



TIME TO STEER INTERNATIONAL CHALLENGES

EXECUTIVE MASTER IN MANAGEMENT  
OF INTERNATIONAL ORGANIZATIONS  
**EMMIO**

2017 | 2018

“EMMIO is a unique master program that combines rigorous and internationally renowned management education with a tailored and hands-on approach focused on the specific management issues faced by modern organizations. I was looking for a program that provide undoubtedly a really interesting opportunity for professional development, include a blending of in situ and remote learning that would allow participants to unlock management potential and leadership skills.

LEONARD OTTI | EMMIO 2015-2016 participant



## **EMMIO** UNLOCK YOUR POTENTIAL AS A GLOBAL LEADER

International organizations play a critical role in global governance and in enabling their partners to navigate increasingly complex and inter-related development challenges. EMMIO aims to build a cadre of professionals with the skills and knowledge required to make a mark as international civil servants and to contribute to their organizations' effectiveness and operational excellence.

The Program combines solid academic frameworks with dynamic teamwork and a strong focus on emerging trends and themes of the global development agenda.

**Join the EMMIO Program be part of the future leaders of international organizations.**

**GRETA NASI** | EMMIO Director



# TAKING THE WORLD TO MILANO WITH EMMIO

## KEY LEARNING OBJECTIVES

EMMIO prepares participants to tackle the main managerial challenges of modern international organizations. More specifically, it aims to:

- ▶ **INCREASE** participants' abilities to set strategic priorities and objectives, and monitor and assess individual and organizational performance
- ▶ **ENHANCE** understanding of the decision making mechanisms and change management needs in complex and decentralized organizations
- ▶ **ACQUIRE** distinctive competencies to improve program effectiveness and achieve operational excellence
- ▶ **DEVELOP** practical skills to effectively lead teams of professionals and to manage and coordinate complex projects.

The EMMIO curriculum is designed to take into account the specific environment and governance structures in which international organizations operate, and in which managers are expected to deliver tangible results.

## PARTICIPANTS' PROFILE

- ▶ Strongly motivated professional
- ▶ Significant international exposure
- ▶ Change agent, "shaker"
- ▶ 5 to 15 years of prior working experience
- ▶ Emotional intelligence and dedication to cause
- ▶ Headquarter and field based



The EMMIO program is extremely well positioned to help create a new generation of true leaders and skillful managers, able to anticipate and tackle multifaceted global challenges through strategic vision, partnership, agility, resilience, innovation and a results-orientation.

**MICHAEL EMERY** | Director - Division of Human Resources at UNFPA United Nations Population Fund

## Participants

23

## Age

average

41  
years

## Professional experience

average

16

## Countries represented

Austria, Cambodia, Gambia, Italy, Mali, Mozambique, Nigeria, Saudi Arabia, Senegal, South Africa, South Korea, Sudan, Switzerland, UAE, UK, Uruguay, US, Zaire



## Age



## Work experience



## Geographic origin



## Career Statistics

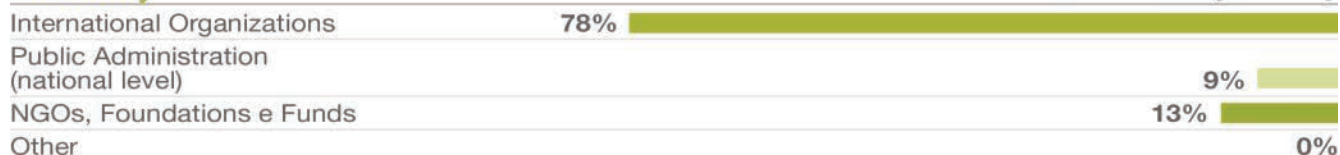
### Duty station

Placement by geographical area



### Industry

Placement by industry





## PROGRAM STRUCTURE

EMMIO is a 9-month program, from October 2017 to June 2018, structured in:



► **Two blocks of core face-to-face modules** for a total of 25 full days in the classroom, alternating lectures delivered by SDA Bocconi faculty, speeches by senior practitioners and interactive workshops, including simulations and role-playing, case study discussions and group work.



► **Distance Learning (DL) modules**, for an equivalent of 15 full days attendance, delivered through webinars in a virtual classroom environment and online forums allowing participants to complete assignments, receive expert feedback, and interactively engage with each other.

► **Executive Coaching for EMMIO Participants**, which aims to help participants step in their current or future leadership roles and is designed to serve individual development goals. One on one sessions will place throughout the year via a mix of media, in accordance with the International Coach Federation Ethics and Confidentiality framework and are delivered by SDA Bocconi certified coaches.

