



MSB
Mediterranean
School of Business



FROM HERE
We Rise

THE EXECUTIVE MBA

MEETING THE CHALLENGES

OF GLOBAL OPPORTUNITIES



Welcome




President's message

The strategic location of Tunisia in the heart of the Mediterranean combined with the diversity of its cultural heritage constitute major assets for the development of a regional hub of educational excellence.

It is in this framework that we have developed the South Mediterranean University (SMU).

On behalf of all members of our management team, we want to make your education at SMU a life changing experience and wish you success in your drive for professional excellence.

Mahmoud TRIKI,
Founder & President, SMU



Shape your **future** at MSB

Our vision

MSB aspires to be a regional hub of excellence in business education by fostering innovative learning and societal impact.

Our mission

MSB prepares global minded leaders through lifelong learning, innovative pedagogy, and applied research relevant to its region.

Our values

- Diversity
- Integrity
- Care
- Excellence
- Creativity

Major Achievements

- Internationally accredited programs by AMBA and EFMD
- A network of alumni of more than 1000 managers from 37 different nationalities
- Partnerships with top ranked universities (Hult University, University of Virginia, HEC Montréal, Emporia State University...)
- State-of-the-art facilities
- Launch of the school of engineering (Mediterranean School of Technology, MedTech) in 2014
- Launch of the Language and Culture Institute (LCI) in 2012
- CFA[®] International Recognition of MSB Finance programs in 2016
- Internationally accredited Engineering programs by ABET





The **Executive MBA** at a glance

The Executive MBA allows participants to acquire up-to-date management concepts and to develop their “soft skills” (leadership, communication, entrepreneurial spirit and the capacity to work in teams). International accreditation, highly diversified and motivated participants, world-renowned faculty, and state-of-the-art facilities make the Executive MBA a program of reference in the Mediterranean region.

The Program

The objective of the program is to train visionary executives capable of anticipating change and mobilizing the required resources to be among the “first movers”.

The program consists of thirteen modules and six workshops aiming at:

- ✦ The acquisition of analytical tools such as statistics, financial accounting, managerial economics...
- ✦ The ability to apprehend strategic decisions dealing with the functional areas of business such as marketing, finance, operations management, human resources management..
- ✦ The development of soft skills such as leadership, teamwork, entrepreneurial spirit, communication...

The Format

The Executive MBA is a part-time program. Participants can enroll in the program without interrupting their professional tracks with the possibility of taking some courses online.

Classes meet four days a month (Thursday through Sunday from 9:00 AM to 6:00 PM) over a 20-month period. Four additional months are dedicated to the final project.



The MSB EMBA program is a very enriching learning experience that helped me advance my leadership skills in an ever-changing context, challenge my ideas, broaden my perspectives and my network, and explore new practices and new approaches for driving change and innovation.

**Mrs. Lamia CHAFFAI, Chief Executive Officer
Education for Employment Foundation EFE-Tunisie
EMBA 2018 ALUMNA**



Program at a glance



**The Executive MBA at MSB is the only program
in Tunisia and one of the few in Africa being internationally accredited
by the London-based Association of MBA's.**

 Duration 2 years	 Courses 13	 Final project 1	 Workshops 6
 Off-site Team- building course 1	 Course per month 1	 Optional Course in the USA 1	 Dual degree HEC MONTRÉAL 1+1



I got my Executive MBA in 2006 from MSB. It was a great opportunity for me to participate in such educational program stay home in Tunisia and learn from highly qualified international professors teaching at top US and European business schools. The program allowed me the opportunity to discover new ways of management.

Following my graduation, I was recruited as General Manager before becoming the CEO of a company in automotive distribution in Tunisia.



**Mr. Ibrahim DEBACHE, Chief Executive Officer
Ennaki Automobiles, EMBA 2005 ALUMNUS**





Highly **diversified** participants

Participants are selected among holders of a university degree (License / Bachelor or equivalent) with a minimum of three years of professional experience in a managerial position.

Good English proficiency is required to enroll in the program. Applicants are interviewed to assess their motivation, potential and capacity to benefit from the program. Each class is composed of highly diversified participants (activity sector, age, gender, nationality, and educational background).

This diversity offers a unique learning experience and opportunities for networking. With MSB's regional focus, the program has attracted participants of over 37 different nationalities.



The Executive MBA in MSB was an exciting journey ! Beyond the quality of learning from professors of international stature which reflects the seriousness of the program, I was able to fully benefit from interacting with my classmates in a very instructive exchange framework. Several years after my graduation, I consider that the program has been of great value to me in my career and the skills and knowledge I've acquired serve me to this day in my job as Managing Director of an Oil Marketing Company.

Mr. Mohamed BOUGRIBA,
Chief Executive Officer, VIVO ENERGY
EMBA 2006 Alumnus



I'm working as a General Manager for INA CORP. Belgium affiliate of Mena Trade Consulting group based in Istanbul/Turkey for commodities and international trade specialized in solid fuels and cementitious materials trading.

My EMBA journey has been much more than an educational experience. A phenomenal leadership training, personal growth and professional development experience as well. The entire program is very well-designed and adds tremendous value to my career aspirations.

I am pleased with how the program incorporated multiple perspectives and issues that are applicable to a variety of business environments.

My experience in MSB's EMBA program allowed me to provide invaluable insights to my organization while improving my management skills and career prospects, which is something I am proud of and grateful for.



Enes Agaoglu - Turkey
General Manager, INA CORP
EMBA 2020 Cohort



Participants' **profile**



37

Average age



10 years

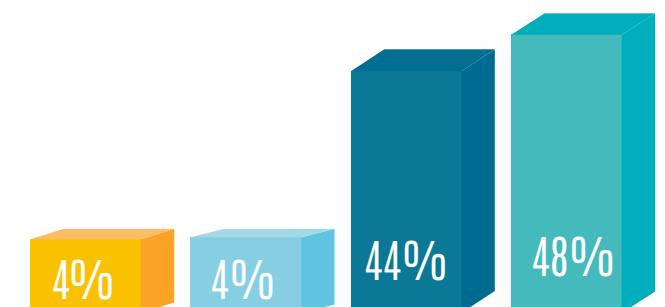
Average Professional
Experience



22%

Female

- Business & Management
- Engineering Sciences & Technologies
- Medicine, Dentistry & Pharmacy
- Other



(2021 - 2022 Cohorts)

Outline of the program

MBAs are among the most recognized programs in the world. The Executive MBA at MSB has been developed along the lines of EMBA programs of top-ranked business schools. It is taught by prominent faculty in state-of-the-art facilities with the participation of highly motivated executives operating in the region.

Term 01

LEADERSHIP & TEAM DYNAMICS

Introduces participants to the core competencies of effective leadership actions through experiential exercises, teamwork challenges, case analysis, self-assessment instruments, small group discussion, and leadership simulations, participants are introduced to the most impactful approaches to leadership and teambuilding.

DATA ANALYTICS FOR LEADERS

Enables participants to become more comfortable with simple quantitative methods. Topics discussed include time series, categorical data, random variables and their distributions, variability, correlation, and simple and multiple regression models. The emphasis throughout the course is on concepts and reasoning, rather than technical details.

Term 02

MARKETING MANAGEMENT

Aims at understanding, developing, and evaluating brand strategies over the life of a product/market. The ultimate focus is to develop coherent marketing plans that consider issues of segmentation, targeting, and positioning.

LEADING AND MANAGING PEOPLE IN ORGANIZATIONS

Focuses on the effective use of information and resources to make decisions in organizations. The course provides participants with the social science tools needed to solve organizational problems and to influence the actions of individuals, groups, and organizations.



FINANCIAL & MANAGERIAL ACCOUNTING

Examines fundamental principles of financial accounting, reporting and analysis and provides students with a framework to understand and productively use the accounting systems. Topics include understanding how financial statements are prepared, interpreting the information provided in financial statements and conducting preliminary analysis of a firm. Emphasis is also placed on the problems of motivation and control in organizations and the role of accounting information in this context.

MANAGERIAL ECONOMICS

Highlights the usefulness of the basic principles of modern microeconomics in making business decisions. It explores the nature and determinants (including market forces) of decisions about profit-maximizing production and pricing.

CORPORATE FINANCE

Explores the strategic decisions that lead to capital spending and the process of evaluating long-term capital projects. Recent theories in corporate finance are illustrated through a series of case studies.

CUSTOMER CENTRICITY & DIGITAL BUSINESS TRANSFORMATION

Provides insights on how to compete through CRM, analytics, and digital business transformation. A major focus will be on digital business transformation: from vision, to strategy, to business model and implementation.



Term 03

OPERATIONS MANAGEMENT

Examines the basic principles of managing the production and distribution of goods and services, from the perspective of a general manager. The course positions operations as a managerial integration function and provides frameworks and tools to target and implement improvements in business processes.

