



⋮ **MANAGEMENT DEVELOPMENT PROGRAM**
⋮ *prepares managers for their next career move !*



About us

The Cotrugli Business Academy (CBA) was designed by the international group of experts while taking into consideration current trends in the business world. Positive and nevertheless impressive evaluations that CBA received from the world leading experts and institutions, have opened the doors for us to work with the best in the field of business education.

For more information please visit : www.cba.com.hr

■ Experience in implementing education system

A value of the finest programs and unique methods, which put our business school into the top league, is greatly increased by a significant number of reputed lecturers and consultants, that continue to persue excellence in working with us and our clients. Furthermore, we have a number of lecturers coming from the elite institutions such as Harvard, MIT, Kellogg School of Management, INCAE, European School of Management, and other. While our lecturers hold the Executive MBA lectures for middle and top management of the influential Croatian companies (Agrokor, DM-Drogerie markt, Eurocable Group, INA, Raiffeisen Bank, Siemens, VIPnet), they are also involved in In-House education programs and Management Development Programs.

From our extensive reference list we are most proud to work with companies such as: Alstom, INA, Karlovačka Pivovara/Heineken, Končar, Konzum, LURA, PZ Auto, T-HT, Zagrebačka banka and many other. All these companies have given very high evaluations on our programs, which supports the future long-term cooperation.

■ ■ ■ Why CBA ?



"Inspired by creative spirit, driven by endless entrepreneurial energy, and enabled by a capitalist economy, over the last 150 years, business leaders have created the Industrial Society, then the Information Society, and now, the Knowledge Society.

For us at Cotrugli Business Academy (CBA), knowledge is information transformed by human wisdom. By any measure, this progression of transitions has been an incredible journey of growth and innovation within the business community. However, the 21st century has launched a spectrum of global challenges unlike any humankind has faced since our first ancestors appeared on this magnificent planet. Many of these challenges are a consequence of our "growth" and "progress" over the last century. They include complex issues in areas such as energy, the environment, climate change, poverty, and healthcare. Every one of these issues will change the way we do business as we build our future.

Companies now require a new kind of leader—one who is holistically trained and in tune with the parameters that affect these issues because they are increasingly connected to business performance as well as the welfare of society. Holistic educational strategies that stress a balance of body, mind and spirit are critical in training leaders and entrepreneurs for this "brave new world."

CBA is a world leader in developing such strategies and inculcating them into its curriculum. We are committed to further this development at the leading edge, so that our graduates can address these great challenges and create a better future for both business and society."

James A. Cusumano, PhD
President of Cotrugli Business Academy (CBA)

■ ■ ■ Program Overview

The curriculum for the MDP Program has been created to meet the needs of junior and middle-managers. Some 60 percent of the curriculum is designed to cover a broad range of functional areas in order to sharpen general management skills and expose participants to areas of management in which they may have limited experience. The remaining 40 percent of the curriculum is designed to enhance each participant's strategic thinking, leadership, and interpersonal skills in order to help them be more effective managers and change team players.

■ Program Objectives

To help high potential junior and middle managers:

- Discover their knowledge of business outside their current responsibilities
- Integrate their view of business functioning
- Build their competencies in managing and leading strategy and people

■ Learning Process

Our faculty will encourage you to participate – develop your ideas, test your judgment, and defend your opinions – so that you will be confident enough to turn your newly acquired learning into action on the job. The learning is an intensive, mind-stretching experience, and the workload is considerable

During the MDP program, you will learn through:

- Faculty presentations
- Up-to-date real-life case studies
- Group exercises and discussions
- Participant presentations
- and the input and experiences of your classmates

■ Program Outline

The Modular MDP program consists of four modules which can be attended separately.

There is a possibility of undertaking:

1. the whole program (all 4 modules)
2. a single module or several of them
3. only a part of a specific module (a day or two days' lecture)



Attending the full program (1) includes online platform support, CBA e-mail address, membership in CBA Alumni and the final exam.

Depending on the choice of program possibilities participants will obtain:

- an MDP certificate only if they have successfully passed all the modules (if passing the final exam after each module)
- a certificate of attendance for undertaking separate modules or just a specific part of a module.

