business or intend to join the family business.
- › Managers and experts with a successful career in other areas, but who see their future in marketing or sales and therefore seek the necessary expertise.
- › Entrepreneurs who want state-of-the-art marketing and sales know-how to better position their business.

**INTERNATIONAL IMMERSION**

A one-week immersive trip. Recent destinations:  
San Francisco, Silicon Valley and Stanford University

During the international immersion, you deepen and extend your marketing and sales knowledge. Through visiting large companies, start-ups, and other players in the marketing and sales ecosystem and working with faculty from prestigious institutions in the region, you can validate your own expertise and experience and push it to the next level.



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## SPECIALIZATION MODULES

### Managing your Brand Portfolio

Developing and nurturing compelling brands is essential to winning and keeping customers. Key topics covered in this module include identifying what makes your customers cherish and love your brand and products, how to establish its role in your company's brand architecture and successfully using the brand management tool kit. You will deepen your understanding how to build, nurture, and grow your brand portfolio in a dynamic market environment.

### Marketing, Sales, and the Bottom Line

Marketing and sales strategies are designed to delight your customers. Dashboards, cockpits, and metrics across marketing and sales activities facilitate reporting the success in the markets and allow for continuous improvement and fine-tuning of initiatives. At the end of the day, the best marketing and sales strategies are as good as they contribute to a company's bottom line. Therefore, you will enhance your knowledge on how to develop effective pricing strategies that determine your company's financial well-being.

### Going Omnichannel in your Communications

Communication with your customers happens anywhere anytime at a global scale. In this module, you develop a deep understanding in how you can engage your customers with your brands, for example, through tools like storytelling or content marketing. You create insights how to maneuver your messages in an omnichannel communication landscape to reach your customers with emotions and facts effectively. Blending online and offline touchpoints, creating seamless experience for your customers all pays into reaching them in the perfect moment with the perfect message.

### Managing your Customer Relations

Spreading the word is important, but equally important is to provide tailored strategies to delight key accounts and service customers as effective and efficient as possible. Simply reaching them through the right distribution channels with a tailored value proposition. To win customer satisfaction and loyalty, it is crucial to navigating the channel portfolio from online sales channels all across the spectrum to direct sales conversations with your key accounts. In this course, you will enhance your toolbox along the broad areas of key account management, strategic sales force management, or channel management.

### Marketing & Sales Lab

The world of marketing and sales is changing rapidly. Here, students reflect on innovative ideas and current issues brought to the lab days. We introduce you to hot topics in marketing and sales such as marketing analytics, neuromarketing, global crisis communication, or trend spotting as well as to other topics that are tailored to the individual requests of each class.

### Creating Innovative Product and Business Models

Within the international immersion, you will immerse yourself in this unique ecosystem of start-ups, tech giants, and leading universities. You will work together with excellent faculty to explore what it takes to stay innovative with your products and business models. Engaging with entrepreneurs, executives, and consultants in the area will round out your deep dive and allows you to generate your own ideas of what you can leverage into your own professional environment from this unique setting. Recent locations of the international immersion include the Silicon Valley and the San Francisco Bay Area.

# Specialization

# Strategic Project Management

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Agility and sustainable development principles play an important role in contemporary project management when it comes to ensuring the chances of project success and value creation for different project stakeholders. Designed around the specific requirements of executives, the Executive MBA Strategic Project Management places particular emphasis on the application of theoretical concepts and up-to-date methods to real-world situations encountered by students in their work. Practical training rounds out this program.

## **MARTINA HUEMANN**

Academic Director

Executive MBA Strategic Project Management

The Executive MBA Strategic Project Management is a perfect blend of core business, management, and project management courses. It provides you with key expertise, enabling you to enhance and perfect your project management and social skills. You sharpen your understanding of how to lead teams and individuals in projects and learn to deal with the interests of different project stakeholders. Moreover, you get to better understand the need for a paradigm shift towards sustainability, agile leadership in projects and project portfolios, and project-oriented organizations.

