

**F**IRST  
OF ALL:  
BROADEN  
YOUR HORIZON

# EXECUTIVE TRANSITION PROGRAM ETP



**Executive Education  
Ranking 2015**

**The most recent international rankings  
confirm the program excellence at ESMT**

*Financial Times* ranks ESMT 11th worldwide in  
executive education and number one in Germany

## FACULTY\*

### CB BHATTACHARYA

Professor of marketing, Pietro Ferrero Chair in Sustainability, and founding director of the Center for Sustainable Business at ESMT.

### MATTHEW S. BOTHNER

Professor and Deutsche Telekom Chair in Leadership and HR Development at ESMT.

### CHRISTOPH BURGER

Member of the faculty and senior associate dean of executive education at ESMT.

### CATALINA STEFANESCU-CUNTZE

Associate professor of management science, Deutsche Post DHL Chair, and dean of faculty at ESMT.

### LINUS DAHLANDER

Associate professor of strategy and KPMG Chair in Innovation at ESMT.

### HARALD HUNGENBERG

Chaired professor of management at Friedrich-Alexander-University, Erlangen Nuremberg.

### KONSTANTIN KOROTOV

Associate professor and director of the Center for Leadership Development Research at ESMT.

### URS MÜLLER (PROGRAM DIRECTOR)

Head of the practice group Consumer Goods and Retail at ESMT.

### MATTHEW MULFORD

Senior research fellow at LSE and a visiting lecturer at ESMT.

### JOE PEPPARD

Professor and head of the practice group Information and Communications Technologies at ESMT.

### OLAF PLÖTNER

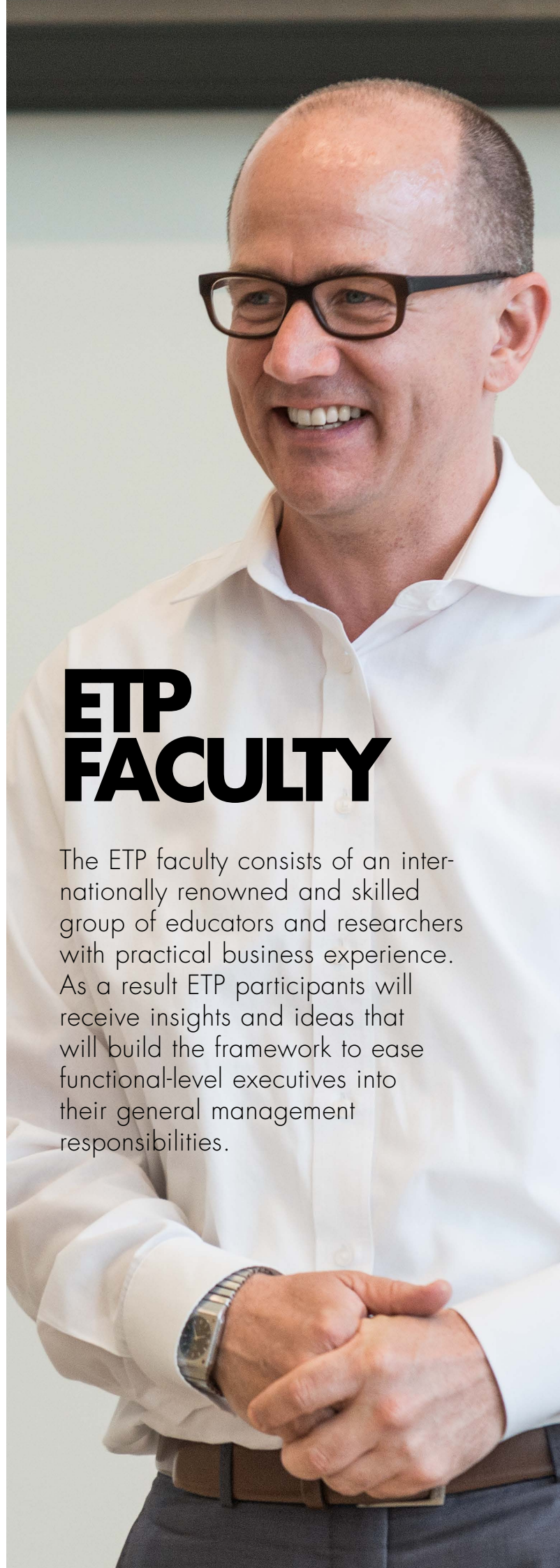
Professor and dean of executive education at ESMT.

### JÖRG ROCHOLL

President of ESMT and EY Chair in Governance and Compliance.

*\* Program faculty may change*

URS MÜLLER,  
ETP Program Director

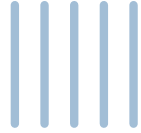


## ETP FACULTY

The ETP faculty consists of an internationally renowned and skilled group of educators and researchers with practical business experience. As a result ETP participants will receive insights and ideas that will build the framework to ease functional-level executives into their general management responsibilities.

