Executive Education
Career Development for Managers

MBA - EXECUTIVE MASTERS - ADVANCED, SHORT & ACCELERATED PROGRAMMES - TAILOR-MADE SOLUTIONS
Solvay Brussels School of Economics and Management (SBS-EM) on the web

At www.solvay.edu/exed, watch videos, surf through faculty profiles, find programme content and factual information, learn about the latest news and events...

Find us also on:
Facebook - Twitter - LinkedIn - MBA blog - sbsalumni.be - YouTube - and many more...

Stay connected!
How far will you go?

Whether you are a professional looking for extra training and knowledge for career advancement or an organisation in need of high-calibre education for key employees and management the question of ambition is central to your future achievements.

At Solvay Executive Education, our ambition is to help our participants achieve their potential with the right mix between hard and soft skills, working practice and industry specific content backed by academic research.

This approach, deeply rooted in Brussels multinational business and regulatory network, is clearly evidenced by our large number of practitioner lecturers and a clear focus on applied research. It is also translated into a completely interactive method of learning: case studies, group work, coaching sessions, e-learning, ...

Our open programmes portfolio answers the needs of junior, mid-level and top management with a growing choice of long-term Executive Masters and Advanced programmes, including a full-time and part-time MBA and a selection of Short and Accelerated programmes compatible with professional activities. For company specific needs, Solvay Executive Education also offers tailor-made company-specific & consortium programmes based on specific organisational needs and/or integrated projects.

With individual coaching and self-management sessions, new sessions open to our Alumni and the Solvay Business Voice Series conferences, the Solvay approach resolutely embraces a lifelong learning vision where knowledge is never set in stone and where evidence based learning is central to a continuous process of education. All of this makes Solvay Executive Education a partner of choice in career development in the global competition for talents and innovation, growth and performance.

Based in the cosmopolitan international hub that is Brussels, capital of Europe, Solvay Executive Education offers English or French in modern state-of-the-art facilities. This brochure gives you an in-depth overview of our portfolio. We hope you will find a programme to help you broaden your skills and vision and contribute to the success of your organisation in today’s dynamic new economy.
Solvay Brussels School at a glance

// 100+ years of experience: the school was founded in 1903 by Ernest Solvay
// Faculty of the Université Libre de Bruxelles
// FT Ranking: 1st Master in Management in Belgium, 25th worldwide
// FT Ranking: 46th European Business School
// 20+ Executive Education Programmes
// N°1 “Belgium Recruiters favourite”
// 3700+ students per year (25% from abroad)
// 105 active bilateral co-operation agreements in 40+ countries
// 56 full-time faculty
// 400+ practitioner lecturers and contributors from the industry
// Internationally recognized expertise in management: EQUIS & AMBA accredited
// 20.000+ Alumni in 65 countries
// 5 research centers
// A strong tradition of excellence
// Deep connections within Brussels multinational business, decision makers and entrepreneurial network
Solvay Brussels School in their words

Outstanding staff and professors made me feel belonging to an organisation up and running for decades.

PABLO LOPEZ-HERRERIAS
ALUMNI MBA, MANAGING DIRECTOR,
PBLH INTERNATIONAL CONSULTING SPRL

I chose Solvay Brussels School of Economics and Management for its international focus, dynamic teaching methods and the opportunity to learn in a multicultural learning environment.

SÉBASTIEN SCHUEREMANS
ALUMNI MBA, MANAGER
MAZARS CERTIFIED AUDITORS

An essential training which fits perfectly with an overbooked agenda.

ROLAND TEIXEIRA
MANAGER, EUROPE MIDDLE EAST & AFRICA,
GENERAL ELECTRIC

Each single professor raised the bar and challenged us.

MATHIAS SCHIFFLERS
ALUMNI EMM, MEDICAL DIRECTOR UK/IRELAND
ABBOTT HEALTHCARE PRODUCTS

The sessions were led by academic and industrial professionals, providing the opportunity to discuss a large range of topics with experts, to share knowledge and to discuss practical issues. In addition, it helped me to make a challenging career move to an international organisation.

PETRA VINCKIER,
ALUMNI ICT, INTERNAL AUDITOR
EUROPEAN COMMISSION

Solvay Brussels School enabled me to “think outside the box” and gave me the opportunity to find a challenging and fulfilling job.

RAFFAELLA CALVI
ALUMNI EMF, SENIOR OFFICER
EUROPEAN INVESTMENTS BANK
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SOLVAY EXECUTIVE EDUCATION WOULD LIKE TO THANK THE EMILE BERNHEIM FOUNDATION AND D’IETEREN.
The work method, the quality of the participants, and the strong atmosphere that stayed with us all year-long will remain a capital step in both my personal and professional lives.