ENTREPRENEURSHIP

Focuses on the process of venture creation from the moment that entrepreneurs identify a business opportunity until their venture becomes a viable organization.

ORGANIZATIONAL DESIGN & CHANGE MANAGEMENT

Explores how organizations can design themselves in a way that facilitates positive change. It presents design as an ongoing process aiming at facilitating the adaptation to the environment and organizational renewal.

BUSINESS STRATEGY

Examines the principles and conceptual frameworks for evaluating and formulating business strategy. Topics discussed include the analysis of industry economics, strategic positioning, competitive advantage, the boundaries of the firm, and the role of resources and capabilities in shaping and sustaining competitive advantages. Different mergers & acquisitions insights will also be covered.

Term 04

INTEGRATION GAME

Presents a simulation of a real acquisition. Pulls together core topics covered during the EMBA program and gives participants the opportunity to translate many of the theories and concepts they have learned into practice in dealing with a complex real-world situation.

FINAL PROJECT

The final project is a capstone module integrating courses included in the program. It is intended to allow each participant (individually or in a group) to use the managerial skills acquired throughout the program to study a project that is of interest to a third party (an outside company or professional organization) or a new venture.

WORKSHOPS:

A series of credit awarding workshops is included in the EMBA program curriculum such as CSR and social ethics, corporate communication, negotiations for decision making... They are organized over week-ends and have as objective to equip participants with strong communication, social responsibility and negotiation skills in order to succeed at their EMBA and workplace challenges.



EMBA 2021 Cohort



The Faculty

The Executive MBA faculty consists of prominent professors teaching at top-ranked business schools. Their international experience in executive education and their use of real-life business cases made the Executive MBA of MSB a reference in the region.

DR. DUNCAN ANGWIN

Ph.D. in Strategic Management, Warwick University. Sir Roland Smith Professor in Strategic Management and Dean of Nottingham University Business School, UK.

DR. VICTOR ARAMAN

Ph.D in Operations Management, Stanford University. Associate Professor, New York University and American University of Beyrouth.

DR. NANCY BUCHAN

Ph.D. in marketing, Wharton School of the University of Pennsylvania. Associate Dean of the Undergraduate Program and an Associate Professor at the Moore School of Business at the University of South Carolina.

DR. CUSTODIA CABANAS

PhD and an MBA from IE University, Spain. Professor and Chair of the Organisational Behaviour, Human Resources and Leadership Area at IE Business School at IE. She is a visiting professor at Oxford University.

PR. GIUSEPPE CONTI

Professor in Negotiation & Influencing. Accomplished negotiator with over 25 years of executive-level experience at Blue Chip corporations (Procter & Gamble, Novartis, Firmenich, Merck). Conducting interactive Negotiations workshops across a number of the leading business schools in Europe: Cambridge, HEC Lausanne, HEC Paris, IESE, IMD INSEAD, London Business School, Oxford.



Teaching at MSB is an excellent experience. The participants are highly motivated and engaged in class and the facilities are perfect for MBA teaching and learning. Professors are very well supported by attentive and expert professional services staff, so courses run smoothly and efficiently. Overall EMBA teaching at MSB is a very worthwhile experience and it is a pleasure to be part of the community.

Dr. Duncan Angwin,
Dean of Nottingham University Business School
Professor of Strategic Management



Working with the EMBA cohort at SMU/MSB is great fun and a rich exchange of novel thoughts and unique Tunisian discoveries. Having worked with SMU/MSB EMBA cohorts in person, virtually, and in a hybrid format, I can confidently say that the quality of participants, their motivation to learn, and their willingness to share their ideas, expertise, and experience is generous and of true excellence. It is a wonderful and refreshing feeling to meet positive thinkers and challenging discussion partners in an exchange on the highest level of academic excellence. I already look forward to the next joint course!

Dr. Matthias Tietz,
Professor of Entrepreneurship
University of St. Gallen, Singapore



DR. FRÉDÉRIC DALSACE

Ph.D. in Management, INSEAD. Associate Professor in Marketing at IMD, Switzerland.

DR. MARK ESPOSITO

PhD in Business and Economics from the International School of Management, in joint program with St. John's University in New York. Professor of Business, Government & Society and Economic Strategy & Competitiveness at Harvard University's Division of Continuing Education.

DR. KRISTEN FRIDGEIRSDOTTIR

Ph.D. in Management Science and Engineering, Stanford University. Assistant Professor at London Business School, U.K.

DR. TAÏEB HAFSI

Ph.D. in Business Policy, Harvard University. Professor and holder of the Walter J. Somers Chair of International Strategic Management, HEC Montreal.

DR. TAOUFIK JELASSI

Ph.D in Information Systems from the Stern School of Business at New York University. Professor of Strategy and Technology Management at IMD Business School and has served from January 2014 to February 2015 as Minister of Higher Education, Scientific Research, and ICT in the transition Government of Tunisia.

DR. HEDI LARBI

Mr. Larbi holds an Executive MBA from Harvard Business School. Associate Scholar at the Kennedy School of Government, Harvard University. He most recently served as Advisor to the MENA Vice President at the World Bank, and from January 2014 to February 2015 served as the Minister of Economic Infrastructure and Sustainable Development in Tunisia.

DR. CEDRIC LESAGE

Ph.D in Management from the University of Rennes. Previously at HEC Paris, he joined Concordia University, Canada in 2016.

DR. MOEZ LIMAYEM

Ph.D. in Management of Information Systems, University of Minnesota. Former Dean, at the Muma College of Business, University of South Florida (USA), currently president of the University of North Florida. Dr. Limayem is a founding member of MSB.

DR. ROBERT MARX

Ph.D. in Psychology, University of Illinois. Professor of Management, University of Massachusetts at Amherst.

DR. STEVEN POELMANS

Ph.D. in Management Organizational Behavior from IESE, Spain, and Postgraduate in Neuroscience of Leadership. Professor of Neuroscience and Strategic Leadership at Antwerp Management School, Belgium and EADA Business School Spain. Founder of the NeuroTrainingLab™, a neuroscience-based leadership development methodology.

DR. MOHSEN SAAD

Ph.D in Finance from University of Delaware, USA. Associate Professor of Finance at the American University of Sharjah.

DR. FILIPE SANTOS

PhD in Management Science and Engineering from Stanford University. Dean and Professor at CATÓLICA-LISBON and Visiting Professor at INSEAD.

DR. CATALINA CUNTZE STEFANESCU

PhD and MS in Operations Research from Cornell University . Professor of Management Science at European School of Management and Technology, Berlin, Germany
PhD in Management Science and Engineering from Stanford University. Dean and Professor at CATÓLICA-LISBON and Visiting Professor at INSEAD.

DR. MATTHIAS TIETZ

PhD in Entrepreneurship from the Ivey Business School in Canada . Professor and research professor at the University of St.Gallen. He leads the competence center for entrepreneurship at the St.Gallen Institute of Management in Asia. Prior to his current role, he was professor of entrepreneurship at IE Business School in Madrid, Spain.



Mrs Leila Chaabouni,
Project Manager, El Karama Holding
EMBA 2021 Cohort



Earn a dual MBA degree with HEC Montréal



1+1 Executive MBA with HEC Montréal

This double degree program offers our executive MBA participants the opportunity to obtain a dual MBA degree from MSB and From HEC Montréal the management school with the 3 prestigious accreditations AMBA, AACSB International and EQUIS.

The participants will pursue their EMBA Degree in a multicultural environment: 1 year at MSB in Tunisia and 1 year at HEC Montreal in Canada.

Intensive, practice-based study program, starting at MSB and continuing at HEC Montréal for less than one year.

- Organizational interactions so you can fulfill real-world mandates; consulting projects with a company, providing you with practical Canadian management work experience.
- Development of skills that are cross-cutting and intercultural: creativity, autonomy, leadership teamwork, bilingual written and verbal communication, and business ethics.
- Many opportunities for networking and exchanges within an international and multilingual cohort bring together managers with a wide range of significant professional experience.
- Advice and support from our career management service.
- Programs offered by MSB and HEC Montreal in this dual MBA degree are both accredited by AMBA and are structured jointly to ensure their complementarity.
- Possibility of applying for a one-year post-graduation work permit.



Admission Requirements

- ✦ Be enrolled at MSB and be recommended by MSB.
- ✦ You must hold a Bachelors's degree (90 credits or 180 ECTS) or a degree deemed equivalent by HEC Montréal.
- ✦ Pass one of the admission tests: GMAT, GRE, TAGE MAGE or PAEP.
- ✦ Have at least 3 years of full-time work experience (without counting internships) when you start the program.
- ✦ Meet the program's language requirements and provide proof you meet them when applying. In the French MBA program, many reading materials and reference documents are in English.
- ✦ Mandatory online interview.



