



Università
della
Svizzera
italiana

EMBA
Executive Master
in Business
Administration

EMBA Regulations

(Lugano, March 8, 2018 – updated for the Faculty Council on March 12, 2025)

In consideration of the following legislation and conventions: **Legge sulle scuole universitarie**, dated **October 3, 1995**, the **Regolamento degli studi della Facoltà di Scienze Economiche**, the Academic Senate, ratifies the following regulations:

1. General Provisions

Art. 1. Application

1. This document regulates the admissions process for the EMBA Program – Executive Master in Business Administration, the examination and grading process, the business project/thesis procedure and grading, participants' attendance and the payment of tuition and fees.

Art. 2. Executive Master in Business Administration

1. The EMBA Program is an executive master offered by the Faculty of Economics (hereafter called Faculty) of the Università della Svizzera italiana (hereafter called USI).

Art. 3. Degree

1. The Faculty confers the degree of Executive Master in Business Administration (EMBA).

2. The degree of Executive Master in Business Administration of USI does not provide automatic admission to other academic courses or research programs.

3. The degree of Executive Master in Business Administration of USI is issued by the Faculty of Economics of USI and carries the signature of the Dean and the Rector of USI.

4. The degree of Executive Master in Business Administration includes a *cumulative grade* corresponding to the average of exam grades and the business project/thesis:

Grades are defined on a scale of:

- A – Excellent (10-9)
- B - Very Good (8.99-8)
- C – Good (7.99-7)
- D – Fair (6.99 – 6)
- E - Low Pass (5.99-5)
- F – Fail (4.99-1)

- Summa cum laude (All 'A's)
- Magna cum laude (Mostly 'A's with a maximum of 5 'B's and no 'C's)
- Cum laude (All 'B's)
- Legitime (any combination below the above)
- A breakdown of individual grades is communicated on a transcript.

5. Participants are expected to conclude the program in at most **30 months**. Exceptional cases will be handled on a case by case basis.

Art. 4. Assignments

1. Candidates must turn in their assignments by the deadline communicated by the instructor.

2. The deadline can be extended only in case of serious medical or personal issues, prior approval by one of the Scientific Director. A valid written certificate is needed (**See Art. 18. Exam repetition and rescheduling**).

Art. 5. Grading

1. Grades are defined on a scale of F (minimum) to A (maximum), where D is the pass mark.

2. The candidate must pass each course with a grade equal or higher than D. The grade in each course is given by the weighted mean of exam and assignments grades, with weights defined in each course's syllabus.

3. A candidate who fails an examination may **re-take it two** further times. Failing the examination of one course unit after three sittings results in failing the course.

4. A candidate may **validate up to two courses** provided his or her grades are **E**.

5. *The final cumulative grade* is based on defined letter scale of grades in each individual course and the grade for the business project.

Art. 6. Notification of grades

1. Grades for individual courses are communicated to the participant in written form and published on each student's profile on the web.
2. Instructors must deliver to the EMBA Office the exam grades within 30 days after submission of the exams.

Art. 6a. Teaching evaluations

Students must evaluate each course in which they have taken part. Evaluations must be completed prior to the commencement of the following module. Students will receive their exam grade only after evaluating the course.

Art. 7. Attendance

1. Attendance in all EMBA courses is mandatory.
2. Absence by a student in more than 50% of the sections in one course will require the student to attend the course again in a future date.
3. Absences are only accepted if the participant presents a valid written excuse for his or her absence and for a maximum of 15 percent of instruction days during the whole program.

Art. 8. EMBA administration

- 1 The scientific direction of the EMBA is led by a **Scientific Director**, while the administration of the program is managed by a **Director of Operations**.
2. A team of administrative officers may support the activities of the office.

Art. 9. Language of instruction

1. The official language of instruction of the EMBA Program is English. Classes, educational material, written exams and business project must be presented in English.

2. Admissions

Art. 10. Admission criteria

1. Applications are welcome from individuals with at least three years of relevant work experience and a university degree.
2. Applications from executives who do not have a college degree but have vast professional experience, will be examined on the basis of the portfolio they present and of the class mix.
3. Applications from people without 3 years of working experience but with high academic potential will also be considered on an exceptional basis.

Art. 11 .Admission procedures

1. Candidates for admissions must present the following official documents in English:
 - Application form.
 - Essay on motivation to attend program.
 - Two letters of reference.
 - Diplomas (official transcripts or notarized copies).
2. The admissions board will communicate in writing to the candidate whether he or she has been admitted to the EMBA Program.
3. Admitted candidates are subject to the applicable University regulations, including the Code of Ethics and its Implementing Regulations.

Art. 12. Admissions board

1. An admissions board examines applications and decides whether or not to admit candidates to the EMBA Program. This board is made up of the scientific director and the director of operations.
2. The admissions board will communicate in writing to the candidate whether he or she has been admitted to the EMBA Program.

3. Exams

Art. 13. Examination Body

1. Members of the Examination Body are as follows:
 - The Faculty Exam delegate; and
 - The Examiners.
2. The EMBA scientific director verify with each professor the validity and the congruity of exams.
3. The Faculty Exam delegate is responsible for arbitrating disagreements regarding illicit behavior.
4. The examiners are the professors of the respective classes. In case of need, the delegate will appoint a substitute.

