



17° EXECUTIVE MBA

In association with:



IESE #7 World Global MBA
FT (2015 & 2016)

Leverage your career





«17 years ago, AESE developed the AESE Executive MBA in cooperation with IESE. Today we can say, with pride, that both our schools' expectations were largely surpassed. The Executive MBA is now recognized in Portugal as a leading program specifically tailored for ambitious professionals who are willing to invest in developing their career. The Executive MBA is also the ideal moment to build a strong network of business partners who will accompany you throughout your life. We know that this is a demanding program, but the Executive MBA AESE is the right choice for those who want to go even further.»

«Taking place within a framework renowned for its academic rigor, the AESE Executive MBA is anchored in human values and ethical consistency. Structured on the best methodologies to understand problems and decision making in business, the Executive MBA enhances existing skills and enables, through new conceptual models, the development of new knowledge and aptitudes. The globalization of the economy and its practical implications for management are the fundamentals of the two intensive weeks abroad, whilst innovation and enterprise, both provoking and inspiring, strengthen the implementation of innovative business projects. The AESE Executive MBA has leveraged stories of success among its participants for more than 17 years. Since its inception, this has been the greatest testament to its efficacy.»

Maria de Fátima Carioca
Dean of AESE Business School

Franz Heukamp
Dean of IESE Business School

Rafael Franco
Director of the XVII AESE
Executive MBA

José Miguel Pinto dos Santos
Director of the XVI AESE
Executive MBA

Adrián Caldart
President of the AESE
Executive MBA Committee

LEADERS WHO SHAPE THE WORLD

Objectives

- Develop your professional career in today's business landscape.
- Learn to make decisions as top management.
- Strengthen your understanding of the variety and complexity of the contemporary business landscape.
- Develop professional and personal skills to create intra-business and entrepreneurial projects.
- Acquire in-depth, up-to-date academic knowledge of management.
- Enhance your humanistic and ethical vision of the work of business managers and learn to have an active role in the community.

How

- + 200 cases.
- + 74 weeks of the academic program.
- + 10 hours of weekly team work, debates, and classes.
- + 10 hours of weekly individual study.
- 2 intensive international weeks.*
- + 30 national professors.
- + 30 international professors.
- + 20 speakers and business leaders.

Is the AESE Executive MBA for you?

- 37 years average age.
- 14 years average work experience.
- 100% desire to learn and grow.
- 75% resilience and initiative.

* One of the international weeks is optional. For more information please see page 26.

SUCCESS STORIES

With the AESE Executive MBA you will develop the skills to be a senior manager. After successfully completing the program:

35%

have achieved greater responsibilities and recognition in the company or organization in which they started the program.

Of these:

59%

moved into general management and/or administrative positions.

17%

adopted new challenges.

12%

started along an international career track.

59%

have embraced new challenges in different organizations.

13%

launched their own business.

Survey of career progression based on the last 3 editions of the Executive MBA.

A WORLD OF KNOWLEDGE

CASE METHOD: THE ART OF MANAGING UNCERTAINTY*

* C. Roland (Chris) Christensen, Harvard Business School.

1 2 3

Individual study

In the day-to-day life of a company, effective responses are paramount. This initial study, which requires several hours of individual work, leads the participant to evaluate and assess the situation and make decisions.

Learning teams

The choices and decisions of each participant are then discussed in group meeting of eight to ten people. The different points of view, influenced by the background, personality, and management model of each member of the group, add exceptional value to the individual analysis.

Plenary session

Finally, in a plenary session, where the case study unfolds, the participants exchange their ideas and the teacher directs and coordinates the debate, summarizing the main aspects of the case. Considering the various alternative solutions and the possible criteria for deciding, teachers relate the case to the most significant theories, and highlight the relevant values and options, at times suggesting the best action plan in line with the organization's objectives.

The AESE Executive MBA focuses on cases from a wide range of different companies and situations. More than 200 renowned national and international cases are analyzed. Most of the national cases are discussed in the classroom in the presence of those originally involved in the case.