## MODULE 1

October 7–14, 2016  
ESMT Campus Schloss Gracht



### CORE MANAGERIAL COMPETENCIES

- Research and Development
- Operations and Supply Chain
- Marketing
- Sales
- Finance and Accounting
- Human Resources
- IT Management
- Executive Transitions

## MODULE 2

February 10–17, 2017  
ESMT Campus, Berlin



### GENERAL MANAGEMENT PERSPECTIVES

- Corporate Strategy
- Competitive Strategy
- Strategic Innovation and Entrepreneurship
- Non-market Strategies: The Role of Lobbying, Politics, and Regulation
- Intellectual Property Rights
- Decision Making
- Evidence-based Management

## MODULE 3

May 5–12, 2017  
ESMT Campus, Berlin



### INTEGRATIVE LEADERSHIP IN ACTION

- Leaders, Leadership, and Followers
- Leading Change
- Business Ethics and CSR
- Managing across Cultures
- Executive Careers
- Leading and Reinventing Yourself
- Executive Communication



The ETP was one of the best learning experiences I had. I understood how to succeed professionally while staying personally fulfilled and I built friendships that will last a lifetime.

*ETP alumnus Nikolay Bondarenko,  
now Managing Director and CFO Russia, Manitou Group*

## METHODS

We have designed an experience-based program for managers transitioning from their role as a functional expert to that of a general manager. Pertaining to each step of this process and based on the broad range of industries represented in the ETP, the cultural diversity, and the seniority of our participants, we have selected methods appropriate for this group and their different learning styles. Among others these are: business simulations, case discussions, professional and peer coaching, lectures, role plays, best-practice examples, company visits, workshops, and team exercises.

The Executive Transition Program (ETP) consists of three non-consecutive weeks of study and has been designed for experienced functional managers transitioning to an increased level of general management responsibility. Advancing to the next level of leadership implies the acquisition of knowledge, skills, and competencies as much as fundamental changes in behaviors and attitudes.

We invite new and future general managers to participate in this intense learning and development intervention, which will help them to succeed at the next level and remain personally fulfilled.

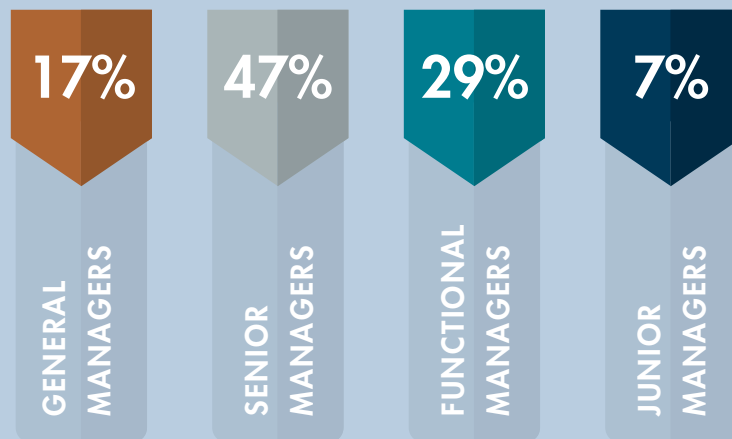
General managers have to evaluate the potentially conflicting interests of the various functions. In order to decide each time which of these have priority, they have to go beyond functional jargon and be able to ask the critical questions. Reflecting this necessity, ETP will start in module 1 (Core managerial competencies) by looking at the fundamentals of all major business functions. As a result, the program offers participants a solid understanding of both the language and the thought processes prevalent in the major functions (such as R&D, Operations, Marketing, Sales, HR, IT, Finance and Accounting).

In module 2 (General management perspectives), the focus of the program will turn to cross-functional aspects, that is, to the ways in which the functions discussed in module 1 interconnect. We will look at strategic aspects of running a business, discuss the critical role of innovation, evaluate relations between business and the non-market environment, and discuss the methods and rules general managers should follow when making decisions.

Every new set of responsibilities increases the number of stakeholders who need to be taken into account. Therefore, module 3 (Integrative leadership in action) will further broaden perspectives by looking at the role of communication, at leading yourself and others, at cross-cultural aspects, change management, as well as business ethics and CSR. By being offered an opportunity to discuss personal leadership challenges with experienced faculty, professional coaches, and a diverse, experienced, and international group of participants from a broad range of functions, participants will leave the program with clear ideas and plans for the businesses they are leading, as well as their future personal development. At the same time, this group of individuals will serve as a lasting peer network that can be leveraged beyond the duration of this program.

# ETP PARTICIPANT GROUPS

The ETP has been designed for accomplished functional-level executives on their way to assuming general-management responsibilities. These executives want to gain a sound understanding of the major organizational functions and how they are interrelated in an organization.



