

EMMIE Programme Overview

The EMMIE programme is structured to provide students with a comprehensive and practice-oriented understanding of management, finance, strategy, and business decision-making within an international context. Within the broader EMMIE structure, the first semester at ZSEM is designed to give students a strong foundation in general management through a combination of conceptual knowledge and applied learning. This enables students to develop both disciplinary expertise and transferable managerial competencies at an early stage of the programme. Through lectures, workshops, case analyses, applied assignments, and simulation-based activities, students are encouraged to engage with business problems in a systematic way and to strengthen their ability to interpret information, evaluate alternatives, and make informed decisions in complex organizational environments. In parallel, the programme supports the development of critical thinking, collaborative problem-solving, and professional communication skills, all of which are essential in contemporary business practice.

A central component of this part of the programme is the development of analytical and research competence. The **Managerial Techniques** course introduces students to the principal stages of the research process and provides a structured foundation for evidence-based managerial analysis. Students learn how to formulate a research problem, define appropriate objectives, select suitable research designs, and collect, analyse, and interpret data in a meaningful way. Both qualitative and quantitative approaches are addressed, with particular attention given to the practical application of customer information, secondary data, observational methods, and digital research tools. By linking research methodology to managerial problem-solving, the course prepares students to approach business questions with greater methodological rigour and to use research findings as a reliable basis for decision-making.

The programme further develops financial competence through **Financial Management**, which provides students with a rigorous introduction to the core principles of corporate finance and their application in business settings. The course familiarises students with the interpretation of financial statements, the assessment of organisational performance, and the evaluation of investment and financing decisions. Students engage with key concepts such as the time value of money, discounted cash flow analysis, cost of capital, capital budgeting, valuation methods, and financial modelling, while also gaining an understanding of major financial instruments, including stocks and bonds. The course is designed not only to build technical financial literacy, but also to strengthen students' ability to use financial reasoning in support of value creation, strategic planning, and sound managerial judgment.

The strategic and market-oriented dimension of the semester is particularly evident in **Marketing Strategy – Simulation**. In this course, students work in teams to analyze market conditions, develop marketing strategies, and make decisions related to segmentation, targeting, positioning, pricing, product development, and competitive action. The Marketing Strategy – Simulation simulation serves as the central learning framework, allowing students to test strategic choices, observe their outcomes, and refine their decisions over several rounds. This gives students direct experience with the challenges of strategic adaptation in competitive markets and moves learning beyond theory alone. The course also contributes to the development of analytical thinking, teamwork, decision-making under uncertainty, and the ability to clearly present and justify strategic recommendations.

An integrative and interdisciplinary perspective is provided through **Capstone – Company Management Simulation**, which requires students to synthesise knowledge acquired across the semester and apply it in a broader managerial context. Working in teams that function as executive management groups, students make decisions across multiple business areas, including strategy, finance, marketing, operations, production, and business development. As they manage a company through several simulation cycles, they gain a clearer understanding of how different business functions are connected and how managerial choices shape overall organizational performance. The course highlights the importance of strategic consistency, performance evaluation, competitive positioning, and long-term value creation, while also strengthening students' ability to connect operational decisions with wider organizational goals.

Taken together, these courses represent ZSEM's contribution to the wider EMMIE curriculum by offering a balanced and academically grounded first-semester learning experience in which theoretical understanding is consistently linked to practical application. This part of the programme does not limit learning to the acquisition of core business concepts, but also emphasises their application through research-based tasks, case analyses, simulations, collaborative projects, and formal presentations. As a result, students build a strong foundation in key business disciplines, while also developing the analytical, strategic, and interpersonal skills that prepare them for the later stages of the EMMIE programme and for work in complex, internationally oriented organisational settings.