## **TARGET GROUP**

- › Project and program managers and leaders who want to deepen and refresh their knowledge
- › Experts and engineers who are eager to enhance their leadership and management skills
- › Executives and managers who are in charge of developing project management capabilities, or who are responsible for making change happen in their organizations
- › Project management trainers who wish to update and enhance their knowledge
- › Executives and employees of consulting companies, consultants

## **INTERNATIONAL IMMERSION**

A one-week immersive trip to a project management hotspot e.g. North America or Europe

## **TRAINING PROJECT**

During the first three teaching module blocks of the specialization, students work together on a training project. Assuming the roles of project management consultants, participants form small groups to work on planning a project. The training projects are drawn from their own professional practice. This “learning-on-the-project” approach provides participants with a testing ground for the theories, concepts, and methods discussed in the course of the MBA program.

## **COMPANY VISITS, GUEST SPEAKERS, PROJECT VERNISSAGE**

The specialization includes company visits to project-oriented organizations with opportunities to meet experts and discuss formulas for success and pitfalls to avoid in project management and project-oriented leadership.



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## SPECIALIZATION MODULES

### Block 1 – Project Management Methods and Trends

Understanding and applying the core methods and trends is vital for successful project and program management. You learn: a holistic approach based on a comprehensive theoretical grounding in systems theory and constructivism. Understand the implications of new developments such as agile or sustainability for managing projects and programs. How to apply and contextualize methods such as project objective plans, task break-down structures, scheduling methods. Work on a business case on a particular project.

### Block 2 – Advanced Project Management I

#### Project Organization

Designing project and program organizations is a core element of ensuring competitive advantage and success. You learn: traditional forms of organizations and modern design elements for empowerment and value creation. Benefits and limitations of program organizations. Responsibilities and roles in projects and programs.

#### Project Uncertainty, Risks, and Agility

Dealing with uncertainty and risks on projects is central for every project manager. One answer to uncertainty is including agility into projects. You learn: difference between uncertainty and risk, risk identification and risk analysis methods, scenario techniques, alternative project plans. Iterative, agile, and hybrid approaches to project management.

#### Project Stakeholder Engagement

Stakeholders of projects and programs are a valuable resource for ensuring sustainable outcomes and their acceptance. You learn: methods for identifying and engaging stakeholders for value co-creation. The difference between managing of and for stakeholder approaches.

### Block 3 – Advanced Project Management II

#### Project Controlling

Project controlling is an essential task of a project manager to ensure project progress and success.

You learn: earned value project management as project controlling method. Estimation, extrapolation forecasting, and trend analysis methods. The need for considering social aspects of project controlling. Application of modern media in project management processes and stakeholder engagement.

#### Project Management Process and International Approaches

Designing the project management process is a core project leadership task. Having an understanding and overview on selected project management standards is part of the profession.

You learn: the essentials of a professional project start. Simulate the behaviors of project managers, project team members and project owners. Overview of international project management standards such as the International Competence Baseline (ICB) of the IPMA, Project Management Body of Knowledge of the PMI, and Projects in Controlled Environments (Prince2).

### Block 4 – Managing Project-Oriented Organizations and Change

Project-oriented organizations need specific strategies, structures, cultures, processes, and methods expressed in distinct capabilities to support change and innovation. You learn: latest knowledge about the specific features of project-oriented organizations, such as portfolio management. Project Management Office. Systematic coaching and consulting methods, such as constellation and design thinking.

### Block 5 – Project Management Lab

Additional topics in project management will be covered. Topics in the past included for example project leadership. Company visits bring students together with experts to discuss project management success and pitfalls. You learn: deeper knowledge and practice understanding to lead projects and project-oriented organizations.



# WU Executive Club

Some hard-earned privileges should last a lifetime. That is the belief of the WU Executive Club, where you enjoy services and benefits during your studies and after graduation.

## WU EXECUTIVE CLUB

Our globe-spanning student and alumni network, the "WU Executive Club" is the perfect foundation for establishing durable professional and personal relationships, building your own network of contacts, and strategically pursuing your career objectives.

## EXCLUSIVE BENEFITS

From the start of your program, you will become a lifetime member of the WU Executive Club and will enjoy numerous exclusive benefits:

- › Services that support your career development and help you leverage your full potential. These include skill development sessions, coaching, and networking events with our career partners.
- › Invitations to panel discussions, conferences, and guest speaker events featuring top executives, leading experts, and academics.
- › Access to our exclusive "WU EA Connect" online platform, helping you connect and interact with the members of the network.
- › Information on national and international career opportunities.
- › Exclusive events that help you establish, maintain, and deepen personal and professional ties with other senior executives of different nationalities coming from diverse professional backgrounds.

