### MASTER IN CORPORATE & INVESTMENT BANKING

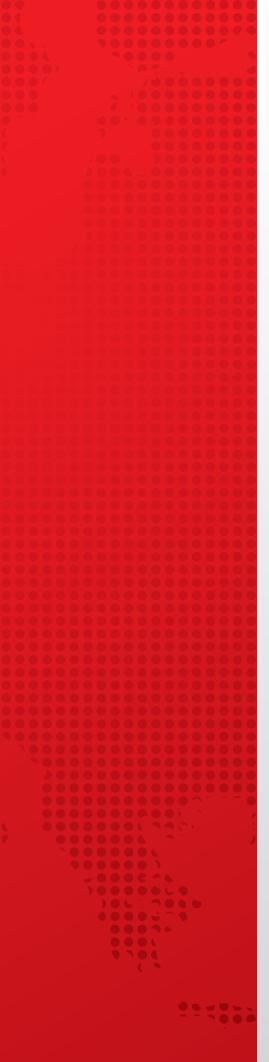




### NEW EDITION OF MASTER IN CORPORATE & INVESTMENT BANKING

Six of Europe's leading universities unite to create the Master in Corporate & Investment Banking for UniCredit.





Dear Participants,

Well first of all, congratulations to all of you who have won a place on the third International Master in Corporate & Investment Banking. It is a fine achievement.

As you can imagine I am delighted to launch this edition and to be its sponsor. Be sure that I will follow its progress with great interest and I am curious to see how you will tackle the academic and development challenge facing you over the coming two years.

The Master in Corporate & Investment Banking comes at a time when we are beginning to put the financial crisis behind us and set ourselves new ambitious targets for the future. Our clients and their environments have changed and the nature of how business in the future will be transacted is also changing. The program, with the huge array of learning challenges it poses, is a perfect place to understand, address and prepare for these fundamental market developments.

Furthermore, the Masters group, representing as it does, 18 countries and all business areas of CIB, is unique because it is designed precisely along the type of landscape we are fostering in UniCredit CIB. We can count on a strong presence of colleagues from all these UniCredit countries and this will contribute to offer a global approach to learning and to foster network interconnections, which will give us a competitive edge in the eyes of our clients. No technical systems will ever match the strength of personal bonds and trust between colleagues when it comes to clinching and executing client mandates. I hope you also use the time on this program to strengthen these bonds and build this trust.

It is also with a great sense of pride that I welcome SDA Bocconi and the other 5 business schools who form the core teaching staff for this program. Italian, German, Austrian, Turkish and Polish universities unite to offer one Master program with the same challenge that we face as an organization – namely bringing together the best of all our countries to offer our clients one superior franchise.

It is with these thoughts that I wish you well for the challenges of the next two years. I ask you to use the time available to develop yourself, to establish strong relationships upon which you can build long term business success, to show leadership and drive change during and after the program, to chase for cross functional business opportunities, and to further consolidate our organization.

I look forward to joining you during the course of the program to share our common path. I wish you the very best of good luck for your studies and I wish us all lots of success for the development of our business.

> Jean Pierre Mustier Deputy General Manager Head of CIB Division

### MASTER IN CORPORATE DATES IN DATES IN BANKING

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### **AIMS AND OBJECTIVES**

The Master in Corporate & Investment Banking (MCIB) is one of the core development programs in the CIB Division.

The main aims of the Master are to:

- Develop competence in the consultation and analysis of client needs accross the whole value chain.
- Build up greater knowledge in the interest of client focus and earnings generation.
- Create an additional pool of professional talent within CIB.
- Strengthen cooperation between cross functions in CIB and forge strong networks of colleagues who will drive change processes within the division and enhance business opportunites.
- Capitalize on the nationality, business line and gender diversity potential – the unique selling point of UniCredit.

It is a program whose content, aims and participant behaviour are closely aligned with the strategic mission of Corporate & Investment Banking.

The new Master program has been redesigned to include a broader coverage of investment banking topics, so to reflect the shift in the consulting challenges facing our professionals.

The new MCIB will be taught by 6 European Business Schools headed by SDA Bocconi School of Management. They all enjoy outstanding academic reputations in their home countries and internationally. The program is unique – being one of the new breed of customized Master programs designed for and with UniCredit. In this program we are joined by Warsaw School of Economics for the first time – a further confirmation of the growing relevance of our business interests in Eastern Europe and beyond.

### Qualification: Level II Specialized Master in Corporate & Investment Banking

Participants who successfully complete the program will be awarded the Level II Specialized Master in Corporate & Investment Banking which carries 60 ECTS academic credits applicable for further academic studies in signatory states of the Bologna Declaration.

### Development

The MCIB fills a niche in our development portfolio, while offering a new development chance.

The Masters is predominantly a professional skills program and during the program participants are invited to reflect on the theme of professional leadership within CIB.

Taking two years to study on the masters is also an excellent time to reflect on potential changes in career thinking. Participants will formally deal with the issues of career development, whereby emphasis will be placed on personal ownership and self-responsibility for those careers. CIB HR will accompany the process in an advisory capacity. HR Business Partners will join the program from time-to-time as guests.