Devised by Harvard Business School, the case method is an in-depth educational innovation that looks at the greatest challenges faced by real companies, non-profits, and governmental organizations – considering the constraints and uncertainty of real business issues – and places the participant in the role of decision-maker. There are never simple solutions; through the dynamic process of exchanging perspectives, countering and defending points, and building on each other's ideas, participants learn to analyze, exercise judgment, and make difficult decisions.



PROGRAM GENERAL MANAGEMENT TRAINING WITH THE CASE METHOD

The AESE Executive MBA promotes the acquisition of knowledge geared towards action, stimulates multidisciplinary reflection and contributes to a holistic view of organizations. The case-based general management curriculum enables you to strengthen and perfect your management skills and knowledge based on the challenges of real people and their companies. The subjects studied enhance both personal development and leadership skills by analyzing prudential decisions, communication, and negotiation. Throughout the program, you will learn:

Managing people in organizations

- Managing oneself and driving people through motivation;
- Diagnosing and enhancing team effectiveness & communication;
- Human resources management;
- Leadership development;
- Values and business ethics;
- Coaching & character.

Financial management, accounting, & control

- Accounting and management control;
- Business cost management;
- Operational finance;
- Structural finance;
- Valuation, investments and M&A;
- International finance.

Marketing & sales

- Strategic marketing;
- Marketing intelligence;
- Designing customer experience;
- Marketing planning & implementation;
- Advanced marketing metrics;
- Branding decisions;
- Advertising & social networks;
- Aligning strategy with sales.

Operations & implementation

- Business operations;
- Operations design and improvement;
- Supply chain management;
- Design and management of service operations;
- Innovation;
- Problem-driven management;
- Digital economy.

Strategic management

- Analysis of business problems;
- Building and sustaining competitive advantage;
- Corporate strategy, strategic planning, and corporate governance;
- Leading and competing globally;
- Strategy implementation;
- Launching new ventures.*

* *Entrepreneurial Initiative module.*





MyAESE

The participants have access to a collaborative platform for sharing information and distributing electronic documents, rapidly and accessibly connecting participants, learning teams, the directors of the AESE Executive MBA and faculty members.

PROFESSIONAL AND PERSONAL DEVELOPMENT

Active learning

Throughout the course, online simulations are used to accelerate and consolidate learning, connecting management decisions to business results. These are competitive activities that, performed in a group, encourage creativity and a capacity to respond in real time. Games and role play are also used to teach presentational skills and encourage decision-making, negotiation, or the ability to defend different points of view.

Professional career advice

A professional headhunter is available to support you as you plan your career and tap into new opportunities. One-to-one sessions give you the chance to enhance your employability and focus on your strengths, allowing you to progress in your career.

Coaching

The AESE Executive MBA program includes individual coaching sessions aimed at professional and personal growth through the development of the management skills necessary in a globalized and competitive environment.

Mentoring

Each participant in the AESE Executive MBA has a tutor who monitors, encourages, and helps them with pedagogical, professional, and personal matters.

The mind loves variety. Behind every teaching strategy, be it case study, team discussions, projects, lectures, or company visits, lies AESE's resolve to tailor your professional development.



Nuno Correia

CEO, PrimoPraxis

«Knowledge is increasingly a 'perishable commodity', and as a person responsible for a small business that seeks to achieve true and lasting excellence, I constantly felt the need to better serve our customers and help enable our employees to face the challenges of rapid and radical change. My participation in the 14th Executive MBA AESE was fundamental to the company's new cycle of sustained growth, which was focused on embedding its strategic position, rather than expanding and compromising. Through the using of the case method, we develop our ability to think and research individually, before subsequently discussing our ideas and seeking to come up with suitable solutions as a group, as is required today in the most advanced organizations.

As a leader, I now feel that I am better prepared to face the new forms of competition by maintaining a high level of commitment to our customers and employees. Organizations no longer develop by force but by trust. Today I feel like a better citizen, because the program has given me fundamental values for life, such as ethics and cordiality towards others. At a time when success was becoming overly important, I also realized the abiding relevance of the human being as one who has a duty to contribute to society.»

ENTREPRENEURIAL INITIATIVE

The Entrepreneurial Initiative module enhances the knowledge and skills required to create new businesses while drawing on several business areas through a multidisciplinary approach.