## OUR CAREER PARTNERS

AltoPartners, ABA Invest, Academia de HR, Accelor Consulting, Alexandra Deubner Coaching, Austrian Start-ups, Brenner & Company, Career Angels, DHR Global, Inner Circle Consultants, Joy Medos, Kienbaum Consultants International, Kilpatrick Executive Search, Korn Ferry, Mae Leyrer, MALY & PARTNER Personalberatung, Martin Giesswein, Maydell Advice, menta.careers, Mercuri Urval, SalaryNegotiations., Spencer Stuart, Stein & Partner Executive Search, TARGET Executive Search, UP'N'CHANGE, WP Human Capital Group

## ACCESS MAJOR COMPANIES

The WU Executive Academy has close ties with major global employers. Additionally, our students and alumni are working in a vast number of successful companies across all industries. They are a great source for insights and help for your job search and career ambitions.

Companies include:

Accenture, Airbus, Andritz, Austrian Airlines, BMW, Boehringer Ingelheim, Borealis, Bosch, Boston Consulting Group, Coca-Cola, Danone, Deloitte, Deutsche Bank, EATON, Emerson, E.ON, Erste Group, Estée Lauder, Henkel, HP, IAEA, IBM, IKEA, KPMG, Magenta, Miba, McDonald's, McKinsey & Company, Microsoft, Mondi, ÖBB, OMV, Palfinger, Pfizer, PwC, Porsche, Procter & Gamble, Raiffeisen Bank International, Red Bull, REWE, Samsung, Siemens, Unilever, Verbund, VIG, voestalpine, Western Union



More information at  
[executiveacademy.at/alumni](https://executiveacademy.at/alumni)

# Support services and financing options

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## STUDY WITH THE SUPPORT OF A LEADING UNIVERSITY

We place special emphasis on handling as many administrative details as possible on your behalf. We provide on-going support throughout your studies. The WU Executive Club, your student and alumni network, will support your continued development before and after graduation.

## UNIVERSITY LIBRARY

The WU library is Austria's largest collection for scholarly resources in economics and business and ranks among the most extensive of its kind in German-speaking countries.

## E-LEARNING ENVIRONMENT

Our programs are built around you and your lifestyle as a busy manager. The part-time structure and our state-of-the-art e-learning platform allow you to work while studying and immediately apply what you have learned. Moreover, you also learn how to effectively use online collaboration tools for your daily job.

## FINANCING OPTIONS

The WU Executive Academy is committed to helping dedicated and deserving students meet their educational and career goals by offering financing options, such as payment by installments and scholarships.

## SCHOLARSHIPS

Throughout the year, the WU Executive Academy offers need-based scholarships as well as several merit-based scholarships to encourage academic excellence and leadership qualities. These scholarships are awarded to applicants who can demonstrate a track record of outstanding achievements. More information is available on our website.

## EDUCATION FINANCING

The program fee is significant, and candidates should plan carefully. Since the responsibility for the educational costs rests with the candidate, candidates are encouraged to investigate sources of financial assistance.

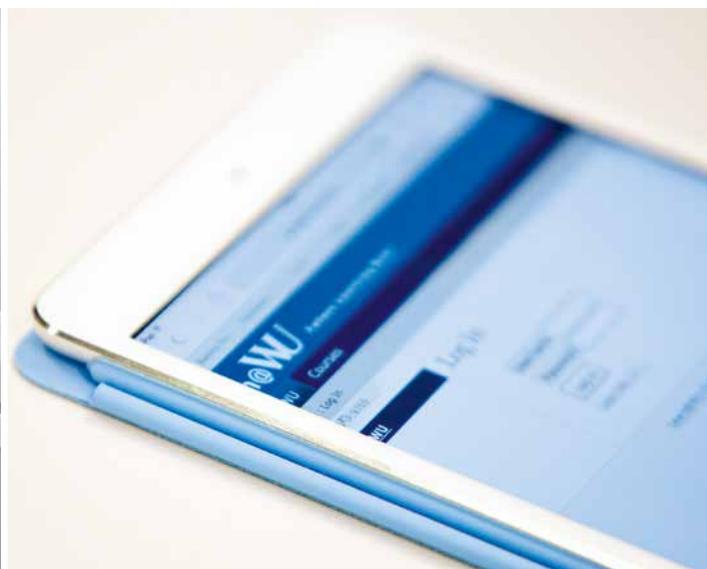
Occasionally, assistance may be obtained from international institutions such as private fellowships and company foundations. The internet also offers free-of-charge grant search services.