HEC Montreal joins forces with prestigious partners including MSB and MedTech, with whom there has been a sustained and very fruitful partnership since 2014".



Mme Marie-Hélène Jobin,
Director of International Relations and Partnerships,
HEC Montréal





Live an **international experience** at MSB's partner universities in the USA



In line with MSB's vision of global education, we offer international experiences at SMU partner universities in the USA and Canada.

EMBA Participants can spend a week at one of MSB's US partners to take an EMBA course, meet US business leaders and go on corporate visits.

Another international opportunity is to gain a dual diploma with HEC Montréal. For this participants spend the first year of the EMBA program at MSB and the second year in the HEC Montréal EMBA program.



Dr. Moez Limayem,
President,
University of North Florida



It is with a lot of excitement and a tremendous sense of pride that we host every year a distinguished group of EMBA students from the esteemed MSB. The entire team including faculty and staff work very hard to make sure this visit is both enjoyable and productive. In addition to very interactive lectures in CRM, the stay includes visits to successful businesses in the Tampa Bay area, guest lectures by world class scholars on timely topics related to CRM, a university tour, an international panel featuring presentations from international students from all over the world highlighting businesses that are truly customer-focused, interaction with USF graduate students and of course several cultural events and experiences. Year after year, students have been telling us that the trip was both memorable and impactful. At the end of the stay, every student receives an official Certificate in CRM.

I look forward to seeing you in Florida soon, I promise you will not regret it.



EMBA Trip to University of South Florida



Other Executive programs

Essentials of MBA with HEC MONTRÉAL

The Essentials of MBA is a six-month program organized in French in partnership with HEC Montréal. Courses are held three days per month from Thursday through Saturday and taught by professors from the two partnering institutions, MSB and HEC Montréal.

This program gives a solid grasp of the fundamental concepts taught at the MBA level. It provides a comprehensive overview of the essential management-related content and learning methods of an MBA degree. Participants will be given the opportunity to:

- Learn more about themselves, broaden their horizons and build confidence
- Familiarize themselves with the various interdependent functions within an organization
- Acquire new concepts, analytical tools and management practices to expand their toolbox
- Confront other viewpoints and explore what other companies are doing
- Become better acquainted with the strategic issues facing their firm.

EXECUTIVE SEMINARS

We offer two types of certification programs:

- Specialized company tailored programs of two to three days focusing on the development of company specific skills. These programs are offered in Tunisia or other countries in the region.
- Open-enrollment programs covering a functional area of business such as Digital Marketing, Finance for non-financial managers, Project Management, Human Resources Management, training of Board Members, among other topics.



The Executive MBA program was an outstanding experience that took me to new challenge in each course. The content was rich and useful. Being part of the Executive MBA program was an invaluable choice that allowed me to have a new professional vision and to conceive differently of my business development.

Mr. Skander Gharbi, General Manager
La Cigale Tabarka Hôtel Thalasso & SPA
EMBA 2020 Cohort



CFA® PREPARATION PROGRAM

MSB is the only institution in Tunisia to be recognized by the worldly Chartered Financial Analyst Institute, CFA® which is a global association of investment professionals that sets the standard for excellence in the industry. In this framework, MSB offers the possibility to prepare for the CFA Certification through its newly launched CFA Preparation Program.

The courses are organized from September to May and held three times a week as follows: in evening classes from 6:30 p.m to 9:30 p.m on Mondays and Wednesdays & Saturdays from 9:00 a.m to 1:00 p.m. The CFA Program is a graduate-level curriculum for investment specialists, especially security analysts, portfolio managers, traders, brokers and investment advisers.



CFA® preparation program at MSB is a great opportunity to review markets' essential concepts in depth. It allows me to better perform in my professional activity.

It reconciles my academic knowledge with my professional skills to have the critical thinking of how to better perform my tasks and let me improve my outcome raising it to international standards.

Mr. Amine HADJ SAID,
Treasury Director, QNB Tunisia



MASTER IN BUSINESS MANAGEMENT FOR JUNIOR PROFESSIONALS

The Master in Business Management (MBM) program is a two-year-program targeting junior professionals aiming to update their managerial skills and boost their career. The courses are organized over week-ends and in the evenings. This format allows the students to study without interrupting their career track. In the second year of the MBM program, students can choose one of the following specializations : Finance CFA®, Marketing, Operations & Supply chain and Business Analytics. A dual program is organized with EADA University in Spain.

THE LANGUAGE & CULTURE INSTITUTE (LCI)

Responding to the needs of our partners among corporations and candidates, the Language and Culture Institute (LCI) at SMU offers training programs in Business English & Business Communication. Business English / Business Communication & Public Speaking / One on One / In company courses / Summer school / General English / English for Specific Purposes / Other languages.



South
Mediterranean
University

MSB . MedTech . LCI



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MSB
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School of Business

HEC
MONTRÉAL

FROM HERE

We Rise

L'ESSENTIEL

D'UN MBA

HEC

HEC Montreal en Bref

Fondée en 1907 par la Chambre de commerce de Montréal, au confluent des pratiques de gestion européennes et nord-américaines, HEC Montréal demeure plus que jamais le carrefour où les préoccupations actuelles des gestionnaires sont toutes intégrées à l'enseignement des fonctions fondamentales de l'entreprise : gouvernance, finance, capital humain, marketing et autres. HEC Montréal occupe une place de choix sur l'échiquier international des grandes écoles de gestion. Elle est la première école de gestion en Amérique du Nord à détenir trois agréments parmi les plus prestigieux du monde de l'enseignement de la gestion : EQUIS (European Quality Improvement System), AMBA (Association des MBA) et AACSB international (Association to Advance Collegiate Schools of Business).



MSB en Bref



La Mediterranean School of Business (MSB) est le premier pôle d'excellence académique anglophone en Tunisie offrant des programmes de Licence, d'Ingénierie, de Masters, de langues ainsi que des séminaires professionnels. Etablie en 2002 par l'organisation d'un Executive MBA pour dirigeants d'entreprises, la SMU a introduit graduellement d'autres programmes en management via son école de gestion MSB. Elle a ouvert son école d'ingénieurs (Mediterranean Institute of Technology - MedTech) et son Institut des Langues et des Cultures (LCI). L'objectif de cette pluridisciplinarité est la formation d'entrepreneurs visionnaires aptes à réussir dans une économie mondialisée. La SMU est la seule université en Tunisie à détenir deux agréments parmi les plus prestigieux du monde de l'enseignement de la gestion : EPAS (European Programs Accreditation System) et AMBA (Association des MBA).

Contexte:

La gestion d'entreprise étant plus exigeante que jamais, il est important pour les cadres et dirigeants d'entreprises de prendre du recul et de prendre le temps d'élargir et d'approfondir leurs connaissances, ainsi que de renforcer leur compétences clés. Dans ce contexte, HEC Montréal et la Mediterranean School of Business, leaders dans la formation continue, sont heureux de proposer "L'ESSENTIEL D'UN MBA", un programme généraliste de gestion pour cadres et dirigeants.

Le Programme :

Le programme "L'ESSENTIEL D'UN MBA" comprend quatre modules totalisant 6 cours permettant aux participants de :

- Développer une méthode de gestion qui prend en compte tous les aspects de l'entreprise ;
- Renforcer leurs compétences génériques et se défaire des comportements routiniers qui entravent l'efficacité ;
- Améliorer leurs connaissances, compétences et pratiques de gestion ;
- Se familiariser avec les pratiques actuelles et reconnaître l'interdépendance des différentes fonctions de l'entreprise ;

MODULES		COURS
Être un gestionnaire		Le Management stratégique Incluant les thèmes de gouvernance et de responsabilités sociales des entreprises (3 Jours)
Avoir une vision transversale		Performance financière (3 Jours)
		Habiletés de gestion des personnes Coaching Leadership Communication (3 Jours)
		Opérations & Logistiques (3 Jours)
Diriger efficacement		Stratégie de Marketing (3 Jours)
Avoir une vision intégrée		Globstrat Simulation en gestion stratégique de l'entreprise (4 Jours)

Format :

L'ESSENTIEL D'UN MBA est un programme en langue française à temps-partiel étalé sur une période de six mois. Les cours sont organisés en hybride (en ligne ou aux locaux de la MSB) à raison de trois jours par mois (**Jeudi à Samedi**) de 9h00 à 18h00.

Méthode pédagogique

Les principes pédagogiques régissant ce programme de formation s'intègrent dans la philosophie de HEC Montréal et la Mediterranean School of Business, à savoir la formation participative.