## REPRESENTATIVE JOB TITLES OF FORMER PARTICIPANTS INCLUDE

Business Unit Head, Chief Audit Executive, Chief Compliance Officer, HR Manager, Country Division Lead, Head of Business Management, Head of Product Management, Head of Payments and Financial Messaging, Director Group Treasury, Director Marketing, Director Technical Sales, Global Anti-Money Laundering Coordinator, Head of Credit and Risk Management, Head of International Logistics

## COMPANIES REPRESENTED INCLUDE

ABB, Accenture, Air Berlin, Airbus, AkzoNobel, Allianz, Amnesty International, Audi, Bajaj Auto, Bayer, CLAAS, Commerzbank, Continental, Daimler, Deutsche Bank, Deutsche Post, E.ON, Ernst & Young, Hauni Maschinenbau, Klarna, KPMG, Lufthansa, MAN, Nederlandse Gasunie, Nord/LB, Robert Bosch, SAP, ScanEnergy, SCHOTT, Siemens, Swedbank, Tateyama Machine, ThyssenKrupp, UniCredit Bank, United Bank for Africa, WWF

## COUNTRIES REPRESENTED INCLUDE

Argentina, Austria, Belarus, Belgium, Brazil, Canada, China, Colombia, Czech Republic, Denmark, Estonia, France, Germany, India, Israel, Italy, Japan, Kazakhstan, Latvia, Lithuania, Mexico, Nigeria, Norway, Peru, Poland, Qatar, Romania, Singapore, South Africa, Spain, Sweden, Switzerland, Syria, Turkey, United Arab Emirates, United Kingdom, United States



## WHO SHOULD ATTEND

Professionals in their thirties or forties from any educational background with a proven track record in their business. Participants are typically: leading a business unit or a regional subsidiary; in charge of a new product, market, or major project initiative; employed by companies operating globally or regionally; confident in their English-speaking capabilities.

## INDIVIDUAL BENEFITS

Participants will return to their organizations from this program feeling confident and ready to assume complex roles as general managers. They will be equipped with new capabilities, tools, and concepts, feel competent when leading others, and will be prepared to manage across national borders. In addition, ETP alumni will become members of the exclusive ETP Salon, which will give them access to the ever-growing group of executives who have completed the program.

## ORGANIZATIONAL BENEFITS

ETP offers companies the opportunity to promote and retain valuable personnel. In addition, the program offers a tangible return on investment: As with all ESMT programs, the ETP is practice-oriented and offers knowledge that can be implemented immediately upon the participants' return to their organizations. Due to the diverse backgrounds of ETP participants, the program provides participants and their organizations with fresh perspectives and a lasting network of international peers.

## TUITION\*

€19,900

Seminar prices are net prices. Value-added tax will be added where it is legally required. Deductions for items such as banking fees, withholding taxes, or cash discounts for prompt payment are not possible.

According to Art. 132 (1) i of the Council Directive 2006/112/EC of 28 November 2006 on the common system of value added tax, this service is exempt from VAT.

\* Tuition includes all program material, on campus meals, and selected evening events.

For general terms and conditions go to:  
[www.esmt.org/gtc](http://www.esmt.org/gtc)



## POSTGRADUATE DIPLOMA IN ADVANCED MANAGEMENT

The Postgraduate Diploma in Advanced Management is a new university-level certificate awarded by ESMT to serve as formal recognition of a participant's professional development.

All participants will be granted the diploma upon successful completion of the Executive Transition Program.

Urs Müller, the ETP Program Director, would be delighted to discuss the structure and content of the program with you and assess its fit with your development objectives.

Urs Müller, +49 30 21231 8057, [urs.mueller@esmt.org](mailto:urs.mueller@esmt.org)





What a professional and personal transformation the ETP was! A great experience and a solid foundation when I had to build a company from scratch!

*ETP alumnus Thorsten Müller, Chief Executive Officer (BCDS/GM),  
Bosch Connected Devices and Solutions*



### ADMISSIONS MANAGER

Our admissions manager, Michaela Bodner, will be glad to answer any questions you might have regarding the ETP:

+49 30 212 31 1045  
[michaela.bodner@esmt.org](mailto:michaela.bodner@esmt.org)



### PROGRAM MANAGER

With respect to the program's organization and your accommodation during the program, please contact the program manager, Melanie Seyffert:

+49 30 212 31 1703  
[melanie.seyffert@esmt.org](mailto:melanie.seyffert@esmt.org)

**ESMT**  
European School of Management and Technology GmbH

Schlossplatz 1  
10178 Berlin  
Germany

[www.esmt.org/etp](http://www.esmt.org/etp)  
[www.esmt.org](http://www.esmt.org)