## INDIVIDUAL CORPORATE SPONSORSHIP

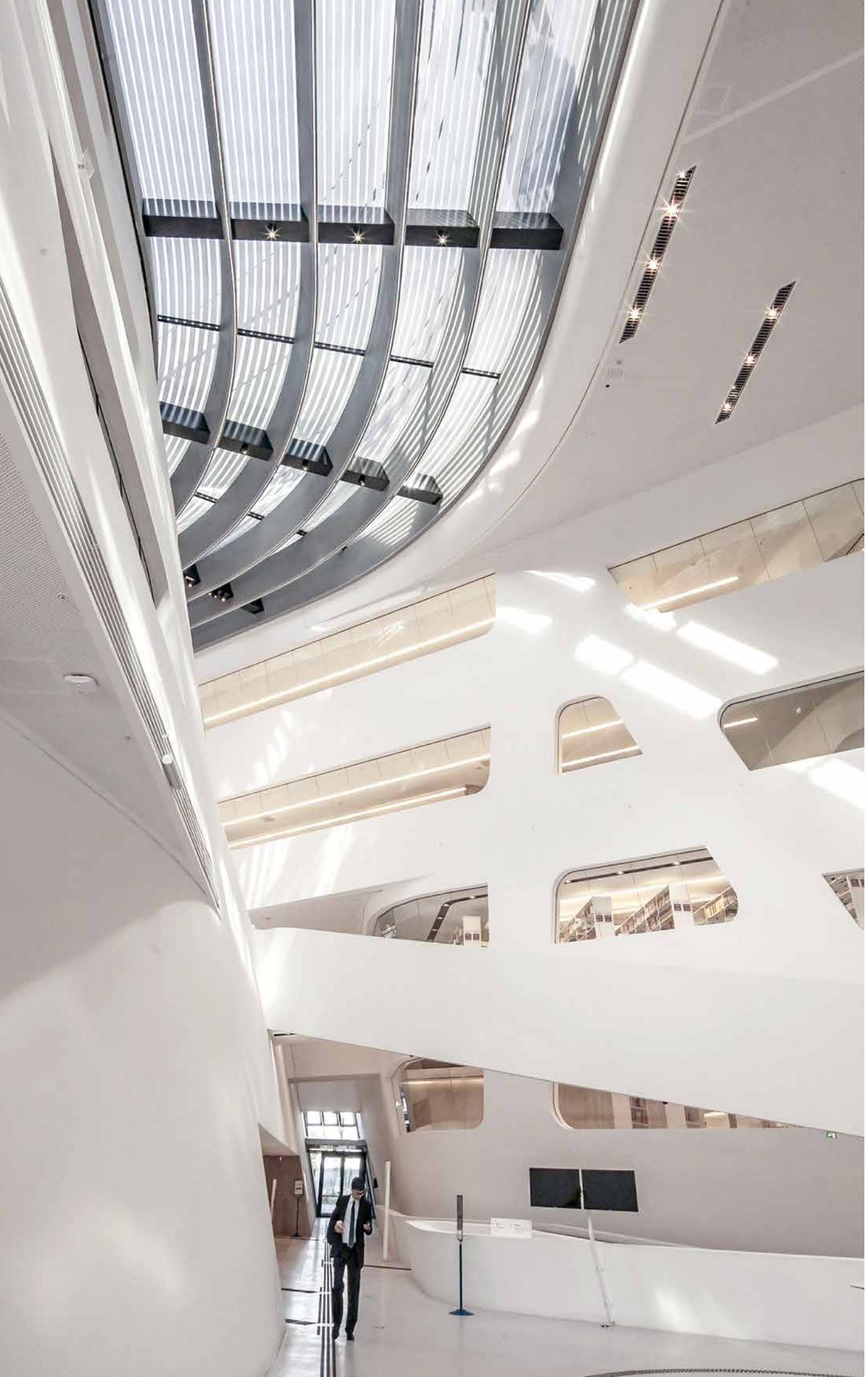
Companies frequently provide financial support or educational leave to their employees when it comes to continuing education. We therefore advise you to get in contact with your employer early in the application process.



