



## Study-Programm for Executives

Fulltime or customized  
to your workplace requirements

Complex material integrated in:

- 7 main topics
- 6 practical placements
- 1 intermediate examination
- 1 final examination
- 27 days attending seminars





## Scope of the study program

The program, which runs over a period of 12 months, is designed to equip participants with the skills required to carry out management tasks in their company (organization, institute, or administrative body) in a professional manner.

Participants study the following main topics at theory seminars which are followed by practical placements, where they have the chance to practice the skills learned.

- **Goals and processes** (achievement and proven outcome)  
Define, transform, and achieve goals
- **Customer value** (market)  
Recognize, define, and focus on customer value, and price it appropriately
- **Cooperation and collaboration**  
Arrange internal cooperation, living the matrix, avoiding silo thinking
- **Inspiring staff (ownership)**  
The difference between “someone” and “something,” and the consequences for the commitment and motivation of individual staff and entire sections of the organization
- **Business and ethics** (corporate culture, identity)  
Profit and/or ethical issues, exercising authority and modeling respect for staff and other stakeholders, responsibility towards shareholders and the company’s traditions, positioning of the company
- **Evaluation and decision-making** (behavioral finance)  
The psychology of decision-making, making better use of the philosophical disciplines in management, objectification and subjectivity
- **Ars vivendi** (individual social competencies)  
Optimizing the reconciliation of individual personal and professional goals

Participants gain the **basic knowledge** about each main topic by attending **three-day seminars** at the EuRatio Academy in Zurich.

They **consolidate this knowledge** about the topic over the following three weeks through study tasks in relation to the literature on each subject .

They **practice applying the knowledge** by carrying out realistic practical tasks, such as occur daily in management, which **increase in complexity** as more seminars are attended .

In the **continuing professional development (CPD) program**, the tasks are **customized** to the latest situations and challenges that the participants are facing in their own workplaces.

In the **fulltime study program**, participants complete the practical tasks by taking part in the EuRatio Academy’s international business projects .

Challenging **intermediate** and **final examinations** enable us to evaluate the level of knowledge and skills participants have gained, and confirm their successful participation with a **certificate from the EuRatio Academy Zurich**.



## Target group

The **CPD program** is designed for people who already hold a **management role**.

“Management” is usually self-taught over the years, with people supplementing their own knowledge with the experience they gain from their superiors.

In-house further education and private literature study supplement a person’s own basic assumptions about “how to be a successful manager.”

This study program provides an opportunity to examine and extend – and where appropriate, to modify – this very personal set of basic assumptions in seven key areas.

By **linking the seminars** that the participants attend at EuRatio Academy **very closely to their actual management tasks in the workplace**, we give each participant a unique opportunity to combine theory and practice in ongoing iteration over a 12-month period. This both supports and accelerates their learning of theory, and also has a positive impact on their ability to apply what they have learned. The divide between “knowing about” something and “being able to do it” is thus bridged in a very professional way.

This study program pragmatically transforms into proficiency what seminars can deliver only in part.

**Customizing has been proven to make study programs very effective for entire management teams seeking to implement current projects within their company.**

The **fulltime study program** is targeted at **junior managers**, who are usually tackling management tasks after completing a university degree or vocational training program.

In particular, **company successors**, who need to accept succession of family businesses quickly but carefully, find that EuRatio Academy’s fulltime study program offers all the material they need. The aim should be for traditional companies to enjoy continued prosperity without losing their identity in any way, since it is this identity that has ensured economic success and integration (corporate citizenship) in the social communities in which the companies have been anchored since they were founded.

The need for consistent management combined with the pursuit of profitability and market share must be masterfully combined with concern for the welfare of the employees, loyalty to customers, and the expansion of a company’s value ideals.

Both study programs are committed to the concept of:

**Create values – Maintain values – Develop values**

and therefore **concentrate on the participant as a person** in order to offer learners the opportunity to work on their personal development, to be proud of what they have achieved so far, to maintain and develop their own individuality and identity, and to develop themselves in those major areas that combine **humanity and competence** with all that **lends authority to leaders**.

## Course fees

The course fees for the 12-month study program are as follows:

7 on-site seminars	3 days each	€ 17.500.-
6 practical placements and coaching sessions	3 weeks each	€ 32.400.-
Examination fees	3 days each	€ 5.000.-
<b>Total</b>	<b>12 months</b>	<b>€ 54.900.-</b>

The course fee can be paid in 12 monthly installments of €4,575 each. A discount of €4,900 applies if the full course fee is paid at the start of the program.

The study program has four intakes, in January, April, July, and October, respectively. At Christmas and over the summer, there are 12-week breaks free of lectures, practical placements, or examinations. This time should be used for written homework and for exam preparation.

The study program can be completed in either German or English. Each participant keeps an individual logbook with a running record of progress made in terms of knowledge and proficiency. Written homework, oral and written intermediate examinations, a final term paper and oral and written three-day final examinations before the EuRatio Academy examining board give participants a realistic picture of their management competence.