Art. 14. Organization of exams

1. Participants in the EMBA Program are tested on the material presented in each class.
2. Exams are delivered on line after each block of classes.

Art. 15. Exams procedures

1. Exam format (multiple choice, open response, essay questions) is defined by each professor.
2. The delegate will decide the proctoring method.

Art. 16. Withdrawal from exams

1. The candidate who does not complete an exam without a valid excuse will receive a “not present” remark. In doubtful cases, the final decision will be made by the scientific director.

Art. 17. Illicit behavior

1. If during an exam there is evidence of illicit behavior by a candidate, the Faculty Exam delegate will verify, together with the respective professor, the validity of the evidence.

Art. 18. Exam repetition and rescheduling

2. The first re-take exam must take place within 3 months from the previous exam date. The second re-take exam must take place no later than 1 month before the graduation day. Some exceptions may apply and the final decision will be made by the scientific directors.
2. It is possible to advance or postpone an exam in the event that a candidate presents a valid written reason.

4. Business Project/Thesis

Art. 19. Business Project/Thesis

1. Business project/thesis topics will be selected by students in collaboration with their academic advisors.
2. Details concerning the executions and the rules governing the business project are defined in the document „Business Project Guidelines”.

Art. 20. Execution

1. The projects/thesis will generally take place over a period of two/three months, beginning with the kick-off meeting and ending with the presentation of the final work.

Art. 21. Advisors

1. While carrying out the project, participants will be guided by advisors, who are members of the EMBA faculty.

Art. 22. Presentation and evaluation

1. Participants will present their projects/theses to both the EMBA Director and the Thesis Defense Committee. The extent to which the project has achieved the initially prescribed objectives will be evaluated by the advisors.
2. The framework and deliverables of the EMBA projects are valid as defined in the EMBA project guidelines.

5. Tuition and fees

Art. 23. Tuition and fees

1. The tuition and fees that the participant must pay to participate in the EMBA Program cover costs of teaching, photocopied material distributed in class, coffee breaks and lunches during the course.
2. Travel expenses to Lugano and to the destination abroad for the study tour (to be defined in the future), as well as accommodation costs in Lugano and in the destination abroad, are not included in the tuition and fees and are to be covered by the participant.

Art. 24. Payments

1. The payment of tuition and fees is divided into three installments:
 - The first installment is to be made when the application is accepted.
 - The second a month after the start of the EMBA Program
 - The third before the end of the EMBA Program
2. The tuition fees must be paid in full by the end of the program. However, self-sponsored students may apply for the option of spreading their tuition payments over a period of up to three years at 0% interest.
3. Final Certification: after the successful completion of the USI EMBA program the participants will be granted with a Transcript (Transcript Form) stating the grades and credits. Should a participant benefit from the flexible payment plan the Diploma will be delivered at the successful completion of the payment plan.

Art. 25. Withdrawal of and cancellation of the EMBA Program

1. In the event of an insufficient number of applicants, the EMBA Program administration reserves the right to cancel the program up to a defined deadline before the program's start date. If the program is canceled, the contract of agreement is voided. Should a participant have made total or partial payments for tuition or fees prior to the cancellation, these payments will be fully reimbursed, and no further charges or obligations will be owed to USI EMBA.
2. If a participant decides to withdraw from the program:
 - Withdrawal before the deadline for the second installment requires payment of only the Admission Installment.
 - After this deadline, full payment of all fees and tuition is required.

6. Final Guidelines

Art. 26. Disciplinary measures in case of violation of the Code of Ethics

1. The USI Executive Board (see Article 4 of the I Implementing Regulation of the Code of Ethics) is competent for the adoption of disciplinary measures and actions in case of violation of the Code of Ethics, in accordance with the procedures set forth in the I Implementing Regulation of the Code of Ethics.
2. Appeals against such decisions shall be in accordance with the procedures and legal remedies set forth in the aforementioned Implementing Regulation.

Art. 27. Exceptions

1. In exceptional cases, at the written and substantiated request of the candidate, the Faculty may derogate from these Regulations, but only in favor of the candidate.
2. This is without prejudice to the provisions of these Regulations from which, by their nature, it is not possible to derogate (e.g. the maximum number of attempts to pass an examination).

Art. 28. Contentious, procedures, complaints and appeals

1. Exams grades and any other decision regarding the rights or expectations of the participant are communicated in writing.
2. The first instance of appealing exam grades should be made directly to the professor of the particular course (while at the same time informing the scientific directors).
3. The participant may appeal these decisions and bring about a decision from the Faculty.
4. The participant may appeal decisions of the Faculty before the Tribunale Amministrativo Cantonale.
5. Complaints and appeals must be communicated within 30 days in writing and subject to the provisions of the Legge sulla procedura amministrativa of Canton Ticino, which applies analogously, excluding the interruptions due to judicial holidays, which do not apply to appeals internal to the Faculty.

Art. 29. Effect

1. These regulations are effective as of March 8, 2018.