► **Capstone Project**, an opportunity for participants to act as advisors and to tackle a managerial challenge faced by their organizations. Working with SDA Bocconi mentors and peers, participants develop a blueprint for implementable solutions.

## COACHING

TERM I	TERM II AND TERM III	TERM IV	COMMENCEMENT DAY
2 <sup>nd</sup> - 20 <sup>th</sup> October 2017	November 2017 - May 2018	14 <sup>th</sup> May - 30 <sup>th</sup> May 2018	1 <sup>st</sup> June 2018
<b>CORE MODULES</b> Focus on Envisioning and innovating	<b>DISTANCE LEARNING MODULES</b> Focus on Managing and leading	<b>CORE MODULES</b> Focus on Managing resources and operations	

## EMMIO PATRONAGE

The EMMIO knowledge base is a "living thing". The EMMIO program leverages on high-level community of practices to continuously generate and exchange knowledge on managerial issues and solutions:



THE EMMIO FORMAT IS  
COMPATIBLE WITH  
FULL EMPLOYMENT



EMMIO is an important program for building the kind of leaders who can break down the silos of bureaucracy and do the real work of putting people at the centre.

MICHEL SIDIBE | Executive Director UNAIDS  
(the Joint United Nations Programme on HIV/AIDS)

## LEARNING MODEL

EMMIO combines a hands-on approach with a solid theoretical component, anchored around management frameworks and tools tailored to the operational and institutional specificities of international organizations.

Active learning is supported by a comprehensive executive coaching component which runs throughout the EMMIO program.

The EMMIO learning path revolves around three main blocks of modules:

- ▶ **Envisioning and innovating:** modules in this section scrutinize the complex and dynamic environment within which international organizations operate; explore the main frameworks and tools for strategic thinking and planning; tackle the building blocks of organizational design, institutional governance and change management and foster participants' ability to drive and assess successful and sustainable innovation
- ▶ **Managing and leading:** modules in this section enable participants to effectively perform in multicultural environments typical of large, decentralized international organizations. Contents also focus on managing ethically, result based management, public procurement and impact investing
- ▶ **Managing resources and operations:** modules in this section take participants through the core management functional subjects, ranging from budgeting and financial management to risk management, from resource mobilization and branding to business process improvement and operations

EMMIO is not just a Master's programme, it is a space to imagine, share our experiences and challenges and debate alternative solutions. I feel empowered by being able to concretely apply the valuable lessons learned at EMMIO in my day to day tasks. EMMIO allowed me to step up my effectiveness and enhance the value of my contribution to my team. I look forward to capitalize on this experience in years to come.

AHOOD ALFAHAD | EMMIO Participant

## INFORMATION

### KEY FEATURES OF THE PROGRAM

- Duration: 9 months
- Core courses: two blocks at SDA Bocconi, Milano, Italy
- Distance learning courses
- Executive coaching
- Capstone project

### LOCATION

SDA Bocconi School of Management  
Via Bocconi 8, 20136 Milano

### LANGUAGE

English

### ENROLLMENT FEE

€ 25.000

Financial support available.  
Further details online

### APPLICATION DEADLINE

Early bird: 31<sup>st</sup> March 2017

Final deadline: 28<sup>th</sup> July 2017

### EMMIO DIRECTOR

Greta Nasi

greta.nasi@unibocconi.it

### LEARN MORE AND APPLY

emmio@sdabocconi.it

[www.sdabocconi.it/emmio](http://www.sdabocconi.it/emmio)



# SDA BOCCONI SCHOOL OF MANAGEMENT



## ACCREDITATIONS



AACSB International  
The Association to  
Advance Collegiate  
Schools of Business



European Quality  
Improvement System



Association of MBAs  
MBA provision accredited



Quality Management System  
Certification ISO 9001:2008  
Financed Projects  
Service Centre



The Italian Association for  
Management Education  
Development  
Full-Time MBA accredited  
Executive MBA accredited



CFA program partner  
of CFA Institute  
MCF program accredited

## MEMBERSHIPS



European Foundation for  
Management Development



The Association to Advance  
Collegiate Schools of Business



The Academy  
of Business in Society



Partnership in  
International Management



Community of European  
Management Schools and  
International Companies



The Italian Association for  
Management Education  
Development

## RANKINGS

Financial Times  
Bloomberg Businessweek  
The Economist - Which MBA?  
Forbes  
Espansione  
QS

## SDA Bocconi School of Management

via Bocconi 8, 20136 Milano, Italy | tel +39 02 5836 6605-6606 | info@sdabocconi.it | sdabocconi.it

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