### Participants and Requirements

Participants will come from the Legal Entities of the CIB Area.

The Master in Corporate & Investment Banking participants have to fulfill the following requirements:

- Hold a university degree: the suitability of the degree will be evaluated solely by the Admissions Office of the leading partner Bocconi University/ SDA Bocconi School of Management.
- Applicants should be part of **CIB** in 2011.
- People who work in a **commercial role**.
- People whose development plans foresee a switch into a commercial role in the near future.
- People who have direct business supporting functions which require such demanding academic qualifications.
- Have a minimum of **3 years** service in UniCredit Group with a proven track record of high performance.
- Have an upper intermediate knowledge of English: the minimum English level required is B2 on the Common European Framework of Reference for Languages.

### The total number of participants is





### **EXTRAMURAL PARTICIPANTS**

In line with our aims to develop all of our people (diversity/fairness), we have a limited number of places for colleagues who do not have a university qualification recognized by Bocconi but otherwise fulfill all the requirements and want to pursue a top academic program. These participants will receive a Participation Certificate from our partner Business Schools upon successful completion of the Master in Corporate & Investment Banking.

### MASTER

### EVEL SPECIALIZED



### Application, Selection Process and Enrollment

### **APPLICATION**

To apply for the Master program, applicants need to complete the application form and email it to the application mailbox, attaching also a motivation letter, a letter of recommendation and a copy of the 3<sup>rd</sup> level Institution degree by 29 October 2010. The motivation letter should argue convincingly that there is a sound business case behind investing in the participants as future Master in CIB. The argumentation and appearance of the application letter will make up part of the selection process.

### **SELECTION PROCESS**

Applicants meeting the requirements will be subjected to a selection process and must pass each phase as follows:

### Application requirements

Evaluation of the application requirements by the CIB HR.

### HASE English test

Evaluation of English language competence through a written and over-the-phone test (B2 Level required).



### **Business Case**

Business Case and related set of questions to help make the first selection of candidates for interview to the Master program.



Assessment Day with Interview

### PHASE Evaluation and Communication

The MCIB Committee will evaluate the final list of participants.

Final participants will receive an Enrollment Letter. Applicants who are not selected after the final interviews will receive individual feedback regarding the last selection step upon request.

### **ENROLLMENT**

Upon receiving the Enrollment Letter, participants will be required to send the following documents:

- Completed Enrollment Form.
- Photocopy of their Identity Card or of the page of the passport showing the photo and passport number.
- For Italian participants: the original of the University Certificate.

For foreign participants: a copy of the University diploma/certificate together with the Declaration of Value – which certifies the document – issued by the Italian Consulate or Embassy. The Italian Consulate/Embassy is responsible for issuing the legally authenticated transcripts of the diploma/ certificate and the declaration of value.

Signed Loyalty Agreement.

### LOYALTY AGREEMENT

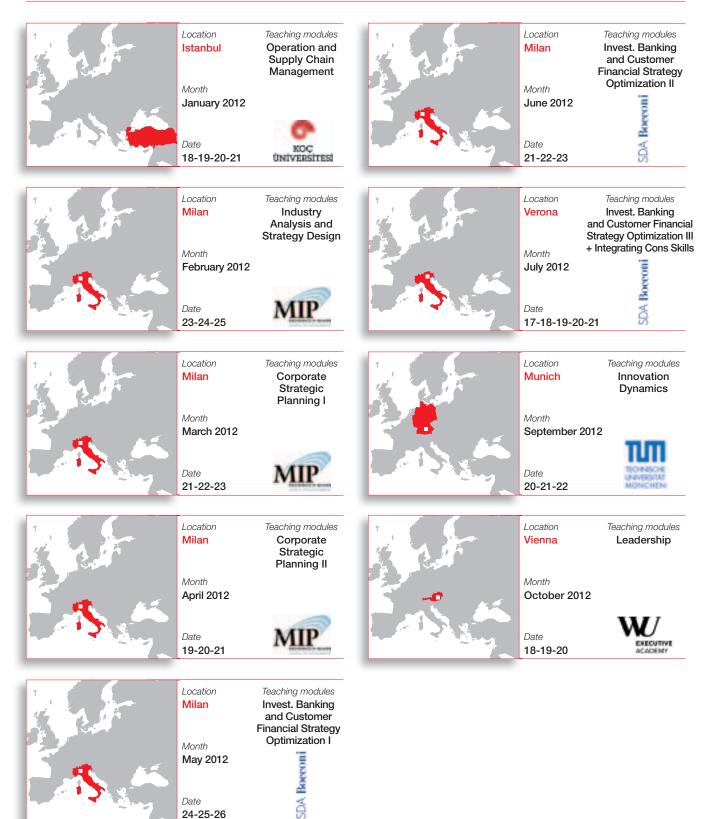
Enrolled applicants will be required to sign a Loyalty Agreement. Should there be a breach of this agreement, the participant will undertake to pay a penalty according to the rules defined under this Loyalty Agreement.