Special conditions apply in the event that the study program is offered concurrently for several participants as part of a company project. If coaching takes place on site at the company's premises, travel expenses for the EuRatio Academy mentors will also be charged.

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
S1		S2	S3			
	PC PC PC	PC PC PC	PC PC PC			
				HA HA HA HA HA HA		
						ZP
	Monat 7	Monat 8	Monat 9	Monat 10	Monat 11	Monat 12
S4		S5	S6			S7
	PC PC PC	PC PC PC	PC PC PC			
				AA AA AA AA AA AA		
						AP

Seminar (S), Practical Placement, Coaching (PC), Written Homework (HA), Final Term Paper (AA), Intermediate Exam (ZP), Final Exam (AP)

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**Registration for Study Program:**

I would like to register for the following study program :

**Continuing professional development, 12-month program**

Course fee € 54.900.-

**Fulltime study program**

Course fee € 54.900  
Payable in 12 monthly installments

Timing of the start of the program and the individual orientation of the practical placements will be discussed prior to formal enrolment in a personal evaluation interview with the EuRatio Academy Zurich examining board. After this evaluation interview, the examining board will decide whether to accept this registration.

**This registration becomes valid only once formal enrolment with the EuRatio Academy has been confirmed in writing.**

Titel: \_\_\_\_\_

Given Name: \_\_\_\_\_

Surname: \_\_\_\_\_

Position in company: \_\_\_\_\_

Company: \_\_\_\_\_

E-Mail: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Contactable by telephone at: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Studienprogramm	08-04	09-01	09-02	09-03	09-04
Start	22.10.08	07.01.09	01.04.09	15.07.09	28.10.09
Ende	24.10.09	05.12.09	13.03.10	22.05.10	02.10.10
<b>Executive Trilogie</b>					
Ziele & Prozesse	22.10.-25.10.08	07.01.-10.01.09	01.04.-04.04.09	15.07.-18.07.09	28.10.-31.10.09
P	27.10.-13.11.08	11.01.-29.01.09	13.04.-30.04.09	20.07.-20.08.09	02.11.-19.11.09
Customer Value	26.11.-19.11.08	04.02.-07.02.09	13.05.-16.05.09	26.08.-29.08.09	25.11.-28.11.09
P	01.12.-18.12.08	09.02.-26.02.09	18.05.-11.06.09	31.08.-17.09.09	30.11.-17.12.09
Kooperationen	28.01.-31.01.09	04.03.-07.03.09	17.06.-20.06.09	23.09.-26.09.09	27.01.-30.01.10
P	02.02.-19.02.09	09.03.-26.03.09	22.06.-09.07.09	28.09.-15.10.09	01.02.-18.02.10
Zwischenprüfung	25.03.-28.03.09	06.05.-09.05.09	19.08.-22.08.09	18.11.-21.11.09	24.03.-27.03.10
<b>Culture Package</b>					
Ownership	29.04.-02.05.09	10.06.-13.06.09	09.09.-12.09.09	16.12.-19.12.09	28.04.-01.05.10
P	20.04.-14.05.09	15.06.-02.07.09	14.09.-01.10.09	07.12.-14.01.10	03.05.-20.05.10
Wirtschaft & Ethik	20.05.-23.05.09	08.07.-11.07.09	07.10.-10.10.09	20.01.-23.01.10	02.06.-05.06.10
P	01.06.-25.06.09	13.07.-27.08.09	12.01.-29.10.09	25.01.-11.02.10	07.06.-17.06.10
Entscheiden & Evaluieren	24.06.-27.06.09	02.09.-05.09.09	04.11.-07.11.09	17.02.-20.02.10	23.06.-26.06.10
P	29.06.-16.07.09	07.09.-24.09.09	09.11.-26.11.09	22.02.-11.03.10	28.06.-15.07.10
Abschlussprüfung	23.09.-26.09.09	04.11.-07.11.09	10.02.-13.02.10	21.04.-24.02.10	25.08.-28.08.10
ars vivendi	21.10.-24.10.09	02.12.-05.12.09	10.03.-13.03.10	19.05.-22.05.10	29.09.-02.10.10

It is possible to attend individual seminars at any time.

Seminars commence with a welcome dinner at 8 p.m. on Wednesdays, and finish on Saturdays at 5 p.m.  
Seminar locations vary: Zurich and environs, Cannes and environs.

Only participants in the study program may undertake projects (P) and examinations.

Projects for fulltime participants (those involved in company succession and young managers) take place in Zurich and at international locations for in-house projects run by the EurRatio Academy.

Projects for CPD participants (executive program) are carried out in the workplace, integrated with your current tasks, and combined with individual coaching.

Study programs must be attended in the prescribed order, since each topic requires knowledge covered in the previous modules.

For detailed brochures on the seminars, visit: [www.euratio.ch/info](http://www.euratio.ch/info)



Member of Board:

Dr. Gerhard Zapke-Schauer, Präsident des Verwaltungsrats  
Dr. Claude Blum, Vizepräsident des Verwaltungsrats  
Dr. Hans Bodmer, Mitglied des Verwaltungsrats

Other colleagues:

Partner  
Ambassadors  
Lecturers and presentators  
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