Ce programme utilise donc des méthodes actives d'enseignement où la pratique est alliée à la théorie. Les études de cas font partie intégrante du contenu de ce programme parce qu'elles encouragent le partage d'expérience et les échanges ainsi que l'innovation.

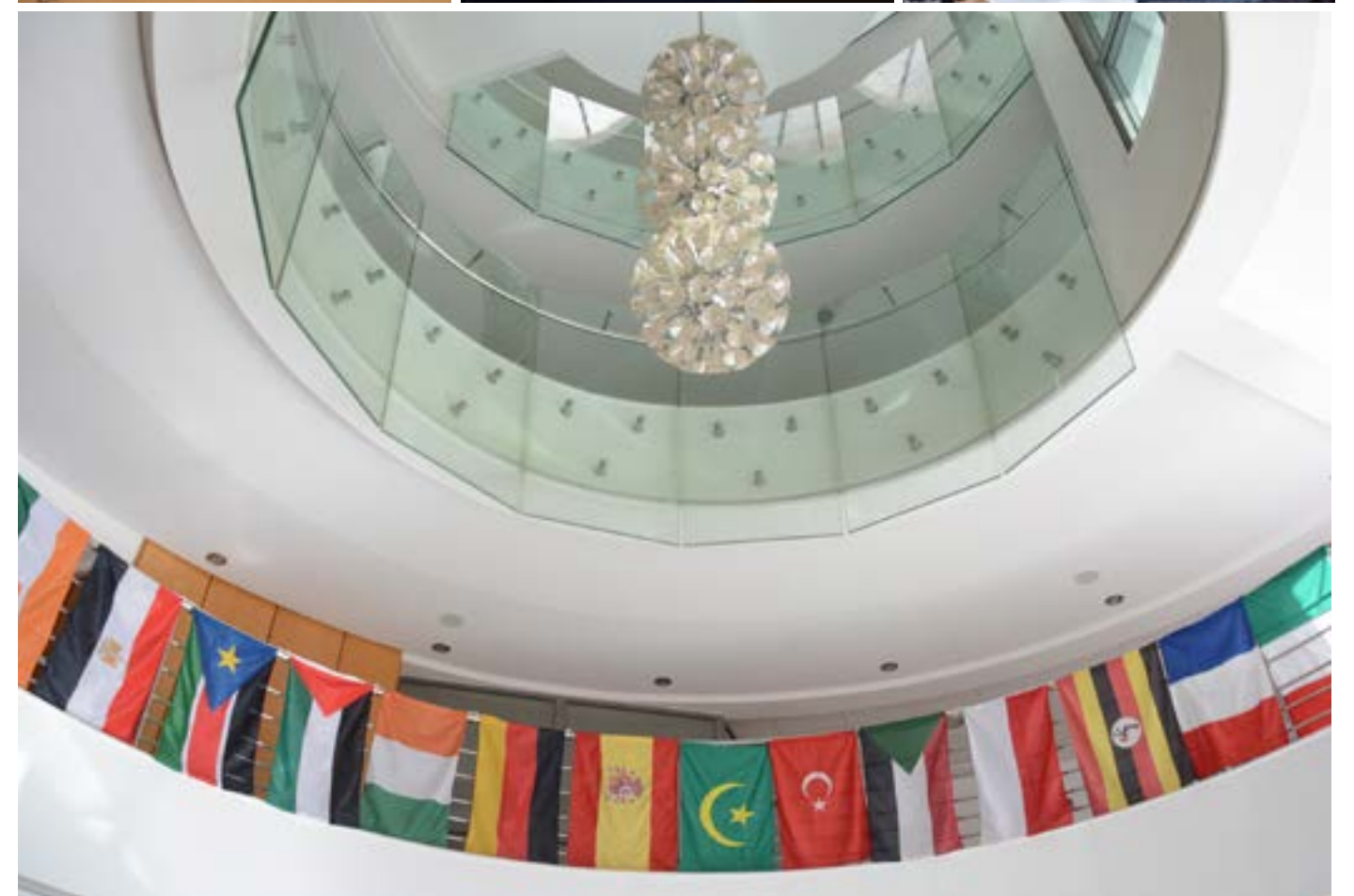


Participants Ciblés :

Cadres et dirigeants d'entreprise en exercice, désireux de parachever leur formation par un programme intensif en management et de donner une nouvelle impulsion à leurs carrières professionnelles.

Frais et modalités de participation:

- Les frais de participation sont de 5.200 Euros HT payables en dinars tunisiens. Ce montant couvre les frais de participation au programme, le matériel pédagogique, les pauses cafés et les déjeuners.
- Une avance non remboursable de 1000 Euros sera due à l'inscription dans le programme.
- Pour les entreprises tunisiennes, ce programme est éligible au financement par la Taxe à la Formation Professionnelle (TFP).



Corps Professoral :

Le programme sera enseigné par un corps professoral de renommée internationale, provenant des deux institutions partenaires **HEC Montréal et MSB.**



Rachel Auger

Détentrice d'une maîtrise en science de la gestion en finance de HEC-Montréal et d'un diplôme d'études supérieures en commerce et administration financière de l'ESCEM-Poitiers en France, Rachel Auger est aussi membre de l'Ordre des comptables généraux licenciés du Québec. Elle oeuvre principalement à titre d'enseignante et de consultante en finance. Ses principaux champs d'intérêts sont l'analyse financière, les décisions de financement et l'évaluation de projets. Ses sujets sont abordés dans les nombreux cours de premier et de deuxième cycle qu'elle a donnés à HEC-Montréal depuis 1996.



Luc Bélanger-Martin

Monsieur Bélanger-Martin est diplômé de HEC Montréal en sciences de la gestion. Sa spécialité touche à la fois la stratégie et la gestion d'entreprises. Il enseigne à l'École depuis 1993 dans les programmes de baccalauréat, de certificats, de la M.Sc. et du MBA. Il a d'abord été consultant en gestion et en planification stratégique auprès d'entreprises oeuvrant principalement en technologie de l'information. Il a ensuite assuré la gestion de plusieurs entreprises dans des domaines aussi variés que le multimédia, la production publicitaire et les assurances.



Anis Chelbi :

Professeur Anis Chelbi détient un PhD de l'université Laval (Canada) et un diplôme d'ingénieur de l'université de Kyoto (Japon). Son expertise principale et ses intérêts de recherche comprennent la gestion des opérations et de la chaîne d'approvisionnement, la gestion de projets, la maintenance des systèmes de production et l'optimisation de la fiabilité des systèmes. Dr. Chelbi, dirige une unité de recherche en Productique et il est également membre associé du centre interuniversitaire de recherche sur les réseaux d'entreprise, la logistique et le transport (CIRRELT), Canada



Raymonde Lévesque

Raymonde Lévesque est chargée de cours à HEC Montréal, où elle enseigne le cours « Habiletés de direction des personnes » au 2e cycle et anime des séminaires sur « La direction des personnes » et « Le courage managérial » pour l'École des dirigeants et à l'international à HEC Montréal. Elle cumule 20 années d'expérience dans des postes de direction. Mme Lévesque est coach professionnelle, elle accompagne des gestionnaires dans le développement de leurs habiletés de direction et de leader. Elle offre des formations en entreprise sur le développement du leadership, la communication, la gestion des conflits, la négociation et les habiletés de direction.



Karim Said

Professeur Karim Said détient un PhD et un DEA en Sciences de Gestion de l'Université de Nice - Sophia Antipolis. Il est maître de conférences et directeur de recherches à l'Université de Versailles Saint Quentin en Yvelines/ Université Paris Saclay et professeur visiteur à la MSB. Il est professeur invité dans de nombreuses universités et grandes écoles de commerce dans la région MENA. Son expertise principale et ses intérêts de recherche comprennent le management stratégique et international ainsi que le management des alliances.



Ishraf ZAOU

Ishraf ZAOU est titulaire d'un PhD en Marketing et Système d'Information de l'Université Pierre Mendès-France Grenoble II. Après plusieurs années d'enseignement et de direction de programmes à l'université en Tunisie et en Grandes Ecoles en France, Ishraf Zaoui a fondé DigiAct, un cabinet conseil à Lyon, spécialisé en Marketing Digital et en CRM. Elle intervient auprès des entreprises à l'internationale et en Tunisie sur les problématiques de mise en place de stratégies de marketing digital, de design d'expériences clients et de gestion de la relation client à l'ère de la dématérialisation. Elle est également membre de la chaire de recherche « Transformation digitale et Intelligence Artificielle » avec l'Inseec Lyon, Cegid et Esker.



Première école de gestion fondée au Canada en 1907, HEC Montréal détient les trois agréments les plus prestigieux dans son domaine, qui confirment l'excellence de sa formation et la qualité de son encadrement : AACSB (Association to Advance Collegiate Schools of Business), EQUIS (European Quality Improvement System) et AMBA (Association des MBA).