More information at  
[executiveacademy.at/financing](https://www.executiveacademy.at/financing)







# Find out more

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If you want to find out more about this program, you can join one of our many info-sessions or you can arrange a personal advising session. You can find out dates and locations on our website, or you can get in touch with our team using the details below.

## FREE PROFILE CHECK

If you are interested in our programs and want to have feedback on your potential as a future student, we invite you to request a free profile check. Our learning & education experts will give you feedback on your chances of admission, based on your CV or LinkedIn profile.

## ARRANGE A PERSONAL CONSULTATION

You are invited to request a personal consultation with our learning & education experts, who can provide guidance on the program, application process, and how to give your application the best chance of success. Please submit your CV and complete our online form, including details of your availability, and we will be in touch to arrange a consultation.

## TEST-DRIVE YOUR EXECUTIVE MBA

The best way to assess the quality of a program is to gain first-hand experience. Hence, the WU Executive Academy offers you the unique chance to exchange insights with current students, alumni, and faculty members at several occasions. Please contact us at [emba@wu.ac.at](mailto:emba@wu.ac.at) for an individual appointment.

## FAIRS AND EVENTS

The WU Executive Academy regularly presents its programs at national and international fairs and events.

## ONLINE AND LIVE INFO-SESSIONS

Throughout the year, the WU Executive Academy holds online and live info-sessions on a regular basis. During these sessions, faculty members, alumni, and program managers provide you with in-depth information on the specific characteristics of our programs. You will get answers to your individual questions and those of other listeners.



More information at [executiveacademy.at/events](https://executiveacademy.at/events)  
or via e-mail [emba@wu.ac.at](mailto:emba@wu.ac.at)



# Your application for the program

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## STUDENT CRITERIA

Student diversity is essential for the quality of our Executive MBA programs. Therefore, we select all participants while considering cultural and academic background, skills, and work experience.

### EXAMPLES OF IMPORTANT CRITERIA ARE:

- › High motivation for joining the program
- › Enthusiasm for a challenging learning experience
- › Clear understanding of personal contribution to team learning and the overall cohort experience
- › Relevant skills and work experience
- › Strong record of career progression
- › Excellent interpersonal, intercultural, and communication skills
- › Passion and commitment to achieve personal growth and success
- › Diversity of the student group in terms of academic, professional, and cultural background

## APPLICATION REQUIREMENTS

To apply for this Executive MBA, you must meet the following requirements:

- › Undergraduate degree (Bachelor 180 ECTS or equivalent) from a recognized post-secondary institution
- › Minimum of 3 years of postgraduate work experience
- › Proficiency in written and spoken English

## APPLICATION DEADLINES

Since the program often fills to capacity, we recommend that potential students submit their applications as early as possible in order to avoid disappointment. Qualified applicants are admitted on a rolling basis. A non-refundable deposit of 10% of the program fee is requested upon admission to reserve a seat in the program. The remaining amount is due by the end of the program and can be paid in installments.

## APPLICATION CHECKLIST

- › Complete online application form at: **[executiveacademy.at/application](https://executiveacademy.at/application)**
- › Application fee: €200 (credit card payment)
- › Curriculum vitae
- › Letter of motivation
- › 2 letters of recommendation
- › For each of your completed studies, all issued documents (e.g. diploma, grade transcript, diploma supplement) in original language and legalized/translated to German or English (please note the formal requirements by country of issuance)
- › In case of name change: official document (e.g. marriage certificate, name change certificate)
- › Copy of passport
- › Recent digital photograph
- › Originals of submitted documents must be presented
- › GMAT test, language certificate, and GMAC Executive Assessment are not mandatory for application, but the committee may request any of them under certain circumstances

After you have submitted the application documents, you will be invited to a personal interview. The final decision will then be communicated as soon as possible.



# Information and contact

WU Executive Academy  
WU (Vienna University of Economics and Business)  
Welthandelsplatz 1, Building EA  
1020 Vienna, Austria

[emba@wu.ac.at](mailto:emba@wu.ac.at)  
[executiveacademy.at/emba](http://executiveacademy.at/emba)



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WU (Vienna University of Economics and Business)  
Welthandelsplatz 1, 1020 Vienna, Austria  
[wu.ac.at](http://wu.ac.at)

Arriving by public transport:  
Subway: U2 stations "Messe-Prater" or "Krieau"  
Bus: 82A, "Südportalstraße" stop