■ **The MDP program consists off four on site modules**

Management Development Program - Curriculum	Date	Hours
Module 1	May 2007	
Marketing	07 - 09	30
Sales	10 - 11	20
Module 2	May 2007	
Managerial Accounting	21 - 22	20
Finance	23 - 25	30
Module 3	September 2007	
Strategy	17 -18	20
Leadership	24 - 26	30
Module 4	October 2007	
Operations Management	01 - 05	50

■ **MDP Online Platform**

A few weeks before the program starts, a login and password for the program dedicated online platform will be sent to MDP program participants. Thus, you will have access to essential information about the faculty, programme, as well as the schedule and preparatory readings and

CBA provides each MDP program participant with an e-mail account that is to be used in all official communication.



Module 1

Marketing & Sales

Marketing

Course leader: Graham Bailey, MCIM

1. INTRODUCTION TO MARKETING/CUSTOMER CENTRIC APPROACH

■ Course outline

Marketing has taken an increasingly prominent role in modern business and as markets become increasingly competitive this trend is going to continue. This program will cover the basics of Marketing from definition to responsibility. The course will also cover the importance of adopting a companywide approach to marketing where everyone accepts the core principles of customer orientation.

Amongst the other elements that will be covered are reviewing and understanding the marketing mix of product, price, place and promotion as well as understanding the marketing function. The program will utilise examples from businesses worldwide to illustrate these approaches to business.

■ Course content

- Marketing led vs. product led vs. sales led
- Understanding the relationship between product, price, place and promotion
- Adopting a customer centric approach
- Segmentation, targeting and positioning
- Features, advantages and benefits
- Measuring the impact of Marketing

2. MARKETING PLANNING

■ Course outline

In order to adopt a marketing approach to your business you will need to have a framework within which the marketing discipline can operate. This program aims to provide practical hands on approach to developing marketing plans which will enable you to apply the principles learnt to our own business. The course will cover the planning process and utilise the planning tools of product life cycle, portfolio matrix and SWOT analysis.

These tools will provide the market understanding to enable delegates to fully plan their marketing activities and be able to gauge the likely response of competitors. The course will use a combination of case studies and examples from businesses around the world to bring these concepts to life.

■ Course content

- The Marketing Planning Process
- Using the analysis tools
- Developing effective strategies
- Understanding competitive advantage
- Measuring the results of the plan
- Undertaking a marketing audit
- Setting marketing objectives

3. MARKETING RESEARCH AND NEW PRODUCT DEVELOPMENT

■ Course outline

Having good robust market data is the cornerstone of a successful marketing strategy. This course looks at the research tools and sources available to the 21st century marketer and provides a practitioners guide to their use. Solid market research data is also a major requirement for the development of new products and as product life cycles continue to shorten the pressure is on to develop new innovative products faster and cheaper.

This course provides a framework for new product development which takes the delegate from considering the company's corporate approach to new products through the process of development to launch. The course will also include reviewing the sales process from a marketing point of view.

■ Course content

- Defining market research
- Quantitative vs qualitative information
- Building a marketing information system
- Feeding research results into the analysis tools
- Understanding and sourcing competitor information
- Using the appropriate research tools
- Macro and micro information
- Why develop new products
- The strategic framework for new product development
- Idea generation techniques
- Concept screening to find the winners
- The adoption model from innovators to laggards
- Selling as an integral part of marketing

■ ■ ■ Marketing & Sales



Sales

Course leader: Robert Davies, MCIM

1. ADVANCED SELLING SKILLS

■ Course outline

The course is designed to give a wider message than a conventional sales course. It will help delegates develop their existing skills and identify what customers and clients want from a supplier, rather than selling a series of product orientated features

On completion delegates will be able to:

- Understand how sales, marketing and key account management fit together
- Recognise that planning their approach is essential
- Unearth dissatisfaction with current practice or competitors by using advanced questioning techniques
- Recognise how service is becoming the differentiator as more and more products are thought of as commodities
- Handling objections and reluctance to commit with prepared responses
- Sell to different types of customer using interpersonal skills and body language to advantage
- Use powerful closing and commitment techniques

■ Course content

- Psychology of selling
- Understanding how marketing can help sales
- Behavioural aspects of buyer motives
- Questioning to identify dissatisfaction
- Matching offer to become a solutions provider
- Managing, motivating and evaluating distributors
- Closing skills
- Relationship building

2. SELLING TO MAJOR ACCOUNTS

■ Course outline

As larger accounts take an increasing portion of a company's sales so their importance has increased. This workshop will provide you with a clear understanding of the considerations that underpin the development of a robust and effective plan to develop the relationship with a key account. This will enable development of a strategic plan of action for implementation by all who interface with the key account..

- Describe the precise nature of relationship desired with a key account
- Define the 'position' that will differentiate your proposition from your competition and protect long term business
- Choose and develop the strategy relevant to achieving the desired relationship
- Analyse the business of the key account to identify further selling opportunities
- Identify all the people within the key account who are relevant to the decision making process and develop strategies to influence them
- Objectively assess the relative 'desirability' of different key accounts
- Differentiate between customer and product profitability
- Enlist the support of colleagues to both develop and implement the plan
- Develop a plan with defined actions and responsibilities

■ Course content

- Selling to existing customers
- Using an account audit to identify critical success factors
- Account penetration
- Identifying stakeholders and complex decision making chains
- Developing a partnership
- Managing the account team
- Contributing to their competitive advantage
- Developing an account plan



“Excellent lecturers. Excellent participants. Excellent networking. I look forward to each trip to the CBA.”

Anton Müller
General Manager, Marriott Hotel, Prague

■ ■ ■ Marketing & Sales

■ ■ ■ Management Accounting & Finance

Management Accounting

Course leader: Emmanuel Zilberberg, PhD

1. INTRODUCTION TO FINANCIAL ACCOUNTING

■ Course outline

This course will provide the means to understand how company measure and communicate their financial performance to the shareholders and various stakeholders.

This introduction will allow the participants to understand the purposes and processes of accounting. What is wealth? How to measure it? With what standards?

■ Course content

- Understanding the basics of financial documents
- Inflows and Outflows, needs and resources
- Identifying the Main Accounting Operations
- Double-entry Bookkeeping
- Balance Sheet and Income Statement: Two Ways to Understand and Describe Wealth
- Depreciation and Provisions
- The Cash Flow Statement



2. INTRODUCTION TO MANAGEMENT ACCOUNTING: USING COST TO MAKE DECISIONS

■ Course outline

Costs analysis provides key information when it comes to make a decision, to sacrifice opportunities in order to follow a certain course of action.

Costs are easily mixed-up with price and they are part of the common vocabulary. At the same time, the notion of cost, an economic and social construction, is complex to handle.

The course will be an introduction to the core concepts and vocabulary of cost accounting. It will present the design of managerial accounting system and at the same time show the various (sometimes unintended) dysfunctional consequences of traditional cost accounting logics.

It will show how the numbers can help the decision-making process but stress the need for complementary analysis.

■ Course content

All you ever wanted to know about costs:

- Direct/ indirect costs,
- Fixed / variable costs,
- Marginal costs,
- Opportunity costs,
- Target cost
- Break even Analysis: from breakeven point to constant profitability thresholds
- Why economies of scale don't increase necessarily profitability: Nokia vs. Sony Ericsson
- Sharing the common costs: cost allocation and Activity-Based Costing



“I was delighted to teach the Finance module at the CBA program. The teaching here was excellent experience, the participants put in their presentations and worked very hard.”

Joyti Gupta
European School of Management, France

■ ■ ■ Management Accounting & Finance



Finance

Course leader: Jyoti Gupta, PhD

1. FINANCIAL ANALYSIS AND PERFORMANCE

■ Course outline

The objective of this session is to enable managers to understand and interpret financial statements and to be able to check whether the firm is creating value and to compare its performance with the peer group. A case study approach would be used to explain the role of the financial manager.

■ Course content

- Role of the Financial Manager
- Investment or capital budgeting decision and financing decision.
- Financial Markets and institutions
- Financial statements, interpretation and analysis
- Financial ratios and measures of performance
- Creation of value and how to measure it.
- Case analysis

2. CAPITAL BUDGETING DECISIONS

■ Course outline

Investment decisions are the key to the long term sustainable development of a firm, so the module will analyze how these decisions should be made to ensure value creation. The NPV approach using time value of money will be discussed. The approach would be practical. Problems in estimating future cash flows will also be discussed. At the end of the module a manager should be able to analyze an investment decision and understand the importance the time value of money.

■ Course content

- Time Value of Money
- Interest rate, nominal and real interest rates.
- Present value and future value.
- Valuing financial securities; bonds and shares.
- Capital Budgeting Decisions
- Appraisal of investment projects: cash flow profile.
- Net Present Value and Internal Rate of Return.
- Case analysis.

3. FINANCIAL PLANNING AND VALUATION

■ Course outline

The key learning from this module is to understand the relation between risk and the expected return by the investor and how this concept can be used to determine the cost of capital. A practical case will be used to illustrate the financial planning process including the different sources of funds. The main principles of valuing a company will also be discussed in a very practical way.

■ Course content

- Introduction to Risk and Return.
- Principles of portfolio theory.
- Specific risk and Market Risk
- Capital asset Pricing Model and the cost of Capital (CAPM)
- Weighted Average Cost of Capital (WACC)
- Raising Funds; equity and Debt Financing
- Financial Planning
- Valuation of Firms
- Different approaches.
- Multiples and Free Cash Flow method of valuing firms.
- Case analysis.

■ ■ ■ Management Accounting & Finance



Module 3

Strategy & Leadership

Strategy

Course leader: John C. Ickis, DBA

1. STRATEGIC ANALYSIS

■ Course outline

The purpose of this session is to understand and learn how to apply the key tools of strategic analysis. Foremost among these tools is “five forces” model, popularized by Professor Michael E. Porter of Harvard University, that is used to evaluate the attractiveness of industry sectors, including service industries. An understanding of the competitive forces that make an industry more or less attractive is fundamental as a first step toward developing a strategy that uses these forces to full advantage. A second, equally important tool is the “generic strategy matrix” by which business strategies may be evaluated according to perceived value and delivered cost. The use of this tool enables a company to position itself favorably within its industry.

Finally, we shall examine the value chain by which a company can diagnose the elements of its strategy as they are (or are not) reflected in the various activities carried out within the business. These activities, classified as primary (such as in-bound logistics, transformation, distribution) and support activities (such as human resource management and research & development), are the essence of competitive strategy and the key to gaining competitive advantage.

Participants will have the opportunity to apply these tools in the analysis and discussion of business cases, both in small work groups and plenary sessions. Participants are also encouraged to apply them within their own firms.

■ Course content

- The “five forces” model for evaluating the attractiveness of industry sectors
- The determinants of rivalry in an industry
- Assessment of barriers to entry and exit
- Negotiating power with buyers and suppliers
- Generic strategies and their characteristics
- The value chain for discovering competitive advantage
- Case analysis

2. COMPETITIVE ADVANTAGE: HOW TO CREATE SUSTAINABLE COMPETITIVE ADVANTAGE

■ Course outline

The purpose of this session is to understand how a company creates sustainable competitive advantage in its industrial sector, including service industries. The first part of the course focuses on the sources of competitive advantage, which are more or less sustainable, and why. To what extent, for example, does geographic location give a company an advantage over its rivals? Once understanding the sources of competitive advantage, we concentrate on one of these, which consists of the core competences within the firm and how they are acquired. The examination of core competences will be conducted through the discussion of a business case developed in Croatia. Finally, we shall turn to the subject of how a firm acquires and maintains sustainable competitive advantage over its rivals.

■ Course content

- Sources of competitive advantage
- Activity networks
- Core competencies
- Operational efficiency (OE) versus competitive strategy
- Acquisition and maintenance of sustainable competitive advantage
- Case analysis



“I was delighted to teach at CBA and work with its students. They were actively involved in all discussion, and were very eager to learn and expand their views. That is why i look forward to return to CBA and Croatia every year”

John Ickis
Harvard University, INCAE, SAD

■ ■ ■ Strategy & Leadership



Leadership

Course leader: Gavin Wallbridge, PhD

■ Course outline

Effective organisations have managers at every level who display leadership. The course will focus on the increasingly critical role of leadership in dynamic, changing organisations. It will explore the different approaches to understanding leadership; the characteristics of the effective leader, the impact and influence of context and situation on the leader's style, and the leader's relationship with those they lead, particularly the role of a leader in a team. Importantly, it will examine how leaders impact on others to enhance performance in organisations and examine how to develop personal leadership skills.

This Leadership module consists of 3 parts which are as follows:

■ Leadership I

“Leading in Context”

- Leadership in the 21st Century - The context for Leadership
- Complexity, Change and Organisational transition
- Emerging Approaches to Leadership
- Inspirational Leadership, Servant Leadership
- Crisis versus Steady state, Leadership and situation
- Leadership and situation
- Applying leadership (case studies)
- Leading 'Process' and 'Content'

■ Leadership II

“Leading Self”

- The psychology of leadership – What makes a Leader tick?
- Motivation: Motivating self and others
- Leadership derailers : understanding personal traits and how to manage them
- Narcissism, Volatility and Arrogance
- Emotional Intelligence – the business case
- The Self aware leader, Developing personal self awareness
- The psychology of interpersonal interaction
- Empathy, motivation, culture and performance

■ Leadership III

“Leading & Developing Others”

- Building and leading high performance teams
- Leading Performance
- Building and leading a high performance culture
- The Leader as Coach and Mentor
- Leading Creativity
- Leading Innovation and Risk
- Leading Client/Customer Obsession
- Leading and sustaining growth



“Teaching on the CBA is a great experience; the students are keen to learn and then to apply their learning in their own workplaces. It’s stimulating for the professor and good for the student.”

Richard Finn
CBA, Great Britain

■ ■ ■ Strategy & Leadership



Module 4

Operations Management

Course leader: Rahul Pandey, PhD

1. OPERATIONS PLANNING AND CONTROL

■ Course outline

This course deals with decision making in the context of production system and facilities. In light of changing requirements of market and competition, the design of layouts, production planning and scheduling systems, purchasing and inventory control systems need to change. These systems need to be redesigned to improve performance on cost, quality, lead-time and flexibility in order to provide competitive advantage to the organization. The approach towards managing bottleneck resources and capacities too need to change.

Through a combination of lectures, case discussion and exercises, the course will provide an appreciation of how different production planning and control systems support different market requirements, and how can more innovative systems be designed so as to support multiple competitive requirements.

■ Course content

- Production planning
- Materials requirements planning and scheduling
- JIT
- Synchronous manufacturing and bottleneck management
- Capacity expansion planning

2. QUALITY CONTROL & IMPROVEMENT

■ Course outline

This course provides an overview of techniques to monitor, control and improve product and process quality. Highly competitive environments demand robust quality of products and continuous improvements of processes. Robust product quality minimizes the need for design changes in later stages of value addition. Sustained incremental process improvements result in both steady improvements in productivity, cost and quality, and higher likelihood of process innovation breakthroughs.

Through a combination of lectures and exercises, the course will provide exposure to useful frameworks and techniques for sustained improvements of quality, cost and productivity.

■ Course content

- Introduction to quality and cost of quality
- Statistical quality control
- Six-sigma and Continuous process improvement
- Product designing, Design for manufacturability and quality
- Quality strategies

3. LOGISTICS & SUPPLY CHAIN MANAGEMENT

■ Course outline

This course deals with decision making in the context of purchasing, logistics, distribution, warehousing and inventory management. With increasing competition, organizations are forced to become more customer responsive. Over the short to medium run, fast, flexible and cost-effective systems of purchasing, inbound logistics, outbound logistics, distribution, retailing and after-sales support to customers are imperative to satisfy customers and increase market share. Over the long run, optimal designing of supply chain networks (including location and sizing of facilities for supply, production, warehousing, transportation and retail) is crucial for achieving the right balance between economies of scale (centralization) and customer responsiveness (decentralization).

Through a combination of lectures, case discussion and exercises, the course will provide an exposure to various techniques and practices of effective logistics and supply chain management.

■ Course content

- Purchasing
- Supplier relations
- Materials management, JIT and MRP-II
- Logistics and transportation
- Supply chain management
- Customer relations

■ ■ ■ Operations Management

4. ANALYTICAL MODELLING METHODS FOR DECISION MAKING

■ Course outline

This course will provide an overview of analytical modelling applications to decision-making. Modelling methodologies like analytical hierarchy process and operations research (linear, integer and non-linear programming) can be effectively used to support decisions at the levels of strategy making, planning, and scheduling. Such tools can complement and enhance the decision making utility of operational data that is generated from existing information systems like ERP. They can help towards meeting objectives of minimizing cost, maximizing profit, efficiency and utilization for an organization.

Through a combination of demonstrations, exercises and discussions, participants will be exposed to developing and using such analytical tools for decision-making analysis.

■ Course content

- Analytical hierarchical process (AHP) framework
- Applications of AHP for decision making
- Operations research (OR) method
- Applications of OR for decision making
- Exercises and demonstrations for operations planning, logistics, bottleneck management, capacity expansion planning, and strategic analysis

5. OPERATIONS STRATEGY: BUILDING CAPABILITIES

■ Course outline

This course will provide an overview of operations strategy. How can operating systems (e.g. systems for production control, purchasing, materials management, logistics, designing, process improvement, capacity and location planning) be designed to fit with the requirements of market and competition? How can such systems be made flexible so as to respond to changing requirements of the marketplace? How can desired capabilities be built in operations so as to provide a source of core competence and sustained advantage to an organization?

The course will expose participants to frameworks for analysing such questions of strategy. The mode of learning will be a combination of case discussions and exercises.

■ Course content

- Operations strategy frameworks
- Capacity and location strategies
- Factory layout strategies
- Designing organizational structure
- Technology selection and development strategies
- Innovation strategies for sustaining improvements
- Building operations capability

■ ■ ■ Lecturers CV's

GRAHAM BAILEY, MCIM

Graham Bailey has worked extensively in the field of advertising and marketing for a broad cross section of consumer goods manufacturers, industrial products and in business to business markets. During his career in advertising, he worked for a number of leading London advertising agencies including Lintas and ABM, devising award-winning advertising for Walls, Birds Eye, Tobler Su-chard, Whitbread and R.Whites among many others.

Graham worked in account management and internal agency liaison briefing media and creative groups from the clients original brief. He then moved into marketing management, first with Cadbury Schweppes, where he developed retail sales for Kenco Coffee, and later worked to relaunch Oil of Olay. New product launches for Vidal Sassoon and the Insignia range when he worked for Shulton, have been amongst the most successful new product launches in their markets.

Graham was then responsible for developing the Chartered Institute of Marketing's Diploma programme at Croydon Business School and is a member of the faculty at the Chartered Institute of Marketing as well as an associate at Henley Management College.

Graham is teaching Strategic Marketing at CBA Executive MBA.

ROBERT DAVIES, MCIM

Robert Davies specialises on sales and marketing topics, both on the training front and with constructive consultancy advice. This followed in-company experience in board level and management positions with US and UK multi-national companies in engineering, packaging and industrial ceramics. These roles gained him valuable "hands on" experience of both strategic marketing and its practical application through the sales role in both manufacturing and service industries, across UK and Continental Europe.

Through Mr. Davies practical background in sales and marketing he recognises that in the 'real world' sales and marketing should often be considered in tandem and consequently many of his 'customer-centric' projects have embraced both disciplines. . He particularly emphasises that the importance of relationship building is central to any sales and marketing discussion. The areas he enjoys working in include: Selling Skills, Negotiation skills, Sales Management, Channel Management, Key Account Management, Marketing Strategy, Marketing Plans and Customer Care.

International experience includes assignments in USA, Russia, Ireland, Germany, Tunisia and many projects in Saudi Arabia, Syria, UAE, Bahrain and Seychelles.

Mr. Davies is an active member of the training faculty of the Chartered Institute of Marketing Bob has designed and directed many courses both 'off-the-shelf' and tailored for CIM clients. He also led the development of the modules of CIM Advanced Certificate in Key Account Management.

Robert is teaching Sales management at CBA Executive MBA.

EMMANUEL ZILBERBERG, PH.D

Emmanuel Zilberberg is an affiliate Professor at ESCP-EAP, an international Business School which ranks 6th in the most recent Financial Times ranking where he teaches Accounting. As a professor, he lectures mostly to executives (including the ESCP-EAP MBA program and visiting MBAs from the USA), for open enrolment and in-company-programs such as Sony, Maruti Suzuki, Saint-Gobain, Renault, Smurfit, Nexans, Fagor-Brandt...

He is also an independant consultant and lecturer specialized in pricing policies (impact on performance, value-based pricing). As a consultant, Emmanuel conducts audits of the pricing policies, help managers to clarify what they expect from their pricing policies (strategic intentions) and align the strategic targets with their operating price-volume decisions. with companies and develops and implements scorecards, compensation systems and training sessions for senior management and sales force.

Emmanuel has published in 2004 a book on pricing: "Le Levier prix: pour concilier rentabilité et croissance" (The Price Leverage: Reconciling Profitability and Growth) which received the 2005 Award from The Commercial Sciences Academy

He also won the First Prize for Most Innovative Case Study in Management awarded by CIDECEF in collaboration with the Center for Innovation in Management Education (HEC Montreal).

Emmanuel Zilberberg teaches Managerial Accounting program at CBA Executive MBA.

JYOTI GUPTA, PH.D

Professor Gupta is a financial expert with distinguished theoretical and practical background related to fields of Corporate Finance, Financial Strategy, Financial Theory and Emerging Financial Markets.

He is an emeritus professor of Finance at ESCP-EAP, France and also a Consultant for the World Bank (since 1998) and the European Commission (since 1997), eminent lecturer and publicized author of numerous articles on Finance related topics.

His research areas include: Emerging Financial Markets, Corporate Finance, Financial Engineering and Energy Finance.

Jyoti is teaching Finance and Financial Analysis at CBA Executive MBA.

JOHN C. ICKIS, DBA

John Ickis is Professor of Strategy, D.B.A., Harvard University, M.B.A., Harvard University, ex president of consulting company J.E. Austin Associates, Inc. in Costa Rica, CEO of J.E. Austin d.o.o. in Croatia and Chief-of-Party for USAID program Competitiveness Council in Croatia.

He was a lecturer at Harvard Business School in course Managing in Developing Countries.

Currently John is Regular Professor of organization and strategy in INCAE, Alajuela, Costa Rica.

The specialization of the Dr. Ickis is the direction of strategic processes with emphasis on the human resources and its dissertation on the theme of "Strategy and Structure in the Rural Development" was published in Bureaucracy and the Poor,. He is a co-author of articles on this theme in World Development and The Harvard Business Review.

He has directed programs of managerial education and competitiveness in Latin America, Asia, Africa and Central Europe. It is an expert in the method of cases, he was selected as the instructor in the First Program of Participant-Centered Learning in Harvard Business School and carried out workshops on the theme for institutions and universities in twelve countries.

John is teaching Strategy and Managerial Decision Making at CBA Executive MBA.

GAVIN WALLBRIDGE, PH.D

Dr. Wallbridge Head of Executive Development and he was also a Director of Consultancy at a leading UK Business School.

Dr. Wallbridge has a strong academic background, a PhD in Education with a focus on innovation and organizational change, and a real interest in individual and collective behavioral change in organizations, the role of leadership, and the development of leadership capability

In the private sector he has worked extensively with companies in the financial sector, like Merrill Lynch (London and New York), Morgan Stanley, Halifax, Societe Generale (Paris), Nomura, XL Capital and in technology Worldcom, BT, Swisscom, Telia, Priority Wireless, Unisource.

Dr. Wallbridge works with both individuals as an Executive Coach, and with Senior Executive teams. He also delivers on large scale leadership development and change management programs.

Gavin is teaching Leadership at CBA Executive MBA.

RAHUL PANDEY, PH.D

Rahul Pandey, PhD is a respected expert in the domain of operations management and strategy. His area of expertise also includes operational strategy within small and medium manufacturing companies, decision modelling, energy and environment policy, as well as power systems modelling.

Mr. Pandey started his professional career as a Bachelor of Technology at Indian Institute of Technology in Kanpur. The next step in his career was Doctorate in Management at Indian Institute of Management, with specialization in Production & Quantitative Methods. In 2002 he became Postdoctoral Fellow of Japan Society for Promotion of Science, at National Institute for Environmental Studies in Tsukuba, Japan.

Relating to his working experience, Mr. Pandey is a founding director IGSA Solutions Pvt. Ltd. His working domain also includes consulting with National Institute for Environmental Studies, Japan, on energy and environment modelling. He also teaches courses 'Operations Strategy' and 'Decision Models for Infrastructure Planning & Operations' as adjunct professor at Indian Institute of Management in Lucknow, India.

He published numerous papers and reviews. His publications include various topics; from securing energy security, energy policy for developing countries, challenges of a small engineering firm, Synchronous manufacturing to Manufacturing excellence for competitive advantage

Rahul is teaching Operations Management at CBA Executive MBA.

■ MDP price

Management Development Program	Tuition fees		
	Individuals (VAT included)	Company sponsored applicants	
		1 person	3 or more persons (10% discount)
1 day	2.250 kn	2.250 kn+ VAT	2.025 kn+ VAT
2 day	3.825 kn	3.825 kn+ VAT	3.440 kn+ VAT
3 day	4.725 kn	4.725 kn+ VAT	4.250 kn+ VAT
1 module	8.550 kn	8.550 kn+ VAT	7.690 kn+ VAT
MDP program	33.750 kn	33.750 kn+ VAT	30.375 kn+ VAT

Contact

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