The business world and the increasing need to discover business opportunities are the basis for the design, development, and implementation of new projects. This module ranges from studying cases of companies that have been set up based on individual initiatives to offering direct contact with successful entrepreneurs and other economic entities.

In the last two semesters of the program the participants, divided into teams, will explore the intricacies of creating, devising, structuring, and finally pitching and presenting their entrepreneurial initiatives publicly to venture capitalists and fund managers.

NAVES SCR was created by AESE Alumni to fund entrepreneurship projects drawn up as part of the Entrepreneurial Initiative module of the AESE Executive MBA. Today, the financial and consultancy backing of NAVES SCR has been extended to Alumni business plans. Of the projects developed in the various editions of the AESE Executive MBA, several have been funded by NAVES SCR, enabling new companies to be set up in areas such as energy, health, sports and services.



Ana Seabra Brito

Senior Manager, Deloitte

«The Executive MBA AESE has radically changed the way I deal with professional challenges: analyzing several real cases of success and failure, through the Case Method, gives us an enormous capacity to determine and solve our problems and professional opportunities. The highlights of the AESE's MBA are, for me: being an international MBA,

with weeks abroad; the quality of the team of teachers, guests speakers and successful entrepreneurs with years of experience and the use of the Case Method, which is, in my opinion, the most effective way to learn.»

INTERNATIONAL INTENSIVE WEEKS

In a global world with rapid changes, the experiences, knowledge, and skills acquired and developed lead to better management and greater entrepreneurial capacity, which is reflected in concrete progress in one's professional and personal life.

While opening new horizons, the contact with relevant paradigmatic corporate contexts and the conferences given by local teachers will provide the participants with a global and macroeconomic context for the markets visited.

The international weeks have an essentially academic content. In India, subjects such as entrepreneurship and decision making in a multicultural environment are studied, while in the United States international week themes relate to the digital economy and entertainment.

In addition to the intense academic program, the weeks also include visits to companies referenced locally and internationally.

The international weeks are also a chance to interact with local students and business leaders and to strengthen the ties between participants of AESE Executive MBA editions.

Indian Institute of Management, Ahmedabad

In 2017 The Financial Times ranked IIMA's Global MBA as 29th in the world. IIMA has also been ranked 92nd globally in The Economist full-time MBA Ranking 2016 and is at the 7th position in the Asia and Australasia regional rankings.

IESE New York*

Of the training programs that IESE New York offers, the media and entertainment programs are outstanding. The program for the intensive week also includes visits organized by IESE to leading companies in the USA with offices in New York.

** Optional international week. For more information please see page 26.*

To offer a comprehensive program and remain in keeping with global market requirements AESE reserves the right to alter the locations of international weeks.

AESE: a school of leaders

Since 1980, Portugal's first business and management school has been developing and inspiring business leaders in line with a Christian perspective of humankind and society. The transformational impact on its worldwide network of more than 5,800 Alumni makes AESE a unique Business School – a school of leaders who want to learn, to leave their mark, and to transform the world.

The school's reputation in the business world is the result of four essential principles:

- A culture of learning that encompasses the Alumni community, the various program participants, faculty members, staff, companies, organizations, schools, and institutions with which we work;
- Knowledge from a perspective of management and leadership, a critical, rigorous, and integrated view of all the current topics and challenges in the world of business and society;
- A wide-reaching presence in the world, enhanced by the diversity of our community, the wealth of contents of its activities, and a close relationship with international schools, particularly with IESE Business School;
- Strong ethical and humanist values, associated with a persistent effort to live by and share them.

The Christian inspiration of AESE has the spiritual and doctrinal support of the prelature of Opus Dei.

IESE: a hallmark of excellence

For over fifty years, IESE, the graduate business school of the University of Navarra, has been at the forefront of management education, developing and inspiring business leaders who strive to make a deep, positive, and lasting impact on the people, companies, and society they serve. The school created Europe's first two-year MBA program in 1964 under the guidance of the IESE-Harvard Advisory Committee.

The IESE's success is built on a humanistic approach to business and leadership, complemented by a world class faculty producing groundbreaking research; the global scope of its programs, faculty, students, and campuses; a practical and relevant teaching methodology; and a growing Alumni network of 40,000 professionals worldwide prepared to take on today's challenges and lead business into the future.