L'École occupe une place de choix sur l'échiquier international des grandes écoles de gestion avec :

- La formation de 7 000 cadres et dirigeants par année;
- Des formations internationales pour des étudiants, des professionnels, des cadres et des dirigeants de 4 continents;
- Des partenariats avec 154 universités et grandes écoles de gestion dans 47 pays;
- Un réseau de plus de 91 200 diplômés actifs partout dans le monde.
- Un programme exécutif offert partout dans le monde et en plusieurs langues.

Plus d'un siècle d'histoire l'y a ainsi menée. Résultat de son avant-gardisme soutenu dans tous ses champs d'action : enseignement, recherche, intervention internationale et formation des cadres et des hauts dirigeants.



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HEC MONTRÉAL



MSB
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School of Business

CFA Prep Program

MSB-SMU is the first CFA® affiliated university in Tunisia and the Maghreb region.

The Chartered Financial Analyst® (CFA®) qualification is the most respected designation for finance and investment professionals in the world. Employers and media around the world praise the CFA® designation. It allows its holders to practice across international borders.

The CFA® charter is often listed by hiring firms as a prerequisite for highest paying jobs in Finance. It is demanded by regulators, financial institutions and private and public corporations around the world. According to the Financial Times, the CFA® designation is considered the gold standard among financial professionals worldwide.

SMU offers the possibility to prepare for the CFA® Certification through its CFA Preparation Program.

The Program Curriculum

The course of study is composed of ten topic areas and is organized into three levels.



Level 1
.....
L 1

Focuses on basic knowledge of the ten topic areas and on analyses using key investment decision and management tools.



Level 2
.....
L 2

Emphasizes the application of investment tools and concepts with a focus on the valuation of all types of assets



Level 3
.....
L 3

Focuses on synthesizing all of the concepts and analytical methods in a variety of applications for effective portfolio management and wealth planning

To become a CFA® Charterholder, the candidate has to:

4+

- Successfully pass 3 exams
(Level I, Level II, and Level III)



- Have 4 years of professional work experience in the financial discipline (accrued before, during, or after passing the exams)

The Benefits of the CFA® Prep. Program:

- Highly selected and qualified instructors including CFA Charterholders
- A step by step coaching approach
- Technical and advising assistance during office hours
- Three supervised CFA mock exams per level
- Support and advice in membership and exam application
- Well adapted schedule
- MSB Certificate upon fulfillment of attendance requirements
- Preparing The CFA® Institute Investment Foundations™ certificate simultaneously with CFA® level I.
- Preparing Eikon Thomson Reuters / Datastream certifications
- Free second enrollment for unsuccessful candidates upon the fulfillment of accepted criteria (i.e. average grade in the 3 mock exams should be $\geq 60\%$)
- Possibility of joining the MSB Community as a part-time or visiting instructor

The CFA Charter ... the gold standard among financial professionals worldwide



Global Passport



Unmatched Expertise



Prestigious Network

CFA® Institute

The CFA® Program, curriculum, exams and grading are administered by CFA® Institute (www.cfainstitute.org).

The CFA® Institute has headquarters in Charlottesville, Virginia and in New York in the United States, as well as in Hong Kong and London.

Its mission is to lead the investment profession globally by promoting the highest standards of ethics, education, and professional excellence for the ultimate benefit of society.

Contacts :



cfa-prep-program@msb.tn | www.msb.tn

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Les jardins du LAC 2 1053 Tunis-Tunisie



MSB Executive Programs



MSB
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School of Business



BACHELOR

Become a Chartered Technical Analyst!
Obtain the 2 most recognized Technical Analysis Certifications in the world (2 in 1)
Become a skilled Trader in financial markets

Chartered Market Technician (CMT®) / Chartered Financial Technician (CFTe)
Prep Program



SMU is the first CMT® / CFTe prep provider in Tunisia

CMT® stands for Chartered Market Technician Certificate, the most important technical analysis certificate in the World. It is a 3-level certificate handled by the Chartered Market Technicians CMT® Association.

CFTe stands for Certified Financial Technician, one of the most recognized technical analysis certifications in the world. It is a 2-level certificate handled by The International Federation of Technical Analysts, Inc. (IFTA)

Candidates who pass the CMT® levels I and II are eligible to receive the CFTe certification.

Based on real data **trading room sessions**, the CMT® / CFTe prep program of the **South Mediterranean University** offers a **world-class structured approach to applied study of technical analysis**. Also, it provides advanced tools to other analytical approaches such as macro-economic, fundamental, and quantitative methods necessary for trading investment portfolio management. An added value of the program is that it is an artificial intelligence (Python) based program providing also a code of ethics for financial market professionals.

Among the top employers of CMT® designation are MORGAN STANLEY, BARCLAYS, BLOOMBERG, LP and more. The CMT® exams are considered a «gold standard» in the technical analysis industry.

Area of Expertise

The course of study is composed of five topic areas and is organized into three levels:

- TECHNICAL ANALYSIS
- RISK MANAGEMENT
- QUANTITATIVE SYSTEMS DEVELOPMENT
- PORTFOLIO MANAGEMENT
- APPLIED BEHAVIORAL FINANCE

CMT® Level 1 requires passing a two-hour exam. The exam is four-hours long for level 2 and 3 exams.

The exam is scheduled by CMT® Association on June and December for the three levels.

The IFTA Certified Financial Technician (CFTe) consists of CFTe I and II, which together constitute a complete professional program. The two examinations culminate in the award of this internationally recognized professional qualification in Technical Analysis.

The CFTe exam is now being offered at testing centers throughout the world through Pearson VUE, IFTA's computer-based testing provider. The candidate selects the exam date and location when they register for the exam. The CFTe II is offered twice annually, typically in April and October. The CFTe II is proctored online via Zoom.

Note: Kindly check the CMT® and CFTe websites for latest updates on registration dates, Exam deadlines and fees (<https://cmtassociation.org/> & <https://ifta.org/cfte/>)

Note: Kindly check the CMT® and CFTe websites for latest updates on registration dates, Exam deadlines and fees (<https://cmtassociation.org/> & <https://ifta.org/cfte/>)



Level 1

L 1

Focusing on the basic knowledge of the terminology and analytical tools used in technical analysis.

Intended participants

If you would like to become a skilled trader in financial markets, behavioral finance, quantitative systems design and portfolio and risk management, the CMT®/CFE prep Program is for you.

Career

- Technical Analyst
- Trader
- Portfolio Manager
- Fund Manager
- Dealer
- Quantitative Financial Research & Trading Analyst



Level 2

L 2

Measuring the candidate's competency in the application of concepts, theory, and techniques covered by the required readings.



Level 3

L 3

Integrates the candidate's understanding of the concepts identified in Level I with the practical application learned in Level II.

Program Calendar

Trading room-real data based sessions!

60 hours per level scheduled over only 5 weeks. The candidate can choose one of the following formats:

Work day format: From Monday* to Thursday* from 6.30pm to 9.30pm

Weekend format: Thursday* and Friday* from 6.30pm to 9.30pm and Saturday** and Sunday** from 9.30AM to 12.30PM

Level 1	Level 2	Level 3
<ul style="list-style-type: none"> • Section One: Theory and History of Technical Analysis • Section Two: Charts, Trends and Patterns • Section Three: Advanced Concepts in Charting and Trend Analysis • Section Four: Markets and Volatility • Section Five: Behavioral Finance and Other Theories of Market Dynamics • Section Six: Basic Statistics for the Technical Analyst • Section Seven: Perspectives on Technical Trading Systems 	<ul style="list-style-type: none"> • Section One: Chart Development and Analysis • Section Two: Volatility Measures in Today's Financial Markets • Section Three: Topics in Behavioral Finance • Section Four: Statistical Applications for Technical Analysts • Section Five: Technical Methods and Market Selection • Section Six: Designing and Testing Technical Trading Systems 	<ul style="list-style-type: none"> • Section One: Risk Management • Section Two: Asset Relationships • Section Three: Portfolio Management • Section Four: Behavioral Finance • Section Five: Volatility Analysis • Section Six: Classical Methods

Enrollment requirements



Passing an MCQ English exam



Passing an admission interview



MSB Alumni are not required to pass an English exam

The Benefits of the Program:

- Highly selected and qualified instructors
- Trading room/real data-based training sessions
- Technical and advising assistance during office hours
- Mock test papers
- Well adapted schedule
- Candidates can attend training sessions online upon demand
- The opportunity to obtain the Refinitiv Eikon Thomson Reuters Certificate

CMT® and CFE are leading Technical analysis qualifications in the World!



Global Passport



Global Passport



Unmatched Expertise



Prestigious Network

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admission@smu.tn www.msb.tn

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Les jardins du LAC 2 1053 Tunis-Tunisie



BECOME AN EQUITY RESEARCH ANALYST !

