MASTERS, DIPLOMAS AND CERTIFICATES AT HEC EXECUTIVE

A wide range of masters, diplomas and certificates are offered at HEC.

Contrôle de Gestion • Créations de Luxe et Métiers de l’Art • Entrepreneurship & Business Development • Gestion des Ressources Humaines • Gestion des Risques d’Entreprise • Gestion et Management dans les Organismes sans But Lucratif • Gestion Quantitative de Portefeuille • Management de Projet • Management des Institutions de Santé • Management Durable • Gestion de l’Environnement et Entreprise • Management Stratégique Achats, Logistique et Approvisionnement • Sécurité de l’Information • Stratégie Marketing, Communication & e-Business • Aviation Management • Commodity Trading • Corporate Social Responsibility • International Organisations MBA [IOMBA] • Executive MBA
The world of business today is incredibly high paced. After having endured significant challenges through the financial crisis, the trade is picking up, and the world is looking ahead. Volume growth is happening and technological evolution is helping to drive cost savings. Things are on the move. But where should you place yourself to keep up? HEC Geneva aims to equip you with the necessary tools to react to the challenges of now while getting ready to optimise on the growth of the future.
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At HEC Executive we believe that knowledge is the most powerful asset in today’s highly competitive professional environment. We trust we will be your preferred choice of executive education and look forward to welcoming you on-board an exciting journey.

Whatever your motivation; by having picked up this folder, you are on your way somewhere new. Perhaps you want to accelerate your existing career or indeed develop beyond your current technical expertise. Maybe you have ambitions to start your own business? Or you are looking to progress your exiting career? Or perhaps transfer to a new career? Or indeed, you might just want to do things differently.

Whatever you are thinking, you have decided to invest in your future and unleash your full potential. At HEC Executive we let you turn your ideas into action – without interrupting your career, through formats that are designed to minimise disruption to your working life. With the vast range of exciting opportunities in our programs, your options are endless.

Join us in one of Europe’s most dynamic and fastest growing business centres. Geneva offers an international make-up of approximately 150 nationalities and a unique opportunity to build global networks while contributing to your learning experience.

By joining HEC Geneva, you become part of a multinational community and a lifetime member of an extensive global network.

Through the extensive range of executive programs in HEC Executive, our aim is to provide professionals with an academic foundation as well as applied knowledge, allowing them to excel as the future leaders of the business community.

The future is now; welcome on board.

Professor Bernard Morard
Dean of the Faculty, HEC
University of Geneva
INTRODUCTION

The University of Geneva (UNIGE) and the International Air Transport Association, (IATA) have partnered to offer a Diploma of Advanced Studies in Aviation Management, tailored for aviation professionals.

The same program may also be studied by UNIGE students that have completed the foundation-year of the two-year Executive MBA program as a specialisation. Indeed, it is also possible in reverse, to complete the Diploma, then the foundation year to receive the Executive MBA qualification.

Accreditation

The program combines academic excellence with practical and up-to-date content from IATA covering a wide-range of aviation management issues. In this sense, the program is unique as it offers the opportunity to gain specialised training with full academic accreditation.

Challenges

Aviation is a dynamic and truly international industry, at the very centre of global commerce. The industry has endured significant challenges over the last decade, not least higher fuel prices and geo-political shocks. Yet despite this, there has been significant volume growth as budget carriers in particular have emerged to change the face of the market and provide growth to the overall market.

Margins remain under pressure, yet technological evolution is helping to drive cost savings. Where is the aviation industry going? Where does its future lie? What will it take to turn the industry around? These are issues that the program aims to answer, enabling tomorrow’s aviations leaders to be responsive both to the challenges of today, while developing strategies for growth in the future. The course will be taught by both professional IATA instructors and University professors over 12 modules.

Where is the aviation industry going? Where does its future lie? What will it take to turn the industry around?
Why sit and wait for something to happen when you can choose to move yourself forward as part of our group? In HEC University of Geneva, we believe that unity is the key to success, and your professional development will be based on your skills in combination with the input of your peers. The University of Geneva sits in a city of unique diversity. As the home of international diplomacy, Geneva provides a fascinating context for your learning experience, and allows you to develop in a truly international environment. To understand business you need to understand the world around you. It’s all here.
MBA Alumni
5,000+
HEC Geneva Alumni
40,000+

Our alumni is an international collection of people. The HEC Geneva Alumni Association forms the network of some 7000 people and is an important reference when setting up your business throughout the world.
The learning at HEC Geneva takes place beyond the classroom, whether it is an elective in the BRIC countries, or on a two-week long real-time business simulation, or when we were asked to implement what we have just learned in class in the real world as we do in our negotiations class. The other unique aspect I found is the school’s geographical location – with Europe and Southeast Asia at our doorstep.

Mohamed
Class of 2010
Sudanese
WHO SHOULD ATTEND?

Professionals of the aviation, travel and transportation industries with a minimum of 3 years work experience, wishing to expand their network and further their education in the area of aviation management, or those who are considering a career change and want to provide themselves with a running start in the industry.

The program combines academic excellence with practical and current content from IATA covering a wide range of aviation business issues.

“The program combines academic excellence with practical and current content from IATA covering a wide range of aviation business issues. Teamwork is a large part of learning in the program. My classmates come from all over the world, and fly in for class. It’s a hard way to study, but it’s worth it all when we get together to discuss and elaborate on topics that we all relate to. The IATA instructors and university professors complement each other really well, and ensure applied industry knowledge and academic foundation”.

Samah
Class of 2010/2011
Australian
Each module is based on interactive methods aimed at promoting the exchange of experience between participants.

The teaching method implemented in the program allows participants, through the study of real business situations, to get a diverse understanding of the subject in question.

The variety of professional backgrounds of participants works to underpin the holistic learning experience. The tuition is balanced between teachers providing concepts and methodologies and high-level practitioners sharing their experience while describing the operational application of concepts and tools to actual cases.

Each module is validated by a formal examination.
“We are pleased to be working on a partnership with the University of Geneva to help develop the next generation of aviation leaders. Our aim is to provide a unique educational experience that combines the best of excellent academic credentials and experience in professional training. We are focusing on developing the leadership skills that our members and industry partners need to be successful in these turbulent times.”

Giovanni Bisignani
IATA’s Director General and CEO
THE ADVISORY BOARD

The Advisory Board members oversee the program’s development, help in the ongoing design and restructuring of the programme, as well as providing industry contacts for students.

1. Prof. Bernard Morard
   Dean of the HEC, University of Geneva
2. Dr. Pierre Weiss
   Deputy, Grand Conseil Genevois
3. Dr. Stephane GRABER
   Deputy Manager, Republic State of Geneva
4. Guido GIANASSO
   Vice President Human Capital, IATA
5. Dr. Alexandru STANCU
   Manager, Business Performance & Effectiveness, IATA
6. Ismail ALBAIDHANI
   Head of DL, IATA Training & Development Institute
The course consists of 12 modules, held between September 2011 and July 2012. Each module is based on a compulsory 24-class hours and is run over 3 days, on Wednesday, Thursday and Friday. A mandatory exam takes place at the end of each module.

The program has been created as a co-operation between the HEC University of Geneva and the International Air Transport Association, IATA and will be taught by University Professors as well as IATA instructors to ensure up-to-date knowledge and academic foundation.

"As the Program Coordinator for the Aviation Management Diploma, my role is to maximise participants’s return on their investment. This means managing a curriculum focused on academic excellence and complemented by real world participation from key industry players”

Mikael Pontoppidan
Program Coordinator
Aviation Management
Module 1
Airline Business Foundations

Overview of the aviation industry
° Air transportation and the environment
° Cost containment strategies and enhancing productivity
° Strategic planning
° Leadership development, performance management and succession planning
° Airline market analysis
° Impact of new technologies
° Practical exercises

Module 2
Air Cargo Management

Cargo trends and forecasts
° How to deliver a competitive product
° Quality control in cargo operations
° E-opportunities: How to optimise the use of the internet and intranet within your organisation
° How to lower operating costs while improving service levels
° Market niche positions within air-cargo

Module 3
Airport Strategic Management

° Strategic business planning
° Airport total quality management
° Business process re-engineering
° Strategic marketing alliances
° Master planning
° Corporate governance
° Corporate finance
° Human resources and change management
Module 4
Air Transportation Economics
° Transportation regulation and public policy / regulatory frameworks
° ICAO/ACI/IATA relationships
° The value chain concept
° Air cargo economics
° Deregulation and low cost carriers
° Aviation economics and economic impact studies
° Economics of aviation operations and the environmental impacts
° Aviation organisational structures and the economics of privatisation strategies
° Airport planning and terminal design impacts
° Aviation fees and charges issues

Module 5
Airline Finance and Accounting Management
° Airline financial-reporting
° Financial statement analysis
° Airline cost of capital
° Financial ratios and their importance to measure performance
° Airline capital structure and cost classification
° Sources and application of funds
° Cash management and financial planning
° Airline financial control
° Capital budgeting
° Aircraft leasing/finance and accounting issues

Module 6
Managing Across Cultures
° Develop awareness of one's own cultural biases as they affect your behaviour and that of others in organisations
° Develop a model of culture that can be applied at several levels: national (primarily); corporate; industry/business; functional/professional
° Understand the impact of culture on management practice: organisational structure and process; strategy; human resources management
° Develop strategies for managing cultural differences as: international managers, multicultural teams, and global organizations
° Provide guidelines on managing cultural issues in mergers and acquisitions

**Module 7**

**Safety Management Systems (SMS) for Civil Aviation**

° Accident causation and prevention
° Business and regulatory case for SMS
° Components of SMS
° Hazard analyses and risk assessments
° Safety management of change
° Steps in implementing and operating SMS
° Tracking the results
° Measuring safety performance
° Evaluating a SMS
° Regulating a SMS

**Module 8**

**Management of Aviation Security**

° The threat to civil Aviation. Past, present and future
° International and national security legislation
° Security programmes
° Access control
° Control of passengers and baggage
° Security of cargo, catering and stores
° Security programme adjustments
° Contingency planning
Module 9
Managing a travel business

Strategy and Management
- Managerial skills
- Negotiation skills

Products
- Tour packages – special interest tours
- Meetings, incentives, conferences and exhibitions (MICE)

Support Services
- Administration and accounting
- Marketing
- Technology in the travel industry

Module 10
Aviation Project Management

- Learn to participate in the definition of organisational roles and responsibilities
- Clarify the role of the project sponsor
- Participate in advanced project selection creation to meet strategic objectives
- Revisit key general management skills that become more important as a senior project manager
- Develop a process improvement mind set within the project, and develop a long term attitude to strengthening an organisation
- Understand what different non-project stakeholders need during project execution and be proactive in providing this important data
- Learn the key components to ending the project successfully and managing the transition to operations and/or the customer

**Module 11**

**Aviation and the Environment**

- Environment management
- Sustainable aviation
- Social, economic and environmental impact
- Regulatory and institutional framework
- Economic issues and analysis
- Airport environmental management
- Crisis communication
- Environmental management at Geneva Airport
- Practical exercises

**Module 12**

**International Air Law**

- Introduction to international air law
- Public international air law - International Civil Aviation Organisation (ICAO) and the Chicago Convention
- Air carrier liability
- Code share agreements
- International aviation security regime
- Third party surface liability
- Introduction to aviation insurance
- Aviation law in the European Union
- IATA and airline agreements
- International transactions involving aircraft under the Cape Town Convention
KEY FACTS

5.5 average years work experience

INTERNATIONAL
Alumni

1 year Executive MBA

1500+ students

29 average age participant

WORK/STUDY
programs

At the HEART of Geneva’s Business Community

34 nationalities

48% women in HEC Geneva
“HEC Executive’s mission is to provide working managers with a first class education, without interrupting their careers. The modular structure of our educational program provides participants with ample opportunity to tailor their own executive education. With opportunities ranging from Corporate Social Responsibility over Aviation Management to Commodity Trading, the choice is extensive, and the outcome sure to equip participants with the tools needed to move forward. Our programs are accredited by the Association of MBAs, and can constitute the foundation, should you wish to pursue the Executive MBA Program.”

Sebastian Raisch
Director of the MBA Program
EVALUATION

Evaluation criteria is individual to each course and follow the regular university requirements.

To obtain the Diploma, students must attend each course; hand in all assignments; and write all exams.

An overall average grade of 4.0 (on the Swiss grading scale from 0 to 6.0) must be achieved to graduate. Only one mark between 3.0 and 4.0 will be accepted. A grade lower than 3.0 will automatically disqualify the student from obtaining the diploma, and the student will need to re-take the module.

Students only attending selected modules will receive individual certificates.
MBA MAJOR IN AVIATION MANAGEMENT
The completed diploma can also be validated as the specialisation year of the Executive MBA at the University of Geneva. For more information visit their website on mba.unige.ch
Courses are held at the University of Geneva
16 Chemin de la Voie Creuse
1202 Geneva

Fees: US $18’000*
(Includes all 12 modules)
Individual modules can be undertaken at a price of US $2’400* per module.

A Chèque Formation Emploi of CHF 750 per year for 3 years can be acquired under certain conditions.
Please contact:

Office pour l’orientation, la formation professionnelle et continue (OFPC) du Canton de Genève
Phone: +41 22 388 44 00
www.geneve.ch/ofpc

Service des allocations d’études et d’apprentissage (SAEA)
Phone: +41 (0)22 909 68 20
www.geneve.ch/bourses

* COSTS ARE SUBJECT TO CHANGE WITHOUT PRIOR NOTICE