The University of Navarra is an initiative of Opus Dei, a personal prelature of the Roman Catholic Church. The ethical principles based on the Christian tradition are the linchpin of a responsible notion of leadership and management, and a positive view of companies in society.

IESE #1 World Executive Education Financial Times (2015 & 2016)

IESE #10 World Global MBA Financial Times (2017)

IESE #10 Top MBAs for entrepreneurship Financial Times (2016)



André Coutinho

Managing Partner, Procensus

«I had one major goal when I decided to take the AESE Executive MBA: to shorten the lengthy path to becoming a better professional by refreshing the hard and soft skills required to manage a company and to motivate teams to deliver a top performance every day.

During the MBA I was part of a learning process full of great teachers and colleagues (who turned into good friends) and classrooms where a lot of experiences, different points of view, healthy arguments and new ideas were positively exchanged.

During those two years I had the privilege of putting immediately into practice some of the fresh knowledge acquired, in a real-life business environment: my own company. I finished the MBA with my expectations fulfilled and I feel that I am now equipped with better tools for overcoming future challenges.»

A worldwide academic network with vast local business contacts.

A LOCAL SCHOOL WITH A GLOBAL REACH



S.M. Ross, USA

IESE New York, USA

IPADE, Mexico

UNIS, Guatemala

INALDE, Colombia

IDE, Ecuador

PAD, Peru

ESE, Chile

ISE, Brazil

IEEM, Uruguai

IAE, Argentina

KBS, Poland

IESE, Germany

U. Glasgow, Scotland

IAE, France

IESE Barcelona, Spain

U. Navarra, Spain

IESE Madrid, Spain

AESE, Portugal

Il San Telmo, Spain

NTU, Egypt

IIMA, India

CEIBS, China

UA&P, Philippines

MDE, Ivory Coast

LBS, Nigeria

SBS, Kenya

ASM, Angola

The AESE Executive MBA, with classes given mostly by AESE and IESE professors and speakers, includes a one-week intensive course at the IIMA (Indian Institute of Management) in Ahmedabad, and another optional week at IESE New York.

Susana Arié

Director of Human Resources and Training,
Perfumes & Companhia

«I have a degree in Psychology and have always worked in a family business. Taking part in AESE's Executive MBA has transformed my vision of the business world. The knowledge acquired was essential for a more current and professional approach to the management of organizations. Thanks to the case method, sharing experiences with participants from diverse professional backgrounds was a valuable learning process. Clearly, the sum of the different experiences allowed me to expand the knowledge acquired and

the ability to look at a business with a more global and critical view. The AESE Executive MBA has, for me, translated into a new way of thinking, systematic and holistic... and that is why I am very confident about the next step of my professional career, where I will take on new responsibilities in a new family business.»



A network of contacts
that grows and evolves
with every new participant.

Participants in the school's long-duration programs form the AESE Alumni Association.

The school's relationship with its 5,800 Alumni and the network created by the Alumni generates an endless source of knowledge, experience, and contacts for the professional and personal enhancement of all.

Throughout the year the AESE Alumni Association organizes activities that establish a platform for continuous learning and permanent transformation. Particularly notable are the evening conferences – Continuity Sessions – unique events at which eminent academics and professionals talk on pertinent topics in management, supporting and facilitating learning in each of the functional areas of the company or in the company as part of society.

AESE Alumni profile

Board Members	28%
General Managers	50%
Middle Management	13%
Managers	9%

From the very start of the program, participants in the AESE Executive MBA can access the events, networking, and services organized by the AESE Alumni Association.

PARTICIPANT PROFILE

In the AESE Executive MBA we are looking for responsible, creative, and committed professionals. This is the participants profile.

Represented sector

Financial activities	16%
Services	12%
Consultancy	10%
Public administration	9%
Healthcare	9%
Pharmaceutical	8%
Construction and infrastructures	7%
Trade and retail	7%
IT & telecommunications	7%
Other	15%

Functional areas

General management	26%
CEO/Partner/Director	19%
Operations/Logistics management	9%
HR management	6%
Administration/Finance management	6%
Sales/MKT/Com management	5%
Other	29%

Previous education

Engineering	44%
Management/Economics	30%
Science/Medicine/Pharmacy	13%
Humanities/Law/MKT/Com	10%
Other	3%

Data based on the last 3 editions of the Executive MBA.