### **LESSONS CALENDAR 2011**

Location Milan Month May 2011 Date 16-17	Teaching modules Kick off Intercultural Team Building	Location Milan Month October 2011 Date 20-21-22	Teaching modules Managerial Accounting and Control
Location Warsaw Month June 2011	Teaching modules Organization Process Management	Location Vienna Month November 2011	Teaching modules Capital Budgeting I-II
Date 16-17-18 Location Milan Month	Teaching modules Core personal and Team development + Marketing I	Date 16-17-18-19 Location Vienna Month	Teaching modules Capital Budgeting III
July 2011 Date 6-7-8-9 Location	Teaching modules	December 2011 Date 5-6-7	EXECUTIVE ACADEMY
Verona Month September 2011 Date 21-22-23	Marketing II		

### **LESSONS CALENDAR 2012**









Master in Corporate & Investment Banking Guidelines









### Master in Corporate & Investment Banking Guidelines

### **PROGRAM ATTENDANCE**

To successfully complete the Master in Corporate & Investment Banking program, to earn the Diploma or the Participation Certificate, participants are required to attend at least 85% of the classes. This will be verified by means of a daily attendance sheet to be signed at both the beginning and end of the class. Non-attendance will be recorded and be reported to the HR structure of each Legal Entity.

### **COURSE ETIQUETTE**

The program design is based on the assumption that each of you is a learner, as well as a resource for your classmates and that each of us has a responsibility to contribute to the group's learning. This means that if you miss a class or do not prepare for class everyone misses your contribution, especially those you work with during group work.

In your own interest and for that of your colleagues, please observe the following courtesy rules:

- **1.** You are expected to arrive in class on time and to be present for the full duration of the lessons.
- 2. Keep your mobiles and laptops off; do not use wireless network emailing in class.
- 3. Participate fully in class.
- 4. Do not free-ride on your colleagues!
- **5.** Do not disrupt classes and other participants during the lessons.
- Cheating during exams is absolutely forbidden. Those caught in the act will see their exam withdrawn.

### **EVALUATION**

All participants are required to take an exam following each module. Exams are offered during the first two hours on the first class day of the following module and may consist of open-ended questions, exercises, closed questions (multiple choice) or a mix thereof. Examination rules must be upheld and infringements will be escalated.

Grades are expressed following the ECTS (European Credit Transfer System).

Repeat exams are offered in case of non-attendance and are arranged by the module Director and the Business Schools coordinators. It is possible to take up to 3 repeat exams only. Participants exceeding that number will be required to review their participation with the CIB HR. Participants cannot reject exam grades, but it is possible to receive some feedback from the course faculty.

Participants who fail an exam on the same subject twice will be required to leave the Master program.

### PROGRAM SATISFACTION REVIEW

On the last day of each module, participants will be required to fill out a customer satisfaction questionnaire about the module, with the aim of evaluating the program quality and delivery. The results of these questionnaires will be used for discussions with the students and the Business Schools involved.

### EARNING THE DEGREE OR PARTICIPATION CERTIFICATE

Successful participants will be awarded the "Master in Corporate & Investment Banking" Diploma. Extramural participants will receive a "Master in Corporate & Investment Banking" Participation Certificate.

### FEES

Tuition costs for the Master in Corporate & Investment Banking will be borne by CIB. Travel and accommodation by the Legal Entities/Competence Lines of the participants.









Modules, Contents and Teaching Methods



### Modules, Contents and Teaching Methods

The Master will run over **18 months** following the kick-off in May 2011 and comprises the modules listed below.

Altogether there are **52 learning days**, made up of 46 core course days and 6 behavioral and consulting days. 54 academic credits will be awarded for the business modules. 6 academic points will be awarded for the behavioral and consulting modules.

The 52-day MCIB will be done on top of any normal work commitments.

The teaching method for technical modules alternates lectures with experiential learning, coursework, and case studies to facilitate interaction between the participants. For some of the modules, internal guest speakers from UniCredit will be invited to complement the module contents.

### THE PROGRAM WILL TAKE PLACE IN:

- Istanbul, Turkey
- Milan, Italy
- Munich, GermanyVienna, Austria
- Warsaw, PolandVerona, Italy

### **Overview of Modules**

Business Modules	Days	Credits	Leading B. School
Organization Process Management	3	4	SGH
Marketing I	2	2	SDA
Marketing II	3	4	SDA
Managerial Accounting	3	4	SDA
Capital Budgeting I, II	4	5	WU Wien
Capital Budgeting III	3	3	WU Wien
Operation & Supply Chain Management	4	5	КОС
Industry Analysis and Strategy Design	3	4	MIP
Corporate Strategic Planning I	3	3,5	MIP
Corporate Strategic Planning II	3	3,5	MIP
Investment Banking and Customer Financial Strategy Optimization I	3	4	SDA
Investment Banking and Customer Financial Strategy Optimization II	3	4	SDA
Investment Banking and Customer Financial Strategy Optimization III	3	2	SDA
Innovation Dynamics	3	3	TUM
Leadership	3	3	WU Wien
Total	46	54	

Behavioral and Consulting Modules	Days	Credits	In charge to:
Intercultural Team Building	2	2	UniCredit & Partners
Integrating Consulting Skills and Financial products	2	2	UniCredit and Business Schools
Core Personal and Team Development	2	2	UniCredit & Partners
Total	6	6	

Organization and Process Management June 16-17-18 201

Module director: Prof. Jacek Mironski -Warsaw School of Econon (SGH)

### **Course objectives**

The purpose of the course is to improve students' effectiveness as a manager by introducing them to frameworks from the social sciences that are useful for understanding organizational processes and teaching them how to apply those frameworks to particular situations. Thanks to the course students should gain a good understanding of the processes responsible for effectiveness of organizations, recognize their strengths and limitations as managers, be able to find root causes for possible problems in organizations, and apply managerial tools to face challenges posed on managers by organizations.

### **Sketched syllabus**

- Managing Problem Identification/Root Causes/Solution Building/Implementation Process
- Managing Organization as an Open System
- Managing Individual Behavior and Performance
- Managing Team Effectiveness
- Managing Decision Making Process
- Managing with Power
- Managing Conflict in Organization

### Student evaluation

- Written exam (closed book; 4 open questions and case analysis) 60%
- $\bullet$  Three case write-ups (must be prepared before the class and submitted during the class) 30%
- Class participation 10%

### Marketing I and II

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July 8-9; September 21-22-23 2011

Module Coordinato Prof. Gianmario Vero SDA Bocconi Schoo

### **Course objectives**

The purpose of this course is to define the key principles, models, and tools enabling sustainable market strategies.

Specifically, the main goals can be summarized as follows:

- Provide participants with an understanding of the market problems faced by firms in highly dynamic and competitive environments;
- Highlight the relevance of market orientation and customer value measurement and management;
- Equip participants with the conceptual frameworks and analytical tools required for managing market strategies in fast-paced businesses;
- Emphasize the role of the Web in order to support distributed and collaborative processes of innovation.

The course teaching style is based on a blend of conceptual sessions and case discussions, in order to allow participants to directly apply the proposed tools and frameworks to real-life business.

### **Sketched syllabus**

- Module I Market intelligence
- Competitive advantage
- Market orientation
- Demand analysis
- Market research

Module II Market Strategy and Execution

- Segmentation and targeting
- Product and brand positioning
- Executing market strategies
- The levers of marketing mix
- The role of Web 2.0 and cloud computing
- Open Innovation

### **Student evaluation**

Written exam (closed book).

The exam will be composed by a few closed questions and 2/3 open questions and exercises.

Accounting and Control

October 20-21-22 2011

### **Course objectives**

Management accounting refers to the concepts and tools which serve to understand, measure, and interpret internal information to support managerial decision making as well as performance control and evaluation. Differently from financial accounting, there is no set of rules that determine how internally generated information is reported to management. Hence, this course presents different models for performance measurement and analysis, by addressing the following questions: What is the purpose of costing systems? How are business plans and budgets used to support targets definition and resources allocation? Which measures can be used by managers to track the implementation of business strategy and evaluate organizational performance?

Teaching is based on short lectures, practical exercises, case discussion and group work and aims at developing capabilities to use the most known managerial accounting tools in real-life situations.

### **Sketched syllabus**

- Understanding the reasons of companies' profitability through segment reporting
- Traditional costing and activity-based costing systems for product and customer profitability analysis
- Strategic planning and strategic decision making through the use of business plans
- Building a budget: how to translate organizational decisions into a financial plan
- Evaluating companies' competitive effectiveness and operating efficiency through variance analysis
- Using control systems for performance evaluation and management - From ROI to EVA
  - The roles and functions of non-financial measures of organizational performance

### Student evaluation

Written exam (closed book). The exam will consist of exercises and/or short problems and questions both on the theory sessions and on the cases discussed in class.

### Capital

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Budgeting I, II and III

November 16-17-18-19; December 5-6-7 2011

Module Coordinator: Prof. Manfred Frühwirth WU Vienna

### **Course objectives**

This course will provide the students with the skills required for capital budgeting. This will be done in three steps: In the first step the students will learn the basic techniques without addressing in detail the question how to obtain the discount rate and without looking at the value of flexibility. The second step shows how to derive the discount rate from financial markets' information. This part strongly focuses on various segments of the capital market. Thus, as a by-product the students will reinforce their knowledge of the securities traded in financial markets and learn how to value bonds and stocks. The third step integrates the value of flexibility into capital budgeting and by this includes recently derived knowledge in Finance. As a by-product in the third step the students will learn how to value options.

### **Sketched syllabus**

- Introduction
- Time Value of Money
- Capital Budgeting Part I: Techniques
- Fixed Income Markets
- Equity Markets
- Introduction to Risk and Return
- Portfolio Management and Capital Asset Pricing Model
- Capital Budgeting Part II: Discount Rates
- Option Markets
- Capital Budgeting Part III: Embedding Flexibility

### **Student evaluation**

There will be a final test (duration: 60 minutes) for the module. The exam will consist of numerical questions, maybe supplemented by open questions to be answered verbally (no multiple choice questions). Students are allowed to use a pocket calculator and the list of formulas for this test.

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Operations and Supply Chain Management

Module Coordinator: Prof. Zeynep Akşin -Koç University

### **Course objectives**

The course is focused on operations and supply chain management, introducing participants to the process view and exploring supply chains as business-to-business processes dealing with the procurement, production and distribution of goods and services. The course objective is to familiarize participants with business process flow analysis, present choices in supply chain design, deepen understanding of the key performance drivers by analyzing supply chain planning, and emphasize the importance of the process view through exploration of supply chain coordination issues. The course is taught as a mixture of lectures, case analyses, and in-class games.

### **Sketched syllabus**

- Introduction to Operations and Supply Chain Management
- The process view of operations and strategic fit
- Business process flow analysis
- Design of Supply Chains
- Choosing the right supply chain for the right business model
- Supply chain network design
- Planning in supply chains
- Product design and sourcing
- Forecasting, inventory and production planning, distribution planning
- Coordination in supply chains

### Student evaluation

Written exam (closed book). The exam will be composed of 3/4 open questions and exercises, equally weighted. Questions will include sub-questions.

### Industry

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February 23-24-25 2012

Module Coordinator: Prof. Franco Quillico -MIP Politecnico di Milano

### **Course objectives**

The main objectives are:

- Introduce and evaluate major strategic issues, concepts and tools in industry analysis
- Understand the sources of competitive advantage
- Encourage students to analyze and think critically of the introduced concepts and tools, also by discussing several business cases
- Analyse the key traits characterising an industry
- Focus on the key drivers and financial ratios specific to a sector
- Gain an awareness of market disruptions and possible responses

### **Sketched syllabus**

- Analysis of the external environment
- Porter's five forces
- STEEP
- Scenario planning
- Industry financial benchmarking
- Strategic management of technological and market disruption
  - The success paradox and the incumbent course - The strategic challenge of technological and market disruptions
  - Managing technological and market disruptions
  - Organizational inertia
  - Ambidextrous organization
- Industry life cycle
  - A.D.Little matrix
  - Industry segmentation and positioning
  - Multinationality, globalization, globality

### Student evaluation

Written exam (closed book). The exam will be composed by a mix of multiple choice and open questions.

Corporate Strategic Planning I and II March 21-22-23; April 19-20-21 2012

Module Coordinator: Prof. Franco Quillico -MIP Politecnico di Milano

### Course objectives

- Analysing decision making process
- Learning the main tools used in business and corporate strategy
- Developing and evaluating strategic alternatives
- Understanding the key challenges faced by firms in the implementation of strategy
- Understanding key performance measures
- Analysing the value creation in acquisitions
- Performing a set financial projections and prepare a business plan
- Learning the strategic planning process and its pitfalls
- Being exposed to the main types of corporate restructuring and their implications

### **Sketched syllabus**

- Decision Making and Games Theory
- Analysis of the Internal Environment
- Strategy Formulation
- Strategy Implementation
- Corporate Strategy
- Performance Measures
- The Business Plan
- Strategic Planning
- Corporate Restructuring

### **Student evaluation**

Written exam (closed book). The exam will be composed by a mix of multiple choice and open questions.

### Course objectives

The course is focused on the investment banking business as a group of services offered to corporate and institutional clients. The course objective is the analysis of the main business areas under different points of view: asset valuation, deal pricing, deal structuring, processes followed during the transactions and roles played by the intermediary, the impact on the performance of the bank.

The course teaching style is empirical and aims at developing capabilities to use the most known methodological tools in real-life business for a wide range of deals.

### **Sketched syllabus**

- Principles of Company Valuation
- Equity Capital Market Services
  - Initial Public Offerings
  - Seasoned offers and rights issues
- Mergers and Acquisitions
  - Estimating synergies and dilution/accretion effects
  - The role of private equity in acquisitions
  - Highly-leveraged acquisitions and the role of private equity
- Structured and Project Financing
  - Real estate and asset finance
  - Project financing

### **Student evaluation**

Written exam (closed book). The exam will be composed by 3/4 open questions and exercises, equally weighted. Questions will include sub-questions.

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Investment Banking and Customer Financial Strategy Optimization I, II and III May 24-25-26; June 21-22-23; July 17-18-19-20-21 2012

Module Coordinator: Prof. Stefano Gatti -SDA Bocconi School of Management

MODULE 9



Module Coordinator: Prof. Christoph Kaserer -TUM Munich

### **Course objectives**

This course is focused on two main topics. First it addresses how to create and exploit innovation processes within but also outside the firm. Moreover, the management of intellectual property will be scrutinized here. Second, it aims at understanding the financial challenges of innovative businesses. This second part puts a special focus on venture capital. Afterwards specific valuation as well as capital budgeting issues in the context of innovative firms are presented and discussed. The course teaching style is a combination of lecturing, discussions and case study work. Students should become familiar with specific investment decision tools in the context of innovative firms as well as with a more general perspective on innovation financing.

### **Sketched syllabus**

- Creating Innovation
- Sources of Innovation
- Open Innovation
- Exploiting Innovation
- IP Protection
- Innovation Measurement and Controlling
- Financing Innovations and Venture Capital
  - Challenges in Financing Innovations
  - Venture Capital Ecosystem
  - Venture Capital and Entrepreneurs
- Valuation of Growth Options
- Cost of (Venture) Capital
- Valuation Methods for Growth Companies
- Capital Budgeting in Innovative Companies
- Real Options - R&D Valuation
- nad valuation

### Student evaluation

Written exam (open book). The exam will be composed by 1/3 multiple choice questions and 2/3 exercises combined with open questions.

Leadership October 18-19-20 2012

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Module Coordinator: Prof. Günter K. Stahl -WU Vienna

### **Course objectives**

Drawing on insights from such diverse disciplines as strategic management, organizational behavior, human resource management, social psychology, cultural anthropology, and applied ethics, this course is designed to help participants develop a deeper understanding of the leadership challenges that confront managers today and to prepare them for leadership roles in global organizations. This entails developing knowledge and skills to analyze key issues in leadership, interpersonal relations, team dynamics, culture, and organizational design. Since managing people requires self-awareness and self-management, the course will also provide participants with an opportunity to reflect on their personal development needs and goals; and to develop a personal action plan for themselves.

The course is structured around six 4-hour sessions. Each session is a module addressing a particular leadership or people management challenge. Participants will be provided with a set of management concepts, analytical frameworks, and practical tools that will help them to develop their capacity to influence, mobilize and motivate people and teams effectively. Our modus operandi will be dialog, and the teaching approach varied, with a mix of lecture input, group discussion, case analysis, assessments, experiential exercises, and videos.

### **Sketched syllabus**

- Translating Strategy into Action: Aligning People, Culture and Strategy
- Managing for Performance: Delivering Results Through Others
- Leadership Tasks and Roles
  - Transformational Leadership and Change
  - Leading by Coaching
  - Leading Ethically and Responsibly
  - Leading across Cultures
- Managing People in Alliances, Mergers and Acquisitions
- Strategies for Managing Personal Development and Enhancing Leadership Skills

### **Student evaluation**

The course grade will be computed as a weighted average of two elements:

- Participation 40%
- In-Class Team Assignment 60%

### **BEHAVIORAL AND CONSULTING MODULES**

The behavioral and consulting modules of the program are designed to develop the team spirit with the Master participant group as well as to generate a strong awareness and personal ownership of individual career development during the program. The consulting module in particular is there to facilitate the transfer of knowledge into the consulting behaviors of the participants.





### Pusiness School Profiles

### **SDA BOCCONI – SCHOOL OF MANAGEMENT – LEADING PARTNER**

Founded in 1971 by Università Bocconi, SDA Bocconi School of Management today enjoys international recognition as a leading management school. In 1998, SDA Bocconi was the first institution in Italy to obtain EQUIS (European Quality Improvement System) accreditation and today it is present in the most important rankings. In 2010 the School came 1<sup>st</sup> in Italy, 11<sup>th</sup> in Europe and 25<sup>th</sup> in the world for executive education programs in the annual Financial Times rankings. With a Faculty of more than 200 teachers and researchers, the School supports and renews over 1,000 initiatives every year. It operates on all the strategic fronts of education: Open programs, Custom programs, MBA, Executive MBA and Master, Specialized Master (both in Italian and in English). This is why more than 20,000 participants choose SDA Bocconi every year.

See www.sdabocconi.it for more information.

### **KOÇ UNIVERSITY**

Koç University is a non-profit private university founded in 1993 by the Vehbi Koç Foundation in Istanbul, Turkey. Since its beginning, Koç has been positioned as an institution that operates in the international arena. The highly international research records of the Koç faculty and



**SDA Boccon** 

their cooperation with and integration into the international research community set the ground for the internationalization of the school's programs. Extensive exchange agreements have been made with several prominent schools around the world. Collaboration with the corporate world is a top priority at Koç in an effort to contribute to the national and international community and to establish long-term relationships. The executive education in the school helps raise the level of professional competence of its corporate partners through specialized academic-based programs.

See www.ku.edu.tr for more information.

### **MIP – THE BUSINESS SCHOOL OF POLITECNICO DI MILANO**

Established in 1979, MIP is now recognized as one of the most prestigious post-graduate management training schools in all business and public administration-oriented areas. MIP, with the Department of Management, Economics and Industrial Engineering has been part of the Politecnico di Milano School of Management since 2003. The Politecnico di Milano School of Management includes all the research and training activities in the field of economics, management and industrial engineering.



MIP is structured as a Consortium where many national institutions and some of the leading private and public industrial groups work together with Politecnico di Milano. MIP allocates a considerable part of its resources to support innovation and growth of the global business system and has created an international network to put this orientation into practice.

So, it has gradually built up and consolidated fruitful working relationships with international businesses, universities and institutions so as to develop training and applied research projects relating to all management issues, to innovate and manage internationally-oriented companies.

See www.mip.polimi.it for more information.

### TUM - TECHNISCHE UNIVERSITÄT MÜNCHEN

Since its founding in 1868, the Technische Universität München (TUM) has developed into an internationally recognized and ranked university. It has established a reputation as a world center for excellence in research, producing a number of Nobel Prize winners. In 2005, TUM was the second highest ranked university in Germany in the "Academic Ranking of World Universities" conducted by the Shanghai Jiao Tong University. According to this ranking system, TUM received a world ranking of 52 and a European ranking of 11. TUM received first place ranking among German universities in a 2005 analysis of the academic and scholarly activities of German universities conducted by the magazines



"Focus" and "Spiegel". In 2006, TUM was among the three top ranked German universities, selected for the first time by the German Administration. It was given the name "Elite-Universität" ("Elite University").

See www.tum.de for more information.

### WARSAW SCHOOL OF ECONOMICS

Founded in 1906, is recognized as the most prestigious school of economics and management in Poland and leading school of this type in the region of Central and Eastern Europe. SGH is ranked the number one in all respected rankings of business schools in Poland and present in international rankings prepared by EDUNIVERSAL (with top recognition of five palmes) and by Financial Times. The School is also a member of two global networks: CEMS The Global Alliance in Management Education, and PIM



Partnership in International Management. SGH is proud of its faculty members and alumni, who occupy top positions in the government and public institutions, and companies both in Poland and around the world. SGH faculty members were among the main architects of Polish economic transition after 1989. They also played a key role in Poland's accession to the EU in 2004, and nowadays they are present in its legislative and executive bodies.

Currently, with a faculty of more than 800, SGH offers full-time and part-time programs in Polish and English at all levels of education (from Bachelor's to Doctoral Studies), two executive MBA studies (with American and Canadian partner universities) and numerous, highly recognized postgraduate and post diploma programmes including several tailor made courses for leading companies in Poland. In total, SGH educates over 12,000 students per year.

See www.sgh.waw.pl for more information.

### WU EXECUTIVE ACADEMY WIRTSCHAFTSUNIVERSITÄT WIEN

The Executive Academy of the Vienna University of Economics and Business Administration (WU) offers executive education at the highest international level for CEOs and Managing Directors, Executives and Managers as well as High Potentials. The WU Executive Academy aspires to a leading position in continued education in Austria, the entire CEE region and Asia.



The WU Executive Academy combines business know-how and the resources of Europe's largest business university to offer specialised continuing education for managers. The mission of the WU Executive Academy is to advance individual careers through high-quality continuing education programs, and to provide ongoing support for our client firms' human resource development strategies. We strive to offer knowledge that is of immediate practical relevance and is continually updated by instructors that bring research-led teaching capabilities to the classroom.

See www.executiveacademy.at for more information

### I ocations the lessons will take place in:

MILAN - ITALY VERONA - ITALY MUNICH GERMANY VIENNA AJSTRIA WARSAW - POLAND



### **Eroject Management Team**

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## **Overview**

### **GENERAL FEATURES**

Level II Specialized Master in Corporate & Investment Banking resulting in academic credits according to the Bologna Declaration

### DURATION

- Starting date: 1st week of May 2011
- Total number of teaching and learning days: 52

### LANGUAGE OF INSTRUCTION

English

### **PARTICIPANTS**

50 international participants, including a limited number of extramural participants

### **CANDIDATE PROFILE**

- A university degree: the suitability of the degree will be evaluated by the Business Schools
- Applicants should be part of CIB in 2011
- People who work in a commercial role. People whose development plans foresee a switch into a commercial role in the near future
- People who have direct business supporting functions which require such demanding academic qualification
- Have a minimum of 3 years service in UniCredit Group with a proven track record
- Have an upper intermediate knowledge of English: the minimum English level required is B2 on the Common European Framework of Reference for Languages

### **SELECTION**

Check of the application requirements, English test, business case, assessment/interview, final evaluation and communication, feedback

### FEES

The tuition costs of the Master in Corporate & Investment Banking will be borne by CIB. Travel and accommodation by the Legal Entities/Competence Lines.

### **BUSINESS SCHOOLS AND CONSULTANTS**

- SDA Bocconi School of Management Milan, Italy
- KOÇ University Istanbul, Turkey
- MIP Politecnico di Milano Milan, Italy
- TUM Munich Munich, Germany
- Warsaw School of Economics Warsaw, Poland
- WU Executive Academy Vienna, Austria

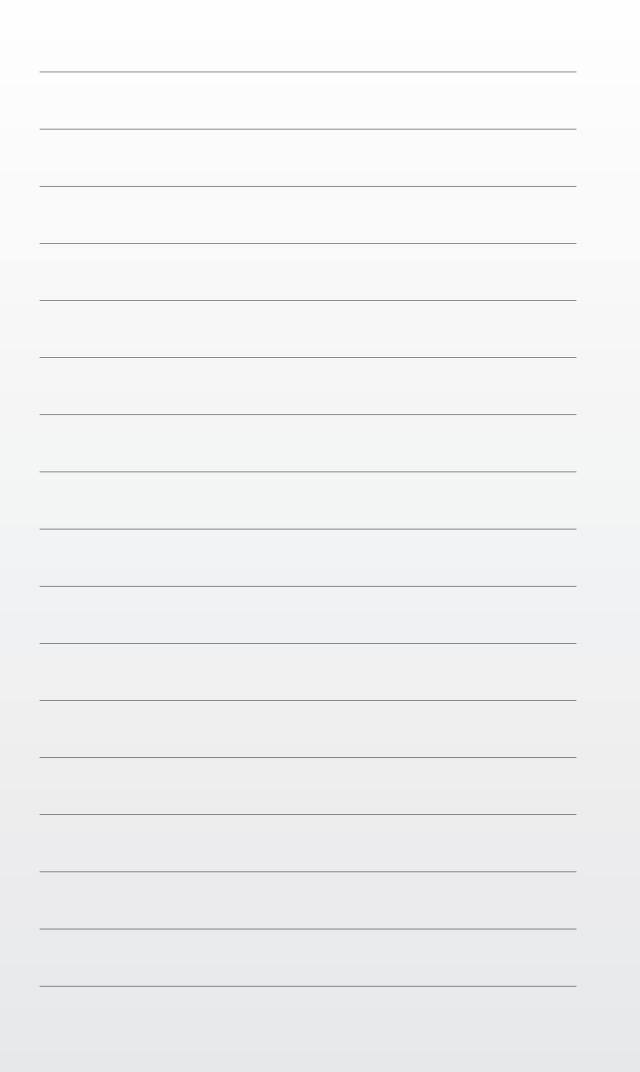
### **PROGRAM FRAMEWORK**

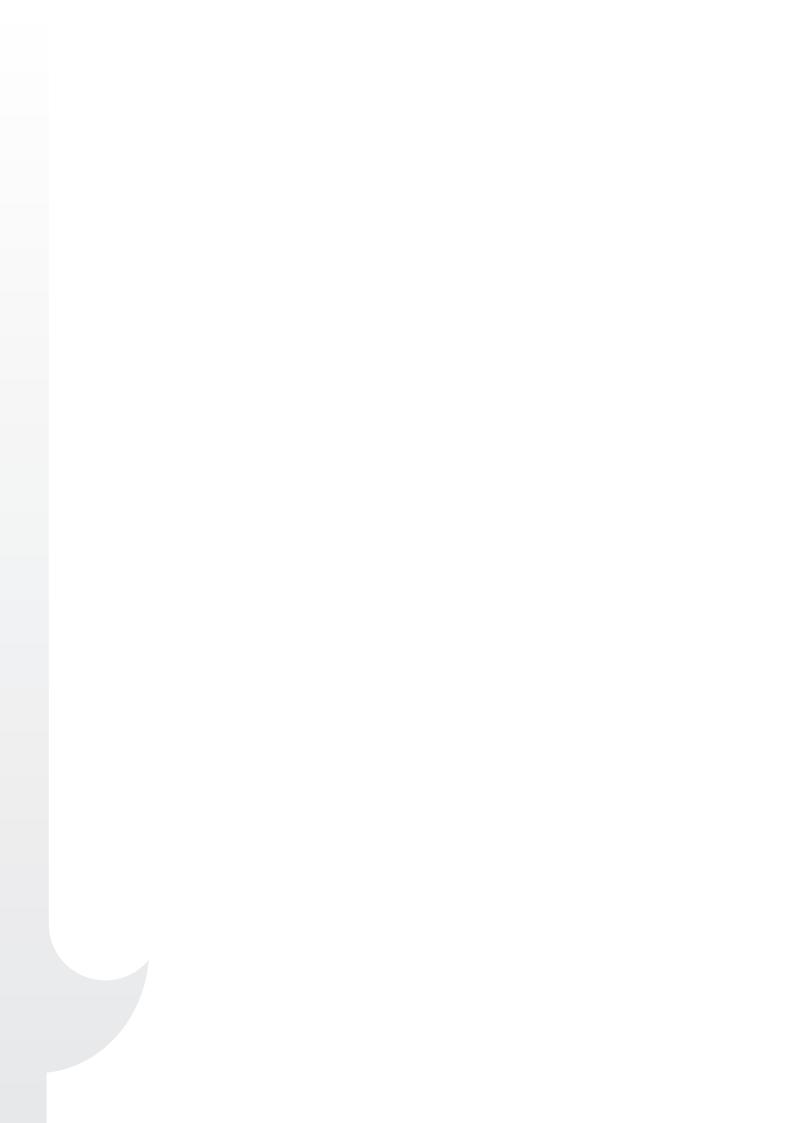
- Business Modules
- Behavioral and Consulting Modules

### **CALENDAR OVERVIEW**

Month	Date	Location	Teching Modules
May 2011	16-17	Milan	Kick off – Intercultural Team Building
June 2011	16-18	Warsaw	Organization Process Management
July 2011	06-09	Milan	Core Personal and Team Development + Marketing I
September 2011	21-23	Verona	Marketing II
October 2011	20-22	Milan	Managerial Accounting and Control
November 2011	16-19	Vienna	Capital Budgeting I-II
December 2011	05-07	Vienna	Capital Budgeting III
January 2012	18-21	Istanbul	Operation and Supply Chain Management
February 2012	23-25	Milan	Industry Analysis and Strategy Design
March 2012	21-23	Milan	Corporate Strategic Planning I
April 2012	19-21	Milan	Corporate Strategic Planning II
May 2012	24-26	Milan	Invest. Banking and Customer Financial Strategy Optimization I
June 2012	21-23	Milan	Invest. Banking and Customer Financial Strategy Optimization II
July 2012	17-21	Verona	Invest. Banking and Customer Financial Strategy Optimization III + Integrating Consulting Skills
September 2012	20-22	Munich	Innovation Dynamics
October 2012	18-20	Vienna	Leadership









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