Program Overview:

- Learn how to assign an equity rating (buy, sell, hold) based on a deep investigation of the macro and microeconomic conditions and an effective financial modeling process using artificial analysis tools.
- Through practical training sessions, this certification program aims to provide participants with access to up-to-date equity research and financial modeling tools necessary to take optimal investment/portfolio management decisions.
- The program also helps corporate managers to access a set of advanced knowledge necessary to identify key success factors and restructure/improve the company's activities and performance.

Why Equity Research and Financial Modeling Certificate?

After attending the program, participants will be able to:

- Perform high-level macroeconomic and industry analysis.
- Build a comprehensive financial model using excel spreadsheet and Python.
- Perform financial forecasting for efficient managerial and investment decisions.
- Master up-to-date firm valuation techniques for effective investment and portfolio management decisions.
- Assign an equity rating (buy/hold/sell).

Prerequisite:

This program requires the candidate to have basic knowledge in Financial Accounting, Corporate Finance, and Excel software.

Intended Participants:

- Graduates in Business / Engineering
- Financial Professionals.
- Interested in Finance.

Program Modules:

Module 1: Introduction to the Financial Modeling (3H)

- Understanding the Fundamentals of Financial Modeling
- Identify Types and Applications of Financial Modeling
- What are the main functions used in Financial Modelling

Module 3: Financial Statement Analysis (9H)

- Introduction to Financial Statements
- Understanding the Tools used in Financial Statements Analysis, such as Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Cash Flow Analysis, and Unit Analysis.

Module 2: Equity research: Economic and sectoral Analysis (3H)

- Understanding the Economy-Industry-Company (EIC) approach
- Developing Business Dynamic Knowledge in a Variety of Sectors
- How to Read and Analyze Equity Research Reports

Module 4: Building Financial Projections (MS Excel/ Python) (9H)

- Revenue and Expense Modeling.
- Understanding Financial Forecasting Methods (quantitative and Qualitative Approaches).
- Loan, Capex and Working Capital Projections.
- Constructing Forecasted P&L, Cash Flow and Balance Sheet Statements.
- Financial projections with artificial intelligence (Python) tools

Module 5: Financial Modeling for Corporate valuation

(MS Excel/Python) (9H)

- The Discounted Cash Flow Valuation: Assumptions and Modelling on Excel and Python
- Valuation Multiples: The Equity, Enterprise Value and Sector Specific Multiples.
- Sum-of-the-Parts Valuation (SOTP)
- Company Valuation Using Probabilistic Models with Python

Module 6: Modelling Dashboards (3H)

- How to model the dashboard: main inputs, ratios and key outputs.
- Sensitivity and Gravity Analysis
- Management Scenarios and Stress Testing.
- Monte Carlo simulation

Program Modules:

36 Hours of practical training and well-dispersed sessions (three weeks) with real cases in the SMU training room.

The candidate can choose one of the following formats:

EVENING CLASS

- 6:30 PM - 9:30 PM : **Monday - Tuesday - Thursday - Friday**

WEEKEND CLASS

- 6:30 PM - 9:30 PM : **Thursday - Friday**
- 9:30 PM - 12:30 PM : **Saturday - Sunday**

Enrollment requirements:



Passing an MCQ
English exam



Passing an admission
interview



MSB Alumni are not required to pass an
English exam

The Benefits of the FRM® Prep. Program:

- Flexible and well adapted program schedule
- highly selected and qualified instructors
- Candidates can attend sessions online upon demand.
- A step-by-step coaching approach
- Detailed notes and summaries
- Question banks
- Technical and advising assistance during office hours
- Training sessions within the MSB trading room
- Possibility of joining the MSB Community as a part-time or visiting instructor
- Opportunity to obtain the Refinitiv Eikon Thomson Reuters Certificate

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Les jardins du LAC 2 1053 Tunis-Tunisie



Gestion de Projets

Approches & Techniques pour faire réussir vos Projets

I. Formateur



Professeur Anis Chelbi est diplômé de l'université Laval (Canada) et de l'université de Kyoto (Japon). Son expertise principale et ses intérêts de recherche comprennent la gestion des opérations et de la chaîne d'approvisionnement ainsi que la maintenance et la fiabilité des systèmes. Dr. Chelbi dirige un laboratoire de recherche en Fiabilité et Robotique et il est également membre associé du centre interuniversitaire de recherche sur les réseaux d'entreprise, la logistique et le transport (CIRRELT) au Canada. Outre ses nombreuses publications scientifiques, il a une expérience de plus de 25 ans en tant que consultant et formateur pour des entreprises nationales et internationales dans divers domaines comme l'Aéronautique chez SNECMA Motors et Messier-Dowty en France, l'industrie chimique avec AKZO-Nobel en Belgique, et d'autres industries en Tunisie telles que les industries de la céramique, de l'emballage et de l'agro-alimentaire.

II. Contexte du séminaire

Ce séminaire traite des principes et outils de la gestion de projets et des meilleures façons d'appliquer ces outils dans un environnement caractérisé par plusieurs aléas sur les plans opérationnel et humain. Il s'agira d'abord du choix et de la gestion des ressources humaines devant contribuer à la réalisation d'un projet. Ensuite, il sera question du plan de management de la communication dans un projet. Suite à cela, des méthodes et outils de planification/ordonnancement et d'optimisation durée-coût seront présentés. On traitera de l'analyse et de la gestion des risques sur un projet et les participants auront à faire des exercices d'application spécifiques à certaines parties de cette formation. Enfin, une étude de cas par équipe clôturera ce séminaire.

III. Objectifs du séminaire

- Choisir judicieusement les ressources humaines sur un projet
- Evaluer les styles de comportement dans un contexte de gestion des conflits
- Établir et exécuter une procédure de communication sur un projet
- Décrire et utiliser les méthodes de planification/ordonnancement de projets CPM (*Critical Path Method*) et PERT (*Project Evaluation and Review Techniques*) en absence et en présence de contraintes sur les ressources.
- Déterminer les compromis Durée-Coût sur un projet.
- Identifier, analyser et gérer les risques liés à un projet.

IV. Publique cible



• Dirigeants d'entreprises



• Gestionnaires de projets / Consultants

• Ce séminaire s'adresse aux cadres ingénieurs et gestionnaires ayant à gérer des projets impliquant des ressources humaines et matérielles, un budget et des délais à respecter dans tous les domaines (technologies de l'information, industrie manufacturière, construction et travaux publics, banques, logistique, services, ...).

V. Contenu détaillé du séminaire



Jour 1



Les ressources humaines et la communication sur un projet

- Introduction à la gestion de projets
- Les qualités recherchées chez un gestionnaire de projet
- Le choix des ressources humaines sur un projet
- La répartition des responsabilités sur un projet
- La gestion des conflits
- Le plan de communication d'un projet
- Les types de communication



Jour 2



La planification et l'ordonnancement d'un projet

- Objectifs et éléments essentiels
- La méthode CPM (exemple : projet générique)
- La méthode PERT (exemple : projet générique)
- Planification sous contraintes sur les ressources
- Optimisation Durée-Coût d'un projet



Jour 3



L'optimisation Durée-Coût d'un projet et l'analyse des risques

- Optimisation Durée-Coût d'un projet (Exercices)
- Analyse et gestion des risques
- Etude de cas (par équipe)

VI. Frais et modalités de participation

- **2250 Dinars HT pour les participants tunisiens (déductibles de la TFP)**
- **800 Euros pour les participants internationaux**

Ces frais, payables à l'inscription, couvrent la participation au programme, le matériel pédagogique, les déjeuners et les pauses cafés.

Formulaire d'inscription disponible en ligne sur : <https://www.smu.tn/msb/seminars/gestion-de-projets>

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Les jardins du LAC 2 1053 Tunis-Tunisie



Marketing Digital

Pour mettre en place ou repenser votre stratégie digitale

I. Formatrice



Ishraf ZAOUÏ est titulaire d'un PhD en Marketing et Système d'Information de l'Université Pierre Mendès-France Grenoble II. Après plusieurs années d'enseignement et de direction de programmes à l'université en Tunisie et en Grandes Ecoles en France, Ishraf Zaoui a fondé DigiAct, un cabinet conseil à Lyon, spécialisé en Marketing Digital et en CRM. Elle intervient auprès des entreprises à l'internationale et en Tunisie sur les problématiques de mise en place de stratégies de marketing digital, de design d'expériences clients et de gestion de la relation client à l'ère de la dématérialisation. Elle est également membre de la chaire de recherche « Transformation digitale et Intelligence Artificielle » avec l'Inseec Lyon, Cegid et Esker.