Victor Gomes da Silva

Channel Manager
Stands - Sales Open Market,
WiZink Bank

«The AESE/IESE EMBA was one of the best decisions I made. The program is content-rich and covers all the areas that modern managers need to succeed. The two-year program, although challenging at times, is designed to enable candidates to find a good balance between their time as a student and their professional and personal life. In other words, the program is fully compatible with a demanding professional life and family activities.

I found the case method to be one of the most valuable aspects of the program. It is a very intuitive form of learning that gave me the space and opportunity to explore different subjects in the same case by interconnecting disciplines. Additionally, the experience shared with my fellow students during the

case discussions in the classroom was a great opportunity to see things from different points of view.

The program is very 'hands-on' — I could apply what I learned almost immediately, not only during the classes but also in my day-to-day activities. The program had a positive impact on my professional life and provided strong support not only for my business analysis capability but also for strategic thinking and decision-making.

All in all, the AESE/IESE EMBA had an extremely positive impact and I would recommend it to anyone who is looking to leverage their actual work experience and learn new management practices.»



Daniel da Marça Teixeira

Account Manager - Direção Comercial
José de Mello Saúde

«The Executive Master of Business Administration (EMBA) offered by the AESE provides the highest standard of high-level management through a superlative combination of cognitive and emotional dimensions. Following the case method, the EMBA challenges conventional perspectives and provides excellent guidance in the art of argument and persuasion. This demanding and rigorous program, which is tailor made for executives, greatly improved the quality of my decision-making, boosted my capacity for individual endeavors and teamwork, refined my ability to discern between what is superfluous and what is essential, and expanded my network of contacts, both nationally and internationally.

The EMBA and AESE ensure that you undergo a process of transformation as well as mental edification, and the return on your personal, financial, and professional investment is priceless. The EMBA is a catalyst for a professional career, providing the groundwork for consistent achievement and the building of character. You can only get more than you have by being more than you are.»

ADMISSION PROCESS

Profile requirements

- A minimum of five years' work experience, with relevant managerial experience;
- A steady career progression;
- Bachelor's degree or equivalent;
- Proficiency in written and spoken Portuguese and English; working knowledge of Spanish;
- Solid analytical skills;
- Proven ambition to succeed;
- The ability to commit to a rigorous academic program.

Application checklist

- Completed online information request: www.aese.pt/executive/executive_mba/pedido_de_informacao/
- Complete the admission form provided by the admissions team, submit degree certificates and proof of five years' professional experience (CV).
- Two letters of recommendation sent by the issuer directly to the school.
- Letter of company support indicating that your employer understands the time commitment and travel necessary to complete the program.
- Interview with the Program Director (may take place before or after the admissions test).
- Admission Test - GMAT – Graduate Management Admission Test® (register at www.mba.com code V2K-5C-95); or GRE - Graduate Record Examinations® (code 6300) (register at <http://www.ets.org/gre>); or AESE/IESE Test. A non-refundable registration fee of 70 euros is payable upon initial interview and/or test.
- When all the aforementioned elements have been submitted to the admissions team, the admissions committee will convene and approve or reject the candidate's proposal.

The AESE Executive MBA dynamic classroom experience calls for the right mix of participants with professional maturity. In view of our class structure and size, an early application is recommended.

Admission

Admission to the program will be granted after confirmation of enrolment by the admissions committee and payment of the deposit.

Confidentiality

The information contained in the application form is strictly confidential and will be released only to authorized AESE Business School personnel. All documents submitted (originals and photocopies) become the property of AESE and will not be returned to the applicant or a third party. Please keep a copy of all documents submitted.

FINANCING OPTIONS

To enable the development of executives and leaders, the Alumni Association has established solutions to provide financial support for participants in the school's programs.

Babysitting Grant

The Babysitting Grant is intended for young mothers attending the AESE Executive MBA. The value of the Babysitting Grant is 1,250 euros. Criteria for applying:

- At least one child aged 10 or younger;
- Tuition payed by individual (total or partial fee).