Grégoire Talbot, Alumni EMM, N.E.T. Research
## Programme Calendar

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<th>Length</th>
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<tr>
<td>MBA 1-Year</td>
<td>Oct</td>
<td>EN</td>
<td>12 months</td>
<td></td>
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<tr>
<td>MBA 2-Year</td>
<td>Oct</td>
<td>EN</td>
<td>24 months</td>
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<tr>
<td>Executive Master in Management</td>
<td>Oct</td>
<td>FR</td>
<td>9 months</td>
<td></td>
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<tr>
<td>Accelerated Management Programme</td>
<td>Sept/April</td>
<td>EN</td>
<td>3 months</td>
<td></td>
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<tr>
<td><strong>FINANCE &amp; TAX MANAGEMENT</strong></td>
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<tr>
<td>Executive Master in Finance</td>
<td>Oct</td>
<td>EN</td>
<td>9 months</td>
<td></td>
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<tr>
<td>Acquiring the Fundamentals in Financial Statement Analysis</td>
<td>Oct/Nov</td>
<td>EN/FR</td>
<td>3 days</td>
<td></td>
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<tr>
<td>Making Successful Investment Decisions</td>
<td>Nov/Dec</td>
<td>EN/FR</td>
<td>2 days</td>
<td></td>
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<tr>
<td>Understanding Corporate Financing Structure</td>
<td>Jan</td>
<td>EN/FR</td>
<td>2 days</td>
<td></td>
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<tr>
<td>Using Managerial Accounting and Budgeting Tools</td>
<td>Feb</td>
<td>EN</td>
<td>2 days</td>
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<tr>
<td>Evaluating &amp; Monitoring Risks</td>
<td>March</td>
<td>EN</td>
<td>2 days</td>
<td></td>
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<tr>
<td>Executive Master en Gestion Fiscale</td>
<td>Oct</td>
<td>FR</td>
<td>20 months</td>
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<tr>
<td><strong>MARKETING &amp; SALES</strong></td>
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<tr>
<td>Executive Master in Marketing &amp; Advertising</td>
<td>Jan</td>
<td>EN/FR</td>
<td>12 months</td>
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<tr>
<td>Executive Programme in Retail &amp; Distribution Management</td>
<td>Oct</td>
<td>EN/FR/NL</td>
<td>15 days</td>
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<tr>
<td><strong>LEADERSHIP &amp; COACHING</strong></td>
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<tr>
<td>Négociation &amp; Gestion de conflits</td>
<td>March/Oct</td>
<td>FR</td>
<td>3 days</td>
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<tr>
<td>Coaching d’équipe</td>
<td>March/Oct</td>
<td>FR</td>
<td>3 days</td>
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<tr>
<td>Change Management</td>
<td>March/Oct</td>
<td>EN</td>
<td>3 days</td>
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<tr>
<td>Executive Master en Management et Philosophies</td>
<td>Nov</td>
<td>FR</td>
<td>9 days</td>
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<tr>
<td><strong>IT MANAGEMENT</strong></td>
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<tr>
<td>Executive Master in IT Management</td>
<td>Jan</td>
<td>EN</td>
<td>12 or 24 months</td>
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<tr>
<td>Executive Programme in IT Management</td>
<td>Jan</td>
<td>EN</td>
<td>12 months</td>
<td></td>
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<tr>
<td>Executive Programme in ICT Audit &amp; Assurance</td>
<td>Jan</td>
<td>EN</td>
<td>12 months</td>
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<tr>
<td>Executive Programme in Information Security Management</td>
<td>Jan</td>
<td>EN</td>
<td>12 months</td>
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<tr>
<td><strong>SPECIFIC INDUSTRIES</strong></td>
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<tr>
<td>Executive Programme en Immobilier</td>
<td>Oct</td>
<td>FR</td>
<td>8 months</td>
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<tr>
<td>Management des Institutions de Santé et de Soins</td>
<td>Oct 2014</td>
<td>FR</td>
<td>15 months</td>
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<tr>
<td>Workshops for Successful Outsourcing</td>
<td>May</td>
<td>EN</td>
<td>3 days</td>
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<tr>
<td>Création et Croissance</td>
<td>Sept</td>
<td>FR</td>
<td>8 months</td>
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<tr>
<td>Dirigeant et Développement</td>
<td>Oct</td>
<td>FR</td>
<td>10 days</td>
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<td>Etre administrateur de PME</td>
<td>Feb</td>
<td>FR</td>
<td>9 days</td>
<td></td>
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<tr>
<td>Business Angel Academy</td>
<td>Feb</td>
<td>FR</td>
<td>7 days</td>
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<tr>
<td>Sessions Solvay-PME</td>
<td>Feb</td>
<td>FR</td>
<td>4 or 8 hours</td>
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Why Lifelong Learning

The world has never stopped spinning for anyone and nowadays it goes faster than ever. It is widely recognised that the future top jobs might not yet exist. The concept of lifelong learning came from this simple observation: to remain relevant, professionals need to reassess their knowledge and know-how continuously. Solvay Brussels School of Economics and Management therefore offers its participants a constant access to programme updates and seminars such as the Solvay Business Voice Series.

// SOLVAY BUSINESS VOICE SERIES: MEET BUSINESS PROFESSIONALS
Throughout the year, Solvay welcomes prominent alumni and successful professionals on campus to share their knowledge and debate topics of interest. An eclectic mix of subjects make up this forum – from Corruption & Compliance, Change Management and Effective Networking, to the Financial Crisis, Converting Conflict to Success, and What it Takes to be an Entrepreneur. Each event provides a unique opportunity to interact with the broad audience mix of programme participants, alumni, recruiters and members of the extended Solvay network.

// A LA CARTE: OPTIONAL COURSES AND INDIVIDUAL COACHING SESSIONS
Solvay Brussels School of Economics and Management offers the possibility to enhance your programme with optional courses and/or individual coaching sessions during or after your tuition. These add-ons can be chosen from the short training Executive Education portfolio (HR, IT, Strategy, Marketing, Finance, Entrepreneurship).
Complementary sessions with a certified coach will guide you through this transition period in your career and help you move with confidence in your new responsibilities.

// MEET THE COMPANIES
Solvay Brussels School organises on-campus company presentations and interviews. These events are an opportunity to meet and network with industry representatives, discuss and ask questions in an informal environment. Through the Careers Newsletter, participants are also given access to job-postings and upcoming career fairs.
Recent on-campus company presentations: Michael Page, Page Personnel, Google, Arthur D. Little, Methanex, Ernst & Young, ICAFIN …

An international network
With 20,000 members, Solvay Alumni is much more than your average alumni association. Solvay Brussels School Alumni actively participates in the organisation of conferences, information and exchange sessions, networking and social activities.
The Solvay approach

All of Solvay Brussels School’s Executive Education programmes are delivered by academic and field experts through lectures, case-studies, discussions, workshops and practical exercises covering all the fundamental management concepts and the most up-to-date content practical and relevant to business life. The School also promotes actively the values of entrepreneurship and innovation.

// ACTIONABLE KNOWLEDGE
Solvay Brussels School of Economics and Management bridges the gap between the academic and business worlds by delivering pertinent, top-quality content based on the daily challenges of management and industry specific content. Clearly defined programme objectives and targets, as well as regular updates and participants feedback help us deliver educative programmes in line with organisations and individual needs. Our participants’ individual project is taken into account to deliver immediate return.

// PARTICIPANT-CENTERED LEARNING
Solvay Brussels School uses a wide-ranging variety of learning methods such as self-awareness of leadership methods, interactive lectures, short classroom exercises, pre-analysis of advertising material, participants suggested cases and other case-studies, group discussions, reenactments and many practical examples all delivered by academic and field experts. These learning methods are catered to personal and organisational needs. They are delivered in flexible formats suited to participants schedules.

// ECONOMICS + MANAGEMENT
Solvay Executive Education is part of the Solvay Brussels School of Economics and Management. It allows to build upon the strengths and expertise of the Université libre de Bruxelles faculty while adapting to the needs of corporate and individual requirements.
CLASS SIZE + APPLICANTS SELECTION

To ensure optimal quality of learning, preference is given to smaller size classes. Selection is made on the basis of an application form and an interview.

LEARNING FORMATS

Executive Master or Advanced Programme, Short or Accelerated, Solvay Brussels School offers a large choice of training formats to fit your lifestyle and professional

I was able to opt for a programme combining essential soft and hard skills, which have proven very valuable already!

CARL FRANSMAN, ALUMNI MBA, MANAGING DIRECTOR EMEA, MCA SOLUTIONS
Programmes for professionals

Since 1973, Solvay Brussels School of Economics and Management (SBS-EM) shapes the new generations of leaders in Belgium and in Europe. The School’s bachelors and masters in the fields of economics and management are a well-known landmark in high-level education. But Solvay Brussels School also offers many career advancement programmes for working professionals and organisations seeking to train key-employees and managers. Our portfolio of short, accelerated, advanced or executive master courses is aimed at junior, mid-level and top management and answers the needs of today’s business world in several areas of management:

General Management - Finance & Tax - Marketing & Sales - Entrepreneurship - IT Management - Health
Real Estate - Specific Industries - Leadership & Coaching

**Short & Accelerated Programmes**
- Fast-track trainings

**MULTIPLE FORMATS COMPATIBLE WITH YOUR PERSONAL NEEDS AND PROFESSIONAL ACTIVITIES**

**Executive Master & Advanced Programmes**
- Medium and long-term trainings
Which programme in General Management for me?

Every professional in today’s new economy is confronted to the same challenge: the absolute need to evolve to meet the ongoing demands of your organisation, team, clients,… To help you refine your personal leadership style and to acquire the knowledge and skills necessary to become a successful manager, Solvay Executive Education offers 3 different programmes in General Management:

// THE MASTER OF BUSINESS ADMINISTRATION (MBA)
International career advancement in the heart of Europe

The MBA is the highest, most prestigious, postgraduate diploma in the domains of business and management. MBA Solvay can be followed in a 1-year (accelerated) or in a 2-year (part-time) framework for those who wish to continue their professional activities. The MBA Solvay attracts each year participants from a wide range of experience, backgrounds and nationalities.

// THE EXECUTIVE MASTER IN MANAGEMENT (EMM)
Practical know-how in all major areas of management

It was the pioneer Executive Education programme at SBS-EM. Since its creation in 1973, more than 2000 managers have followed its courses.
The Executive Master in Management is a case-based programme. It is designed for mid-level professionals with recently acquired and/or significantly expanded management responsibilities. The programme also suits functional or technical managers who are expected to take on wider responsibilities or make a transition into general management and therefore need a broader perspective on company operations. The EMM classes are known for reflecting a stimulating mix of professional and educational backgrounds.

// ACCELERATED MANAGEMENT PROGRAMME (AMP)
Fast track for up-and-coming managers

The AMP is a fast-track training for first-time managers. It was specifically designed for those who are accessing managerial responsibilities and have to get up-to-speed quickly but do not want to sacrifice the quality of education. On the corporate level, training for this specific target group is rapidly becoming essential to retain talents and high-potential junior employees.

Many professionals from different backgrounds (Healthcare professionals, SME’s Board of Directors, Law firm partners, etc.) with no formal management training can benefit from this First-Time Management track.

YOUR LEARNING EXPERIENCE:

- THE MANAGER TOOLBOX
- DIRECT CONTACT WITH FACULTY
- SMALL CLASS-SIZE

No matter your background, each of these programmes is designed to meet your needs with core content in leadership & project management, strategy, marketing, managerial accounting and finance. To complement these essentials of management, specific content in IT, macro-economics, entrepreneurship, organisational behaviour and human resources management is also available.
MBA SOLVAY: an MBA compatible with your personal needs and professional activities

MBA Solvay can be undertaken in 1 or 2 years. The 1-year track is scheduled to start in October and runs over the next 12 months split into 7 terms of approx. 8 weeks, exams included. Classes occur during the day (9 am - 4 pm), on evenings and Saturdays. It is incompatible with a full-time professional activity.

The 2-year track is scheduled for an October start and runs over the next 24 months split into 7 terms of approx. 8 weeks, exams included. Classes occur during the evening (6 pm - 9 pm) and Saturdays (9 am-4 pm) only.

It was designed specifically for working professionals.
// GENERAL MANAGEMENT

**MBA SOLVAY**
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**Who for?**
Middle management - Min. 3 years of experience

**Learning Objective:**
MBA Solvay is designed to equip participants with a full set of skills and knowledge to become efficient and responsible managers and leaders.

**Programme Content:**
MBA Solvay is a programme resting on 4 pillars: the Academic pillar, which consist in 10 core and 15 electives courses in 5 competence areas (The Global Economy - The Efficient and Responsible Organisation - The Entrepreneurial Manager - Managerial Financial-Control); the Integrative Pillar (with 2 field projects); the PPD (Personal & Professional Development); and the Career Advancement programme.

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**EXECUTIVE MASTER**

**EXECUTIVE MASTER IN MANAGEMENT (EMM)**
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**Who for?**
Middle management - Min. 5 years of experience

**Learning Objective:**
The Executive Master in Management equips its participants with practical and pragmatic know-how in all major areas of management to optimise their leadership capacities.

**Programme Content:**
Finance - Marketing - Strategy - Human Resources

**Case Method**
Real business cases are submitted each week to participants for personal evaluation. These are then analysed in sub-groups, followed by a plenary discussion with all participants. This is facilitated by a faculty member until a final consensus is reached.

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**PRACTICAL:**

- **ENG**
- 500 h
- 1 year : weekdays + evenings +Saturdays
- 2 years : evenings +Saturdays
- October

**Chiara Battistelli,**
Admissions Manager
mba.admissions@solvay.edu
+32 (0)2 650 65 17

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**ACCELERATED**

**ACCELERATED MANAGEMENT PROGRAMME (AMP)**
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**Who for?**
Junior management

**Learning Objective:**
The Accelerated Management Programme provides a broad-base practical introduction to the main concepts and approaches of management, combined with practical insights intended to be immediately applied in the workplace.

**Programme Content:**

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**PRACTICAL:**

- **ENG**
- 120 h
- 6 x 2 or 3 days
  (17 days)
- Over 3 or 5 months
- September and April

**Asja Kamenica,**
Programme Manager
asja.kamenica@solvay.edu
+32 (0) 2 650 38 94

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**EXECUTIVE MASTER IN MANAGEMENT (EMM)**
---

**Who for?**
Middle management - Min. 5 years of experience

**Learning Objective:**
The Executive Master in Management equips its participants with practical and pragmatic know-how in all major areas of management to optimise their leadership capacities.

**Programme Content:**
Finance - Marketing - Strategy - Human Resources

**Case Method**
Real business cases are submitted each week to participants for personal evaluation. These are then analysed in sub-groups, followed by a plenary discussion with all participants. This is facilitated by a faculty member until a final consensus is reached.

---

**PRACTICAL:**

- **FR**
- 220 h
- 9 months
  1 evening per week +Saturday mornings
- October

**Monique Bergiers,**
Programme Coordinator
monique.bergiers@solvay.edu
+32 (0)2 650 40 28

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**Solvay Executive Education / 17**
Specialised areas of management

Over the next pages, you will find an overview of all our specialised programmes. Solvay Brussels School’s expertise reaches into all main areas of management with a choice of short, accelerated, advanced and executive master courses aimed at junior, mid-level and top management.

// Marketing & Sales
// Finance & Tax
// Leadership & Coaching
// IT Management
// Entrepreneurship
// Specific Industries

INEMAP: a European Institute of Public Management
Created in 1994, on the grounds of ULB-Charleroi, the INEMAP institute develops trainings for public organisations and agents.
For more info, go to www.solvay.edu/inemap

SOLVAY ENTREPRENEURS
Solvay Entrepreneurs proposes a large range of programmes (long or short) aimed at creators and leaders of small and medium-sized enterprises (SME’s). For more info, see page p.28 to p.29.
http://www.solvayentrepreneurs.be
SBS-EM clearly helped me in my career transition.

Marc Coppens, Alumni EMF, Senior Financial controller & Finance Project manager Moteo (Alcopa Group)
// MARKETING & SALES

EXECUTIVE MASTER

EXECUTIVE MASTER IN MARKETING & ADVERTISING (EMMA)

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Who for?
Junior to Middle management

Learning Objective:
Acquire and develop key marketing skills and knowledge to advance your career in marketing.

Programme Content:
Module 1: Look (understanding the ecosystem - the parties involved - interaction)
Module 2: Do (How to do with facts and sometimes without figures?)
Module 3: Use (Practical guide)
Module 4: Focus (Zoom in on hot topics)

// PRACTICAL:
- FR & EN
- 250 h
- 1 year
- 3 h sessions every Tuesday and Thursday evening
- January to December

Thierry Antoine
Programme Coordinator,
tantoine@ulb.ac.be
+32 (0)2 650 41 45

EXECUTIVE PROGRAMME

EXECUTIVE PROGRAMME IN RETAIL & DISTRIBUTION MANAGEMENT

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Who for?
Middle management in retail & distribution.

Learning Objective:
Reinforce knowledge on all key aspects of the retail industry and allow participants to build a network of professionals from all specialties.

Programme Content:

// PRACTICAL:
- FR-NL-EN
- 15 days (120h)
- October to March

Hélène Lambillon,
Programme Manager
helene.lambillon@solvay.edu
+32 (0)2 650 65 20
EXECUTIVE MASTER
EXECUTIVE MASTER IN FINANCE (EMF)
Who for?
Middle management
Learning Objective:
Provide a sound and comprehensive knowledge in finance to be able to take better financial decisions and sharpen one’s managerial abilities in the field.
Programme Content:

// PRACTICAL :

- ENG
- 210 h
- 9 months
- October to June

Anna Calgaro,
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EXECUTIVE MASTER
EXECUTIVE MASTER EN GESTION FISCALE
Who for?
Junior to Middle management
Learning Objective:
Acquire necessary knowledge to start or advance a career in tax management as an internal or independent adviser.
Programme Content:
Personal income tax - Corporate tax - Company law - Accountancy - VAT - Registration fees - Criminal tax law - European tax law - International Conventions - Holdings - Banks & Insurances - Transfer pricing - Nonmarket fiscality - International fiscality planification - SME’s - etc...

// PRACTICAL :

- ENG / FR
- 800 h
- 2 years
- October to June

Josiane Fekenne,
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EXECUTIVE SERIES
EXECUTIVE SERIES IN FINANCE FOR NON-FINANCIAL MANAGERS
Five 2- or 3-day courses presented in a linear approach organised in 3 levels of complexity. A completely flexible structure wherein participants pick-and-choose from all available courses in accordance to their own familiarity with finance, their needs and the needs of their organisation.

Who for?
Non-financial managers and executives

FOR MORE INFORMATION ON COURSE CONTENT, SEE OPPOSITE PAGE

// PRACTICAL :

- ENG / FR
- 5 x 2 or 3 days
- October and March

Vincent Degardin,
Programme Coordinator
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+32 (0)2 650 43 73
LEVEL 1 / Module 1

ACQUIRING THE FUNDAMENTALS IN FINANCIAL STATEMENT ANALYSIS

This 3-day course provides the foundation in finance and accounting needed to become conversant with financial statements and thus better understand how to analyse the impact of business decisions on your organisation’s financial statements. Participants will also learn how to go beyond accounting figures to assess financial performance in order to understand the reality behind those figures.

LEVEL 2 / Module 2

MAKING SUCCESSFUL INVESTMENT DECISIONS

This 2-day course is designed to improve participants’ financial insights in the appraisal of investment opportunities. It aims to provide managers with financial tools they can use to run a consistent evaluation process for capital spending proposals.

LEVEL 2 / Module 3

UNDERSTANDING CORPORATE FINANCING STRUCTURE

This 2-day course will look at how the financing structure of a company can affect its value. Indeed, when a firm needs to raise new funds to invest in projects, it must decide which type of financing it will rely on. The module will focus on the considerations that should guide financing decisions.

LEVEL 3 / Module 4

USING MANAGERIAL ACCOUNTING & BUDGETING TOOLS

This 2-day course will enable managers to identify a department’s cost structure and assess how its value can be affected under different market conditions. Appropriate budgeting and reporting tools will also be taught and discussed.

LEVEL 3 / Module 5

Evaluating & Monitoring Risks

This 2-day course will explore in detail the main aspects of risk management and provide the tools needed to deal with risk in a way that is appropriate and beneficial to the company.
EXECUTIVE MASTER
EXECUTIVE MASTER IN IT MANAGEMENT
--
Who for?
High profile IT and business professionals seeking longterm development in their field of expertise.

Learning Objective:
Acquire managerial knowledge in IT management, audit and insurance, information security, and IT governance.

Programme Content:

// PRACTICAL :
- ENG
- 288 h
- 1 or 2 years
- Starting in January

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Programme Coordinator
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// EXECUTIVE PROGRAMME
EXECUTIVE PROGRAMME IN ICT AUDIT & ASSURANCE (EPA)
--
Who for?
Senior IT and business professionals with limited availability.

Learning Objective:
Master essential managerial knowledge in ICT.

Programme Content:
IT Management Principles, IT Process Management, IT Soft Skills, Governance, Assurance and Compliance, IT Law and Forensics, IT Audit Workshop

// PRACTICAL :
- ENG
- 144 h
- 1 year
- Starting in January

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Programme Coordinator
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+32 (0)2 650 43 73

// EXECUTIVE PROGRAMME
EXECUTIVE PROGRAMME IN IT MANAGEMENT (EPI)
--
Who for?
Senior IT and business professionals with limited availability.

Learning Objective:
To build a solid knowledge base in IT management and good business practices for current and future IT and business managers.

Programme Content:
IT Management Principles, IT Process Management, IT Soft Skills, Management of Applications Development, IT Strategy Execution, IT Services Management

// PRACTICAL :
- ENG
- 144 h
- 1 year
- Starting in January

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EXECUTIVE PROGRAMME

EXECUTIVE PROGRAMME IN INFORMATION SECURITY MANAGEMENT (EPS)

Who for?

Senior IT and business professionals with limited availability.

Learning Objective:

This course addresses the body of knowledge for professional certification in Information Security and Information Systems Security.

Programme Content:


// PRACTICAL:

- ENG
- 144 h
- 1 year
- Starting in January

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Programme Coordinator
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+32 (0)2 650 43 73
LEADERSHIP & COACHING

ACCELERATED PROGRAMME
EXECUTIVE PROGRAMME EN MANAGEMENT & PHILOSOPHIES

Who for?
Managers willing to grow professionally and personally, to tackle business issues from unexpected angles and to integrate new ideas and innovative solutions.

Learning Objective:
Strengthen management decisions by bringing answers and techniques from several classic academic fields.

Programme Content:
The rules - Regulation, complexity, sense of work
How to decide? Leadership, cognitive foundations, managing emotions
How to operate in a complex and multicultural world? The Chinese thought, the Indian philosophy, the Muslim philosophy

// PRACTICAL:
- FR
- 9 days (72 h)
- November to June

SHORT PROGRAMME
COACHING D’ÉQUIPE
This 3-day course proposes to boost the team’s development through team coaching methods.

Who for?
Managers, executives & team leaders

// PRACTICAL:
- FR
- 3 days
- March & October

Anna Calgaro,
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SHORT PROGRAMME
GESTION DE CONFLITS & NÉGOCIATION
This 3-day course explores how to positively influence and win a negotiation, as well as understanding the mechanisms of conflicts in order to manage them efficiently.

Who for?
Managers, executives & team leaders

// PRACTICAL:
- FR
- 3 days
- March & October

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Hélène Lambillon,
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SHORT PROGRAMME

CHANGE MANAGEMENT

This 3-day course explores the three pillars of change: processes, people and communication.

Who for?
Managers, executives & team leaders or anyone involved in change processes.

// PRACTICAL:

- EN
- 3 days
- March & October

Anna Calgaro,
Programme Manager
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// INNOVATION & ENTREPRENEURSHIP

ADVANCED PROGRAMME IN FRENCH ONLY
CRÉATION & CROISSANCE (C&C)

Who for?
Recent, or in a near future, entrepreneurs (new business creation or take-over of an existing one).

Learning Objective:
Increase the chance of success of new businesses by developing entrepreneurial competence.

Programme Content:

// PRACTICAL:
- 162 h full-scale programme
- Or from 16 to 34 h / module + 8 h of individual coaching
- Evenings + Saturday mornings
- September to June

Sabine De Corte,
Programme Coordinator
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+32 (0)2 650 42 04

ACCELERATED PROGRAMME
DIRIGEANT & DÉVELOPPEMENT (D&D)

Who for?
Growing SME’s leaders.

Learning Objective:
Developing the leader’s ability to make the right choices among the many crucial questions faced by growing SME’s.

Programme Content:
Growth and development - Development and marketing - Development and financing - Development and team success - Development and recruitment – Development and communication

// PRACTICAL:
- FR
- 10 days (80h) + 10 h of individual guidance
- October to April

Sabine De Corte,
Programme Coordinator
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SHORT PROGRAMME
ÊTRE ADMINISTRATEUR DE PME

Who for?
SME’s leaders ready to benefit from an efficient board and future or present board members willing to increase their efficiency.

Learning Objective:
To increase the board’s contribution to SME management improvement.

Programme Content:
Board of Directors and strategy -Your Board : a legal perspective - Rights and duties of board members- Accountancy and finance - Roles, types and composition of your Board - Rights and liabilities in terms of financial information - Leading a meeting - Managing relationships - between Board members - Efficiency of your Board.

// PRACTICAL:
- FR
- 42 h
- 1 seminar
(Thursday-Friday) + 7 saturdays
- February to June

David Sautois,
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SHORT PROGRAMME
LES SESSIONS SOLVAY PME

Who for?
SME’s leaders and management.

Learning Objective:
To improve SME’s strategic and operational management.

Programme Content:
Minimum 20 topics offered annually in strategy, marketing, legal, human resources and finance. And many more...

// PRACTICAL:
- FR
- Seminars: 1x 4 h
- Workshops: 2x 4 h
- Evenings

David Sautois,
Programme Coordinator
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ACCELERATED PROGRAMME
BUSINESS ANGEL ACADEMY

Who for?
Business angels and investment managers.

Learning Objective:
Risk reduction in early stage investment

Programme Content:
Venture capital in Belgium: a panorama - Due Diligence - Entrepreneurial team appraisal - Build the deal - First evaluation and selection of investment opportunities - Deal structuring - Value - Cooperation between each type of investors - Intellectual property - Growth coaching and board - Exit

// PRACTICAL:
- FR
- 36 h
- 5 days
- February to June

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ACCELERATED PROGRAMME
FROM RESEARCH TO BUSINESS

Who for?
Researchers considering launching a spin-off based on their findings.

Learning Objective:
To convert a researcher into an educated player in business creation.

Programme Content:
The entrepreneurial process of starting an academic spin-off and the supporting context within universities

// PRACTICAL
- FR
- 32h
- 4 days

Serge Van Oudenhove,
Programme Coordinator
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EXECUTIVE MASTER
MANAGEMENT DES INSTITUTIONS DE SANTÉ ET DE SOINS (MMISS)
--
Who for?
Future and current management of the Health sector.

Learning Objective:
Place health institution in its economical, social and political context and understand the specificities of its management. Programme co-directed by the Faculty of Medicine, School of Public Health and the Faculty Solvay. Our teachers are either university professors or practitioners.

Programme Content:
Health legislation - Economy and health systems - Health sociology - Epidemiology and hospital data management - Organisation and management of H.R. - Efficiency, quality of care and integrated hospital practice - Strategy and marketing - Accountancy, management control and Health financing - Seminars and case studies - Residential seminar: psycho-sociology of negotiation and leadership - Monthly updating seminars in management of health institutions

// PRACTICAL :

FR 272 h
Monday and Wednesday evenings and Saturday mornings - 15 months
October to December

François Weil,
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EXECUTIVE PROGRAMME
EXECUTIVE PROGRAMME EN IMMOBILIER
--
Who for?
Anyone wishing to re-orientate or to complete their curriculum with a training in the Real Estate sector.

Learning Objective:
Develop your knowledge in urbanistic regulations, accountancy, fiscality or real estate law and build yourself a professional network in all branches of the Real Estate sector.

Programme Content:
Real Estate development - Urbanism & Town and Country planning - Designing & technical notions - Law and fiscality - Accountancy - Real Estate in its economical and social environment - Value and expertise

// PRACTICAL :

FR 140 h
Monday and Wednesday evenings
October to June

Manon Jacob,
Programme Manager
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SHORT PROGRAMME
WORKSHOPS FOR SUCCESSFUL OUTSOURCING
--
Who for?
Managers with strategic or operational responsibilities.

Learning Objective:
3-day programme of management training from experts in outsourcing & offshoring matters. Each workshop leads to gradually gain the knowledge required to maximise the benefits of an outsourcing strategy and minimise the risks.

Programme Content:
Strategy & governance: Strategic planning for outsourcing - Vendor selection and governance;
Legal and social issues: Contract and legal considerations - Social and labor considerations;
Management & operations: Supply-demand management - Working across distance, time and cultures.

// PRACTICAL :

EN 3 days
May

Cornelia Schlott,
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Solvay Brussels School: tailor-made learning experiences for companies*

Fully-customised? Adapting an existing programme? Pooling your needs in a consortium? Solvay Executive Education offers a range of formats and 3 different levels of customisation:

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**FRAMEWORKS**

1. Fully customised learning experiences
2. Adaptation of an existing development programme (see our full choice earlier in this brochure)
3. Consortium programmes

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**FULLY-CUSTOMISED LEARNING EXPERIENCE**
SBS-EM creates fully-customised programmes designed from the grounds up by our academic teams to fully suit any project requirements and company challenges.

Re-shape your organisation
A specific company-project approach based on interactivity and flexibility. The initial needs assessment defines your audience profile and needs to select the best-suited academic programme director. A specific programme is then designed in collaboration with your company experts. Content, curriculum planning, delivery method, Solvay Brussels School delivers the right mix between core skills (leadership, innovation, functional knowledge, culture) and industry specific content. We also highlight the importance of engaging material and faculty. Benefit from the SBS-EM’s know-how when implementing cultural changes in your organisation!

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**CORE MODULES**
Industry specific content created by field experts
Company involvement possible

**CUSTOM MODULES**
Industry specific content created by field experts
Company involvement possible

**COACHING SESSIONS & FIELD PROJECTS**
Individual or in group

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*Corporate businesses, SME’s, associations, regulatory bodies, NGO’s or other middle-sized and larger entities with specific strategic and organisational needs such as developing high-potential managers.*
YOUR CONSORTIUM SBS PROGRAMME

Bring your organisation and its partners the best learning content to suit your educative needs!

A consortium programme groups together companies with parallel management development objectives. These companies select the programme’s content and design together.

For an example of a consortium programme, refer to “TransConstellation Academy: a consortium success story” on page 34.

SECTOR BASED APPROACH
+ FOR SHARED LEARNING NEEDS

FULL CARE

All organisational and logistical aspects can be covered by the School. Alternatively, you might opt for residential facilities or using your own facilities.

ADAPTING AN EXISTING PROGRAMME

All our open-enrollment programmes can be reworked to suit your organisation’s needs. This specific company approach is a cost-effective solution to train groups of 10 to 15 people. Programmes can be delivered in the location of your choice.

COST EFFECTIVE
+ READINESS

A STRICT REVIEW PROCESS

Through the creation and delivery of your in-company programme, Solvay Brussels School remains at your call, ready to implement any changes that might be needed. Customer needs before, during, and after the programme are carefully monitored through a systematic review process to ensure top quality.
TRANSCONSTELLATION ACADEMY: A CONSORTIUM SUCCESS STORY

Solvay Executive Education also develops customised programmes for consortiums composed of several organisations with the same learning needs. TransConstellation Academy is a shared training centre running in partnership with SBS-EM. The Transconstellation consortium, composed of SWIFT, Euroclear, The Bank Of New York Mellon and Atos Worldline asked Solvay Brussels School to create a programme focusing on the current challenges of financial transaction processing, risk management, IT and organisational strategy. In 2014, the Transconstellation Academy programme will starts its 11th edition.
International faculty

One of SBS-EM’s key strengths is the vast array of its faculty. From full-time and part-time professors to teaching assistants and visiting contributors, Solvay Brussels School’s faculty is close to 500 members: a community of academic experts, specialists and professionals coming from all over the world and representing all sectors of activity.
Solvay Brussels School in Vietnam

Solvay Brussels School organises several Master programmes in Vietnam. More than 100 top international professors are teaching at our partner universities Open University in Ho Chi Minh City and National Economics University in Hanoi every year and more than two thousand Vietnamese students have graduated from our postgraduate programme. Currently, SBS-EM offers a Part Time MBA program, a Master in Marketing Management (MMA), a Master in Public Management (MPM), a Master in Business Quality and Performance Management (MBQPM), a Master in Management of Banking and Finance (MMBF).
Practical information

LOCATION
Avenue Franklin D. Roosevelt, 42 - 1050 Brussels

ACCESS
Reference points: Bois de la Cambre, Cimetière d’Ixelles (Ixelles Cemetery)

- From the Central Station (Gare Centrale): take Bus 71 (direction Delta), get off at “ULB - Solbosch”
- From the South Station (Gare du Midi): take Metro line 2 or 6 (direction Simonis-Elizabeth), get off at “Louise” and take the 94 tram (above ground, direction Herrmann-Debroux) and get off at “ULB - Solbosch”
- From the North Station (Gare du Nord): take bus 61 (direction Montgomery), get off at “Botanique”, then take either the 94 tram (direction Herrmann-Debroux) to “ULB Solbosch”
- From Etterbeek Station: take bus 95 (direction Heiligenborre) and get off at the Cimetière d’Ixelles. The campus is a short five-minute walk from there, along Avenue de l’Université.
- Other options: Tram 25 or 94 to Cambre-Étoile and walk up Avenue F.D. Roosevelt
- By car: Follow the signs to “Bois de la Cambre”

REGISTRATIONS
Participants must hold a University degree or equivalent business experience.
Proficiency in English or French may be required.
Applicants will have to complete a form and may be submitted to an interview.

PROGRAMME FEES
Open Enrollment programmes fees includes:
- registration
- tuition
- assessment
- study material
- catering
For exact pricing, please contact the programme coordinator (see “contact” page 17 to 31).

EARLY BIRDS RATE
Register minimum 3 months before start-date and save 10% on full registration price. (Only for long-form programmes and cannot be combined with other financial benefits).

GRANTS & FINANCIAL BENEFITS SPECIFIC CONDITIONS:
Certain categories of participants, NGO’s, companies, organisations and consortia can benefit from specific conditions.

- 15 % for Alumni with a SBSA membership.
- 50 % on all short programmes and 25 % on all Executive Master and Advanced programmes for our Executive Master and Advanced programmes Alumni.
- 10 % for partner institution members.
- 25 % for SBS-EM, ULB and NGO personal.
- 10 %, 15 %, 20 %, 25 % for 2nd, 3rd, 4th and 5th registered participant from the same company in the same year.
- Honour loans: 50 % loan + 50% proper found. A maximum of 5 honour loans per programme will be granted.
- Participants could be eligible to financial help from the Region of Brussels-Capital.
- Participants to our Executive programmes can apply for financial help from the Flemish, Walloon or Brussels-Capital Region. This subvention can cover up to 50% of education costs with a maximum limit of 5000 euros. SME’s and liberal professions can apply.
Solvay Brussels School : A Modern Face

10.000 m² and 5 storeys of interacting spaces, a state-of-the-art architecture giving the school the bite to match its bark. Adjacent to the ULB grounds, the new building offers a wide range of technical and high-tech equipment:

- one 250-seat amphitheatre
- 16 auditoria with 120, 80, 60 or 40 seats
- one large atrium
- 30 working and communication rooms for the SBS community
- offices and meeting rooms for professors, researchers and administrative staff
A University of Brussels Faculty

Latest Faculty of the internationally recognised Université libre de Bruxelles (ULB), the School takes full advantage of the vast array of scientific disciplines researched within the university and promotes the sharing of knowledge at all levels. These synergies with other academic disciplines reinforce Solvay Brussels School’s research and academic content.

The ULB (Université libre de Bruxelles), the french-speaking University of Brussels, is one of the top universities in Europe, particularly active in the ERASMUS exchange programme. This multicultural institution is a comprehensive university providing academic tuition in all disciplines and study cycles.

As a private university, recognised and subsidised by the Belgian authorities, ULB was founded on the principle of free-thinking analysis which advocates independent reasoning and the rejection of dogma in all its forms. The University remains true to its original ideal: an institution free from any form of control and committed to defending democratic humanist values.

BRUSSELS

SBS-EM takes full advantage of its central position in the capital of Europe to provide its student and participants with the chance of growing a truly global network.

A MULTICULTURAL EXPERIENCE

Solvay Brussels School’s faculty and participants offer a true reflection of today’s globalised world. Our MBA class of 2013 mixed 26 nationalities and 29 different languages.
Corporate Partnerships

Effective corporate relationships guarantee our participants and alumni valuable corporate exposure. Companies enjoy visibility and access to a pool of talented and emerging business leaders.
Solvay Brussels School, your corporate partner

Solvay Executive Education offers a wide array corporate services such as:

- On-campus company presentation to interact with the best candidates
- Interview rounds organised in collaboration with our Career Advancement Manager (who assists you in the selection of the best profiles)
- An online career platform accessible by our Alumni community (post job ads in real-time and browse participants CV)
- Extra visibility for your company or industry, notably via participation in the Solvay Business Voice Series and sponsorship of events
- The International Business Field Project or IBFP: a consultancy team of MBA participants, supported by consultant coaches, work to solve your business issues
I had high expectations of Solvay’s business course, but the reality exceeded them.

FILIEP DEFORCHE
Alumni MBA, Managing Director,
The Boston Consulting Group

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Solvay Executive Education
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// MBA
// EXECUTIVE MASTER & ADVANCED
// SHORT & ACCELERATED
// TAILOR-MADE FOR COMPANIES

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www.solvay.edu/executive-education
http://twitter.com/SBSEM

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