II. Contexte du séminaire

L'abondance et la disponibilité des technologies offrent aujourd'hui aux entreprises de nouvelles opportunités pour développer leurs marques et générer de la croissance. Nombre d'entreprises utilisent le digital sans réelle stratégie, ce qui ne leur permet pas de tirer profit des différentes possibilités qu'il offre et les prive d'une réelle synergie entre les différentes tactiques menées en silos.

Le digital donne du sens au marketing en permettant de mieux connaître le client, d'anticiper ses besoins et de personnaliser ce qu'on lui offre. Aujourd'hui la question de la présence en ligne ne se pose plus. La question est de savoir quelle forme de présence en ligne faut-il considérer et quels leviers utiliser pour atteindre ses objectifs et être plus compétitif.

III. Objectifs du séminaire

- Appréhender les enjeux du marketing digital;
- Définir la démarche pour établir sa stratégie de marketing digital;
- Présenter les différents leviers du marketing digital;
- Mesurer la performance de ses actions digitales.

IV. Publique cible



- Dirigeants d'entreprises



- Responsables / Consultants en marketing voulant repenser leurs stratégies digitales



- Responsables marketing voulant mettre en place une stratégie de marketing digital

V. Contenu détaillé du séminaire



Jour 1

Les enjeux du marketing digital

- Le comportement du consommateur connecté
- Les chiffres clés du web en Tunisie et dans le monde
- Les tendances du digital en 2023
- Du marketing transactionnel au marketing relationnel
- La stratégie multicanale



Jour 2

La mise en place de la stratégie digitale

- Faire son diagnostic
- Définir ses objectifs
- Segmenter sa clientèle
- Élaborer sa stratégie digitale
- Allouer ses ressources
- Piloter et mesurer sa stratégie digitale



Jour 3

Les différents leviers du marketing digital

- Le référencement (SEM, SEO, SEA, SMO)
- Le contenu
- Les réseaux sociaux
- L'email marketing
- Les autres leviers
- L'analytique

VI. Frais et modalités de participation

- 2250 Dinars HT pour les participants tunisiens (déductibles de la TFP)
- 800 Euros pour les participants internationaux

Ces frais, payables à l'inscription, couvrent la participation au programme, le matériel pédagogique, les déjeuners et les pauses cafés.

Formulaire d'inscription disponible en ligne sur : <https://www.smu.tn/msb/seminars/marketing-digital>

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Les jardins du LAC 2 1053 Tunis-Tunisie



Finance pour les non-financiers

I. Formateur



Cédric Lesage est titulaire d'un PhD en comptabilité financière de l'Université de Rennes I et de la Chaire S. Bloomberg en Compatibilité. Il est Professeur à Concordia University, Maître de conférences à l'IAE de Rennes, et Professeur Agrégé des Universités, à l'IAE de Rennes ainsi qu'à l'IAE de Paris, Sorbonne. Il a aussi occupé le poste de professeur associé à HEC Paris de 2006 à 2016. Pr. Lesage a co-écrit deux ouvrages et a publié des articles de recherche dans plusieurs journaux de renommée dont Accounting, Auditing & Accountability, European Accounting Review, International Journal of Accounting, Journal of Business Ethics, parmi d'autres.

II. Contexte du séminaire

La compréhension des états financiers et leur utilisation à des fins de diagnostic financier sont des compétences essentielles pour le manager. Que ce soit à des fins internes, par exemple dans le cadre des discussions sur un business plan ou d'un compte rendu devant le Comité Exécutif, ou à des fins externes, par exemple dans le cadre de négociations avec des partenaires sur un projet d'investissement ou de relations avec les institutions financières. La maîtrise des concepts financiers de base est une nécessité dans le monde de l'entreprise d'aujourd'hui.

III. Objectifs du séminaire

L'objectif de ce séminaire est de fournir aux participants, sans aucune notion préalable, les compétences comptables et financières leur permettant d'exercer efficacement leur fonction : L'accent est mis sur l'utilisation de l'information financière à des fins de contrôle et de prise de décision. A l'issue de ce séminaire, le participant devra être capable de :

- Savoir lire les différents états financiers et comprendre leurs interrelations.
- Savoir interpréter les états financiers du point de vue de l'activité, la rentabilité et la solvabilité de l'entreprise.
- Maîtriser l'utilisation de l'information financière, à des fins de diagnostic financier, de contrôle et de prise de décision.

IV. Publique cible



• Dirigeants d'entreprises



• Responsables et cadres non spécialisés dans les domaines financiers et comptables

V. Contenu détaillé du séminaire



Jour 1



Introduction

- Mesure du patrimoine de l'entreprise (*Le bilan*)
- Mesure de la création de valeur nette (*Le compte de résultat*)
- Mesure de la création / consommation de trésorerie (*Le tableau de flux de trésorerie*)
- Interrelations entre les trois états financiers
- Travail en groupe et exercices pratiques



Jour 2



Outils d'analyse I

- Principes comptables et régularisations de fin d'année
- Analyse financière et les grands équilibres financiers
- Exercices pratiques et étude de cas
- Travail individuel



Jour 3



Outils d'analyse II

- Analyse financière
- La pyramide des ratios
- Les principaux ratios
- Travail en groupe
- Exercices pratiques
- Clôture du séminaire

VI. Frais et modalités de participation

- **2250 Dinars HT pour les participants tunisiens (déductibles de la TFP)**
- **800 Euros pour les participants internationaux**

Ces frais, payables à l'inscription, couvrent la participation au programme, le matériel pédagogique, les déjeuners et les pauses cafés.

Formulaire d'inscription disponible en ligne sur : www.smu.tn/msb/seminars/finance-non-financial-managers

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MSB Executive Programs



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BACHELOR

FRM® Prep Program

SMU, the first FRM® prep provider in Tunisia

FRM® stands for Financial Risk Manager Certificate, and it is offered by the GARP®, Global Association of Risk Professionals. Under today's highly volatile markets and risky contexts, the demand for FRM® certified candidates is very high in every industry/market owing to the rising need for risk identification, evaluation, and management.

Earning the FRM® proves that your knowledge and skills are up to the updated risk management international standards and connects you to an elite network of risk professional experts in the world. FRM® certification opens doors to lucrative career in Risk Management, investing, consulting, modeling, etc.

Career opportunities for FRM® holders include Chief Risk Officer, Senior Risk Analyst, Head of Operational Risk, Investment Risk Manager, Credit Risk Manager...

SMU offers the possibility to prepare for the FRM® Certification through its FRM® Preparation Program.

The Program Curriculum:

The course of study is composed of ten topic areas and is organized in two levels. Each level requires passing an exam. The program curriculum increases in complexity as you move through the levels:

The exam is scheduled by GARP® Association on May, August and November for the two levels.

FRM® part	Topics to Cover	Weight in Exam	Exam Format
 Level 1 L 1	<ol style="list-style-type: none"> 1. Foundations Of Risk Management 2. Quantitative Analysis 3. Financial Markets & Products 4. Valuation And Risk Models 	20% 20% 30% 30%	4hours, 100-question multiple choice exam via computer-based testing (CBT)
 Level 2 L 2	<ol style="list-style-type: none"> 1. Market Risk 2. Credit Risk 3. Operational Risk & Resiliency 4. Treasury And Liquidity Risk 5. Risk Management & Investment Management 6. Current Issues In Financial Markets 	20% 20% 20% 15% 15% 10%	4hours, 100-question multiple choice exam via computer-based testing (CBT)

Recognized in all major markets, FRM is the leading certification for risk managers!



Global Passport



Global Passport



Unmatched Expertise



Prestigious Network

To become a CFA® Charterholder, the candidate has to:

- Successfully pass 3 exams
(Part I and Part II)



Submit at minimum 2 years of professional relevant work experience (accrued before, during, or after passing the exams)

2+

Target Participants:

The FRM® program is recommended for business and engineering graduates /professionals with an interest in finance, investment and risk management.

There is no strict FRM eligibility for the students and even final-year graduation students are eligible for the FRM Part I exam.

Some SMU FRM® prep courses are common with the SMU CFA® prep program, providing you a real advantage to prepare both certifications!

FRM Level 1

3 FRM specific courses (72 hrs)

- Foundations of risk management (36 hrs)
- Valuation and risk models (36hrs)

4 common courses with the CFA prep level 1 (24 hrs)

- Portfolio Management L1 (36h)
- Quantitative Methods L1 (36h)
- Ethical and Professional Standards (24h)
- Equity investment L1 (24h)
- Fixed Income L1 (36h)
- International Finance & Derivatives (24h)

FRM Level 2

5 FRM specific courses (96 hrs)

- Market risk (24 hr)
- Operational risk (24 hrs)
- Liquidity risk (24 hrs)
- AI and fintech (12 hrs)
- Current issues in financial markets (12hrs)

3 common courses with the CFA prep level 2 (72 hrs)

- Portfolio Management L2 (36hrs)
- Fixed income L2 (36h)
- Alternative Investment L2 (12h)

Program Calendar:

Trading room-real data-based sessions!

216 hours for level1 and 168 hours for level 2 scheduled over well dispersed weekends:

Thursday* and Friday* from 6.30pm to 9.30pm and Saturday** and Sunday** from 9.30AM to 2.30PM

Enrollment requirements



Passing an MCQ
English exam



Passing an admission
interview



MSB Alumni are not required to pass an
English exam

The Benefits of the FRM® Prep. Program:

- Flexible and well adapted Preparation program schedule
- Highly selected and qualified instructors including FRM Holders
- Candidates can attend sessions online upon demand.
- A step-by-step coaching approach
- Detailed notes and summaries
- Question banks
- Technical and advising assistance during office hours
- MSB Certificate upon fulfillment of attendance requirements
- Training sessions within the MSB trading room
- Possibility of joining the MSB Community as a part-time or visiting instructor

Contacts :



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Global Banking & FinTech Certificate Fintech, Banking & Artificial Intelligence

Program Overview & benefits:

The past decade has witnessed big changes in the global banking and finance industry thanks to technological developments, innovative business models revolutionary regulatory reforms. From financial advisor offices to chatbots, from long queues to online banking, and from heavy long books to big data analytics, the industry has taken a huge leap forward.

In today's highly competitive environment, it is more important than ever for banking and financial managers to acquire the skills necessary to keep up with current revolutionary innovations.

The Global Banking & FinTech Certification program from South Mediterranean University combines two certificates: **FinTech & Digital finance Certificate**, and **Banking & Digital Finance Certificate**. The participant can choose to take either the first or the second certificate, or both, which results in a prestigious Global Banking & FinTech Certificate. Thanks to the contribution of World class instructors, this program provides participants with fundamental knowledge of banking, coding, and modeling training, followed by a deep understanding of the innovative artificial intelligence and fintech practices in both local a global market contexts.

The curriculum design emphasizes interactive (Finance lab. / Trading room) based learning approaches tied to the best up-to-date practices in the banking and finance field worldwide.

Intended Participants:

- Graduates / Executives in Business / Engineering
- Bankers, Insurers, Forex office managers, and other Finance/Fintech Professionals
- Interested in Finance

Program Curriculum:

Practical & well-dispersed training sessions within the SMU training room.

The Global Banking & FinTech Certification program from South Mediterranean University combines two certificates: **FinTech Certificate**, and **Banking & Digital Finance Certificate**. The participant can choose to take either the first or the second certificate, or both, which results in a prestigious **Global Banking & FinTech Certificate**.

Foundation (prerequisites) curriculum (Optional):

(36 hours over 3 weeks)

1st Foundation workshop - Part 1

- Banking Products and Services (6h)
- Principles of Accounting (6h)

2nd Foundation workshop - Part 2

- The 5 Cs of Credit (3h)
- Credit Administration and Documentation (3h)
- Banking regulation (6h)

3rd Foundation workshop - Part 3

- MS Excel Fundamentals (6h)
- Python fundamentals (6h)

Core program curriculum :

Part 1- Fintech & Digital Finance Certificate (60 hours over 5 weeks)

1st workshop: Fintech & Digital finance

- Digital Transformation & innovation
- Fintech and banking: competition or collaboration
- Fintech Integration in Banking and payments industry
- Fintech and fundraising

2nd workshop: Blockchain technology

- Cloud-based applications in financial services
- Blockchain ecosystem
- Blockchain mining

3rd workshop: Cryptocurrency

- Cryptocurrencies and CDBCs
- Transactions UTXO and Account Model

4th workshop: Fintech/Blockchain use cases

- Blockchain / Fintech solutions and use cases
- Measuring FinTech efficacy in banking

5th workshop: Ethics and regulation for fintech and blockchain technology applications

- Security, privacy, and the Ethics of Personal Data
- Banking, Fintech and Crypto Regulation

6th workshop: Project

- Project Definition
- Project preparation
- Project Presentation

Part 2- Banking & Artificial Intelligence Certificate! (60 hours over 5 weeks)

1st workshop: Banking and Global markets

- Banking in a Global Economic Environment
- Capital Markets— Corporate and Sovereign debt
- Artificial intelligence (AI) and Machine Learning (ML): Evolving practices for banking
- Central Banking integration of big data & artificial intelligence

2nd workshop: Big data and AI : Customer service applications

- Converting Leads to Customers - Negotiation & Closing
- Big Data analytics and Artificial Intelligence (AI): Customer Service applications

3rd workshop: Artificial Intelligence (AI) and Machine Learning (ML) for interest rates modeling

- Python for interest rates modeling
- Debt securitization

4th workshop: AI & ML for Credit scoring

- Analyzing Growth Drivers & Business Risks
- Customer/debt/Asset Portfolio modeling
- 3-Statement Modeling
- Artificial Intelligence for Credit scoring
- Artificial intelligence for Risk Management & Stress Testing

5th workshop: M&A and ESG investing

- Mergers & Acquisitions (M&A) Modeling
- ESG Investing
- Lending to Complex Structures

6th workshop: Project

- Project Definition
- Project preparation
- Project Presentation

Schedule:

13 well dispersed weekends including 3 optional foundation weekends,
The 13 weekends are dispersed over 7 months (from November 1st to May 31)
(2 weekends per month)!

NB: The candidate can choose one of the following schedule formats:

EVENING CLASS

- 6:30 PM - 9:30 PM : **Monday - Tuesday - Thursday - Friday**

WEEKEND CLASS

- 6:30 PM - 9:30 PM : **Thursday - Friday**
- 9:30 PM - 12:30 PM : **Saturday - Sunday**

Enrollment requirements:



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English exam



Passing an admission
interview



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English exam

The Benefits of the FRM® Prep. Program:

- Flexible and well adapted program schedule
- highly selected and qualified instructors
- Candidates can attend sessions online upon demand.
- A step-by-step coaching approach
- Detailed notes and summaries
- Question banks
- Technical and advising assistance during office hours
- Training sessions within the MSB trading room
- Possibility of joining the MSB Community as a part-time or visiting instructor
- **Opportunity to obtain the Refinitiv Eikon Thomson Reuters Certificate**

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Obtain Refinitiv certifications!

Refinitiv, formerly the financial data and analysis division of **Thomson Reuters**, is now an LSEG (**London Stock Exchange Group**) business, and one of the **world's largest providers of global financial markets data and infrastructure**.

Refinitiv comprehensive Data Catalogue offers you the industry's largest portfolio of real-time, pricing, reference, time series, and machine-readable content, as well as company, research, news and ESG data.

Refinitiv Certificates will broaden your knowledge of the tools used by the most successful financial markets professionals.

Thanks to this certification prep program, you will quickly become proficient in Refinitiv premium products. A real asset in your CV if you are aiming to operate within the finance industry. An online final assessment will prove your knowledge to peers and future employers.

Three Certification prep programs are offered under this curriculum for a total of 24 hours. You can select one two or all the three certification preparation programs :

- **Refinitiv Workspace certification** (6 hours)
- **Refinitiv Eikon certification** (12 hours) : Refinitiv Eikon provides access to real-time financial information and powerful analysis tools. It is the financial analysis desktop and mobile solution, for access to leading data and content, Reuters news, markets and liquidity pools. It is a set of powerful software products provided by Refinitiv for financial professionals to monitor and analyze financial information.
- **Refinitiv Datastream certification** (6 hours): Datastream is The largest historical database, with more than 14.5 million series on all types of indicators and financial instruments (Economics, Interest rates, Exchange rates, Equity indices, Bond indices, Commodities, Equities, Bonds, Investments trusts, Futures, Options, Warrants, Unit trusts...).

Syllabus

Refinitiv workspace Certificate

Section One: Introducing Refinitiv workspace
Section Two: Installing Refinitiv workspace & web access
Section Three: Basic navigation
Section Four: Search capabilities
Section Five: Working with layouts
Section Six: Settings
Section Seven: Bookmarks
Section Eight: Support and feedback

Refinitiv Eikon Certificate

Section One: Getting started
Section Two: Price & News Discovery
Section Three: Charting
Section Four: Collaborating

Refinitiv Datastream Certificate

Section One: Learn the basics
Section Two: Working with different chart types
Section Three: Working in Microsoft office
Section Four: Analytics and tools

Enrollment requirements



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English exam



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interview



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to pass an English exam

The Benefits of the Program:

- Highly selected and qualified instructors
- Trading room/real data-based training sessions
- Technical and advising assistance during office hours
- Mock test papers
- Well adapted schedule
- Candidates can attend training sessions online upon demand

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