One grant per household (regardless of the total number of children). Limited number of grants available.

Entrepreneurship Grant

The Entrepreneurship Grant covers 70% of the total cost of tuition fees for the AESE Executive MBA. This grant is funded by sponsorship obtained by the AESE Alumni Group and is non-repayable. The grant is awarded on a competitive basis, the beneficiary being selected by a panel of distinguished entrepreneurs and AESE Professors, who will analyze the business projects of the applicants.

Financial loans

AESE has developed memoranda of understanding with several financial institutions to facilitate expedited access to an academic loan.

Professor Carlos Parreira Grant

The Professor Carlos Parreira Grant pays the cost of 70% of the tuition fees for the AESE Executive MBA. This grant, created in honor of Professor Carlos Parreira, the first Director of the AESE Executive MBA, offers staff from NGOs and tertiary sector organizations access to the program.

Education Support Fund (FAF)

The AESE Alumni Group has established a fund comprised of donations and contributions by Alumni and private entities, to support professionals who are attending AESE programs should they experience exceptional and temporary difficulties in financing the entirety of the associated costs.

The FAF is an interest-free loan, excluding VAT, with a grace period after the completion of the program in question.

For further information and applications:

Júlia Córte-Real, j.cortereal@aese.pt

Mobile [+351] 939 871 256; Phone [+351] 217 221 530

Venício Monteiro

JDeus Group, CEO

«The AESE Executive MBA far exceeded my expectations! At the outset I was looking for new knowledge in the areas of finance and marketing, but I was fortunate to find a much more complete and effective process of professional and personal enrichment at the AESE. The case method was a watershed in various aspects of my course, as it required and stimulated a new, more analytical and structured way of thinking. Over the two years of continuous effort and dedication to the study and discussion of cases I developed many new skills and areas of expertise, but I would highlight one that I consider fundamental to success in any endeavor: the exercise of reflection. Stopping, turning off the autopilot, and reflecting on the experiences I have had, about the

impacts of decision-making on the organization, business, and its people has become a habit in my daily routine. The completion of the MBA coincided with a special moment in my career: I achieved an important objective by taking over the JDeus Group. I am convinced that the knowledge acquired and skills developed on the course have been of great value and have greatly and positively impacted my growth and my approach as a manager, and, even more importantly, as a leader.»

MEET THE CLASS

Fees

Registration (with interview/AESE/IESE test)	70 euros
Deposit payable upon acceptance of admission	1,930 euros
In the first term (by the end of October 2017)	5,500 euros
In the second term (by the end of January 2018)	5,500 euros
In the third term (by the end of April 2018)	5,500 euros
In the fourth term (by the end of September 2018)	5,500 euros
In the fifth term (by the end of January 2019)	5,500 euros
TOTAL PRICE	29,500 euros
	<i>(includes VAT)</i>

The total price of the Program includes accommodation during the international week. The tuition fees also include: documentation, support materials, meals and refreshments and car park while at AESE Lisbon.

EARLY BIRD **25,075 euros** *(includes VAT)*
For processes and confirmation of admission submitted by 31 May 2017.

OPTIONAL

The USA international week is optional. The academic fee and lodging for the week is 2,500 euros (includes VAT). A minimum number of participants is necessary for the USA international week to take place.

The participants may also include the air fares for both international weeks in the cost of the program, adding 2,500 euros (VAT included) to the total value payable.

Further information

Please contact Júlia Côrte-Real, who is available to book your visit to AESE, where besides getting to know the school you can also exchange ideas with current students, faculty members, and the director of the AESE Executive MBA program.



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Email: j.cortereal@aese.pt

Timetable

Friday, 14.00 » 19.00*
Saturday, 08.30 » 13.00
* Classes will run from 09.00 to 19.00 on one Friday in every trimester.

Working languages

Portuguese, English, and Spanish.

Duration

From October 2017 to July 2019.

Diploma

AESE Business School

Where

- AESE headquarters in Lisbon;
- Campus IIMA, Ahmedabad, India;
- IESE New York, USA (optional).



A school of leaders
Leaders who shape the world
A world of knowledge

AESE Lisbon

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www.aese.pt/executive_mba

AESE SPONSOR COMPANIES:

